

# **Leading Change Through Capital Delivery City of Kitchener**

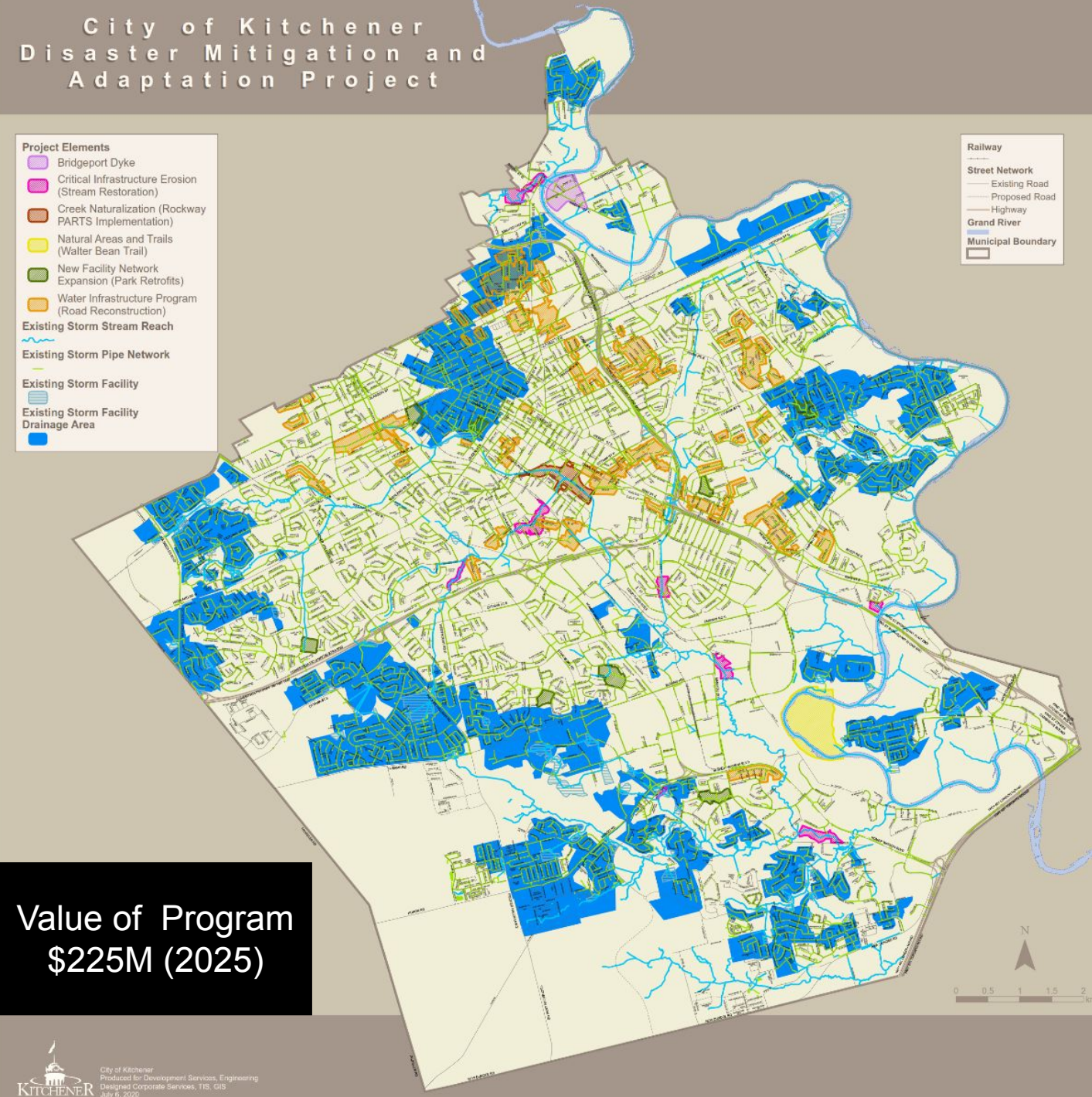
November 4, 2025

National Water and Wastewater Conference

Sanitary and Stormwater Utilities, Infrastructure Department

City of Kitchener





# Capital Delivery – Stormwater Projects

## Kitchener Ontario:

- 1 hour south of Toronto
- ~275,000 people 13,750 hectares 29 creeks

## Disaster Mitigation and Adaptation Fund (DMAF):

- Partnership: Kitchener & Canada
- Timeline: Feb 2020 - Dec 2032
- Support infrastructure implementation

## Assets:

- Over 95 projects across 6 asset types: dikes, storm sewers, trails, stormwater facilities, creek restorations, and naturalization.

# Results of Capital Delivery



Accelerated  
implementation



Enhanced  
engagement



Increased  
internal  
collaboration



Inclusive  
Partnership and  
Stewardship

# DMAF Timeline





# Montgomery Creek Restoration



## Project Overview

Revitalized 500m of channelized creek in Kitchener using natural channel design. Completed in 2022 with a \$3M budget, the project restored ecological function, reduced flood risk, and upgraded aging infrastructure.

