

The Canada Community- Building Fund

ANNUAL REPORT

20
20

PART
ONE

AMO Association of
Municipalities Ontario

2020's investments supported the construction, rehabilitation, expansion, or replacement of :

149 km of bike lanes, paths, trails, and sidewalks



253 culverts and bridges



304 buses



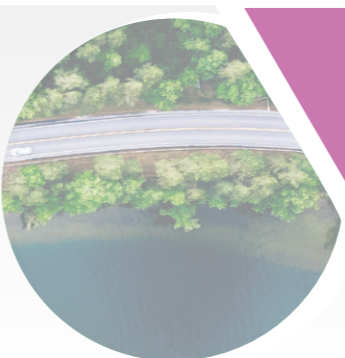
36 km of watermains



7 culture and tourism facilities



3,783 lane-km of road



27 km of sewers



78 parks and recreation facilities



46,234 energy-efficient streetlights



LETTER FROM THE AMO PRESIDENT



GRAYDON SMITH
AMO PRESIDENT

This Annual Report tells the story of how Canada Community-Building Fund investment in Ontario is helping to achieve national objectives.



September 24, 2021

The Canada Community-Building Fund is a significant, stable source of funding for municipal infrastructure, providing \$2.2 billion per year across the country in 2020. Since the Fund began in 2005, AMO has administered more than \$10 billion to Ontario's municipalities.

In 2020, Ontario's municipal governments, excluding the City of Toronto, invested nearly \$796 million from the Canada Community-Building Fund, supporting 1,545 local infrastructure and capacity-building projects worth a combined \$7.0 billion. This investment includes funds carried over from 2019 when the Government of Canada delivered a one-time funding "top-up," doubling the normal funding allocation and kickstarting local infrastructure projects.

I am proud of the impressive work done by Ontario's municipalities in 2020, all completed against the backdrop of the COVID-19 pandemic. Through it all, municipal governments continue to deliver critical services, including building and revitalizing the local infrastructure that we all rely on. The events of 2020 highlight the importance of permanent, stable infrastructure funding, like the Canada Community-Building Fund, to keep our communities safe, healthy, and strong.

The Fund helps municipal governments plan for the long term and invest in projects that truly make a difference. Investments at the local level are guided by asset management systems, ensuring that the CCBF can target local infrastructure priorities and make an impact in our communities.

In 2021, the Government of Canada provided an additional "top-up," bringing Ontario's allocation to more than \$1.6 billion. This new funding will help Ontario's municipalities get moving on thousands more projects and play a key role in our communities' ability to recover from the pandemic.

This Annual Report tells the story of how Canada Community-Building Fund investment in Ontario is helping to achieve national objectives – growing our economy, promoting a cleaner environment, and building stronger communities. AMO does a lot more to tell this story and I encourage you to visit buildingcommunities.ca where we profile projects, share videos and blog posts, and maintain an interactive map of all CCBF projects across Ontario.

Sincerely,

A handwritten signature in black ink, appearing to read "Graydon Smith".

GRAYDON SMITH
AMO PRESIDENT

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This report describes how Ontario's communities invested and benefited from the Canada Community-Building Fund in 2020. The report is split into two parts. Part I summarizes investments, benefits, and AMO's approach to the administration of the Fund. [Part II](#) provides detailed financial information, compliance statements, and descriptions of projects supported by the Fund.

Both parts of this report are available at www.buildingcommunities.ca.



The Canada Community-Building Fund







About the Fund

The Canada Community-Building Fund (CCBF) provides permanent and stable federal funding for local infrastructure. Communities across Canada received \$2.2 billion from the Fund in 2020.






Funds can be invested in the construction, enhancement, or renewal of local infrastructure, used to improve long-term plans and asset management systems, shared with other communities to achieve common goals, or banked to support future projects. The Fund is flexible; local governments decide how funds can be best directed to address local priorities.

Municipalities can spread investments of the Fund over several project categories to boost productivity and economic growth, create a cleaner environment, and build stronger cities and communities – key national objectives of the Fund. Eligible project categories in 2020 are listed to the right.¹







Productivity and Economic Growth

-  Broadband Connectivity
-  Local and Regional Airports
-  Local Roads and Bridges
-  Public Transit
-  Short-Line Rail
-  Short-Sea Shipping

Clean Environment

-  Brownfield Redevelopment
-  Community Energy Systems
-  Drinking Water
-  Solid Waste
-  Wastewater

Strong Cities and Communities

-  Capacity Building
-  Culture
-  Disaster Mitigation
-  Recreation
-  Sport
-  Tourism

¹ Highways are also eligible under the Canada Community-Building Fund – but are not listed in the table above because highways are provincially owned and maintained in Ontario.

The Canada Community-Building Fund in Ontario

The CCBF is distributed to provinces, territories, and First Nations on a per-capita basis.² Ontario's communities received \$816.5 million from the Fund in 2020.

Administration of the Fund in Ontario is governed by the [Administrative Agreement](#). Under the *Administrative Agreement*, AMO distributes funds to all municipalities in Ontario except for the City of Toronto, which receives funding directly from the Government of Canada. The Government of Ontario delivers funds to unincorporated areas of the province.³

AMO distributes funds to municipalities on a per-capita basis, with funding split 50/50 between upper- and lower-tier municipalities in two-tier systems. Municipal allocations can be found on [AMO's website](#).

Predictable, up-front funding from the CCBF allows local governments to plan for the long term, target funding to local priorities, and get projects moving quickly. The Ontario model recognizes that municipalities are a duly elected, accountable, and transparent order of government. AMO's success in administering the Fund results in municipalities receiving funds in a timely fashion.

Each municipality's use of the CCBF is governed by a [Municipal Funding Agreement](#). Under the *Municipal Funding Agreement*, municipalities can use funds to:

- Cover the full cost of an eligible project;
- Support an eligible project that benefits from other funding sources;
- Save and/or invest for future eligible projects;
- Finance long-term debt incurred for eligible projects;
- Accrue interest for subsequent application toward eligible projects;
- Develop and implement asset management plans; and
- Collaborate with other municipalities or non-municipal entities to fund an eligible project.

AMO works with municipalities to ensure that they comply with the Municipal Funding Agreement. See the [Risk Management and Compliance](#) section of this report for more information.