## Key Challenges

Launched during COVID-19 with limited engagement options. Faced delays in mail communications and concerns over tree pruning and greenspace changes.

## Adaptive Approach

Scan: site and context

Engage: mailed notices, site tour, one-on-one conversations

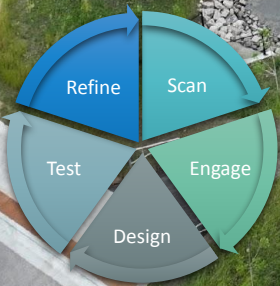
Design: responsive engagement model

Test: community feedback

Refine: emotionally intelligent dialogue

## New Standard of Practice

Set precedent for transparent, emotionally intelligent engagement. Built trust through apology, dialogue, and community connection.





# Montgomery Creek Reconstruction



Change & Relationship  
Management



# Meadowlane Park Stormwater Facility



## Project Overview

Identified in the 2016 Master Plan, this stormwater facility is one of the largest in a critical watershed. Originally scoped at \$1M, it evolved into an \$8M integrated stormwater–park project.

## Key Challenges

Initial engagement missed seasonal use (tobogganing hill), triggering backlash. COVID and inflation added complexity.

## Adaptive Approach

Scan: site and context

Engage: winter pop-ups, Community Resource Group

Design: six new concepts

Test: CRG review

Refine: iterative redesigns

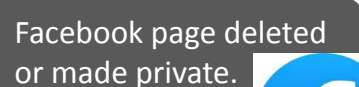
## Modes of Operating

Expanded beyond scope-cost-schedule to include social, political, and environmental factors.

Coordinated across departments, consultants, and rights holders.



# Navigating Resistance



Kitchener ▾

CityNews Everywhere

News ▾

Watch

Listen

Traffic

Weather

Gas Prices

Community ▾

# Petitioners plead for storm water pond plans to stop at Meadowlane Park

By CityNews Staff  
Posted Jan 26, 2023

The hill nicknamed "The Big Hill" is located in the city's walking distance from downtown Kitchener.

However, in 2018, Stormwater Management City staff say only per cent flows in quality in Sandro turn, enhance co

Once the plans v Lara Romanow.

She explained w

"10 days ago, I t for the big hill. A them 'what do yo sigh and said 'I'm

Romanow added

"There are so m there for decade of people who b

## Keep the Hill at Meadowlane Park

1,646

Signatures

2,500

Next Goal

Support now

Started January 14, 2023

### Why this petition matters

Meadowlane Park is central to Ontario and is famous for its Big Hill and put a storm d will no longer have access to a recreation for community me Hill is one of the very few recr walkable distance bringing fa exercise in the milder months our families and neighbours v being.

Q As each member of the committee behind this project, did you grow up with green space that was open and there to make memories? If yes, please think about what this project is taking away for future generations of kids and families in this community! Making this park into one big pond that is NOT USABLE is not real green space. If this project goes through, please explain how this park will be usable for the community members? If there are just paths left, that seems like a massive decrease in functionality of this green space area. The park today has many functions and is used in so many different ways.

JS\_84 asked, 7 months ago

We hear you on the importance of active park space. The design of the green space in the park will be in consultation with the community. We can include options like trails, lookouts, hill(s), and pollinator patches. We want to hear your ideas. The community will have many chances to provide input at different stages of this project. The next chance to provide ideas and feedback will be at an indoor open house where we will share early design concepts.

Q Can a majority of the potential runoff be directed to the new development on Ottawa St. W pond? Large pipes like 25 in or larger would There is already a pond in this newer location of houses.

kksmoky\*2 asked, 7 months ago

The pond in the new development on Ottawa Street is designed for the development itself. This pond would not be able to treat stormwater from an additional area of 178 hectares. There are also a few other technical factors that would not make this possible. Please contact the project manager for more information.

Q If the city insists on making a pond in this location, why can it not be smaller (30% of the park) or incorporate part of a pond underground?

kksmoky\*2 asked, 7 months ago

We are investigating all options. If, after community consultation, we find that a pond is the best solution, size matters. Because of the large size of the catchment area, a small pond cannot achieve the necessary environmental benefits:

- Improving water quality
- Reducing erosion downstream
- Mitigating flood risk

The Provincial design standard is to remove 80% of total suspended solids, and if the pond is smaller, it will not be able to achieve this standard.

Please see the previous response about underground facilities: <https://www.engagewr.ca/meadowlane-pond-tool-qanda#q395845>

#Pond Size

Q If the city insists on making a pond in this location, why can it not be underground? This would be a good compromise, even though it would be more money. The city has received a large sum of money for this project and others in KW area and I am worried the City of Kitchener is seeing

Facebook page deleted or made private.

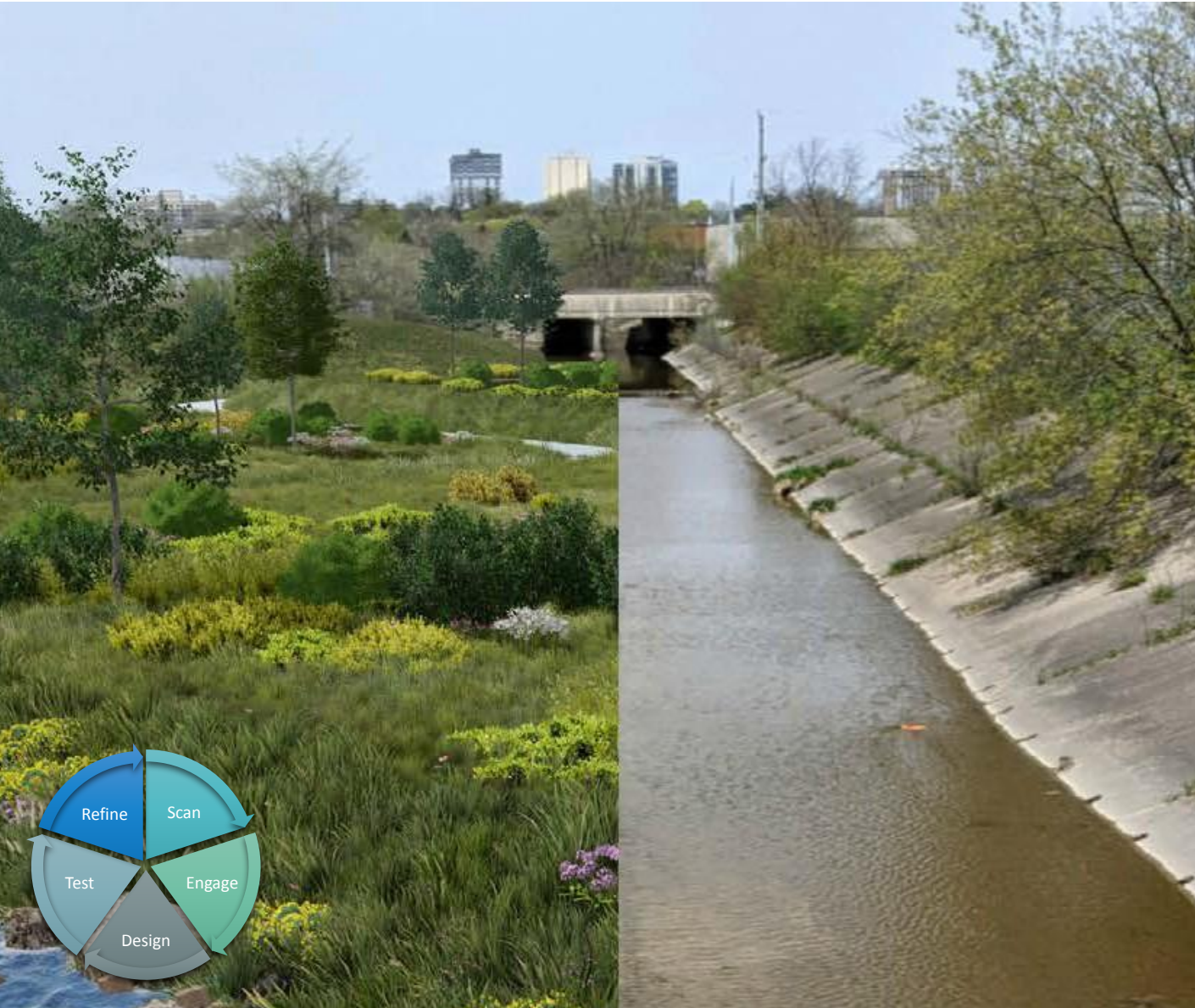


# Meadowlane Park Stormwater Facility





# Shoemaker & Schneider Creek Naturalization



## Project Overview

The Schneider Creek Floodplain Mapping & Two-Zone Policies Update aimed to restore valley function, improve flood resilience, and enhance public access. Alternative 4—Natural Channel and Valley—was selected through public and Indigenous consultation.

## Key Challenges

Initial engagement missed seasonal land use. COVID-19 and inflation added complexity. Property acquisition and safety concerns emerged.

## Adaptive Approach

Scan: site and context

Engage: Indigenous Nations and the public

Design: Alternatives shaped by values

Test: evaluation against integrated criteria

Refine: preferred solution selected

## New Practice

Embedded Indigenous knowledge into Environmental Assessment. Prioritized interconnected values and inclusive decision-making.



# Informed Evaluation Criteria by Indigenous Nations





# The real system is relationships....

- Relational infrastructure enables:
  - Adaptability
  - Interactive/collaborative planning
  - Relational accountability
  - Safety through shared trust and engagement

**Change through capital delivery happens through relationships. Step by step, they shape our systems and ourselves.**





# Thank you!

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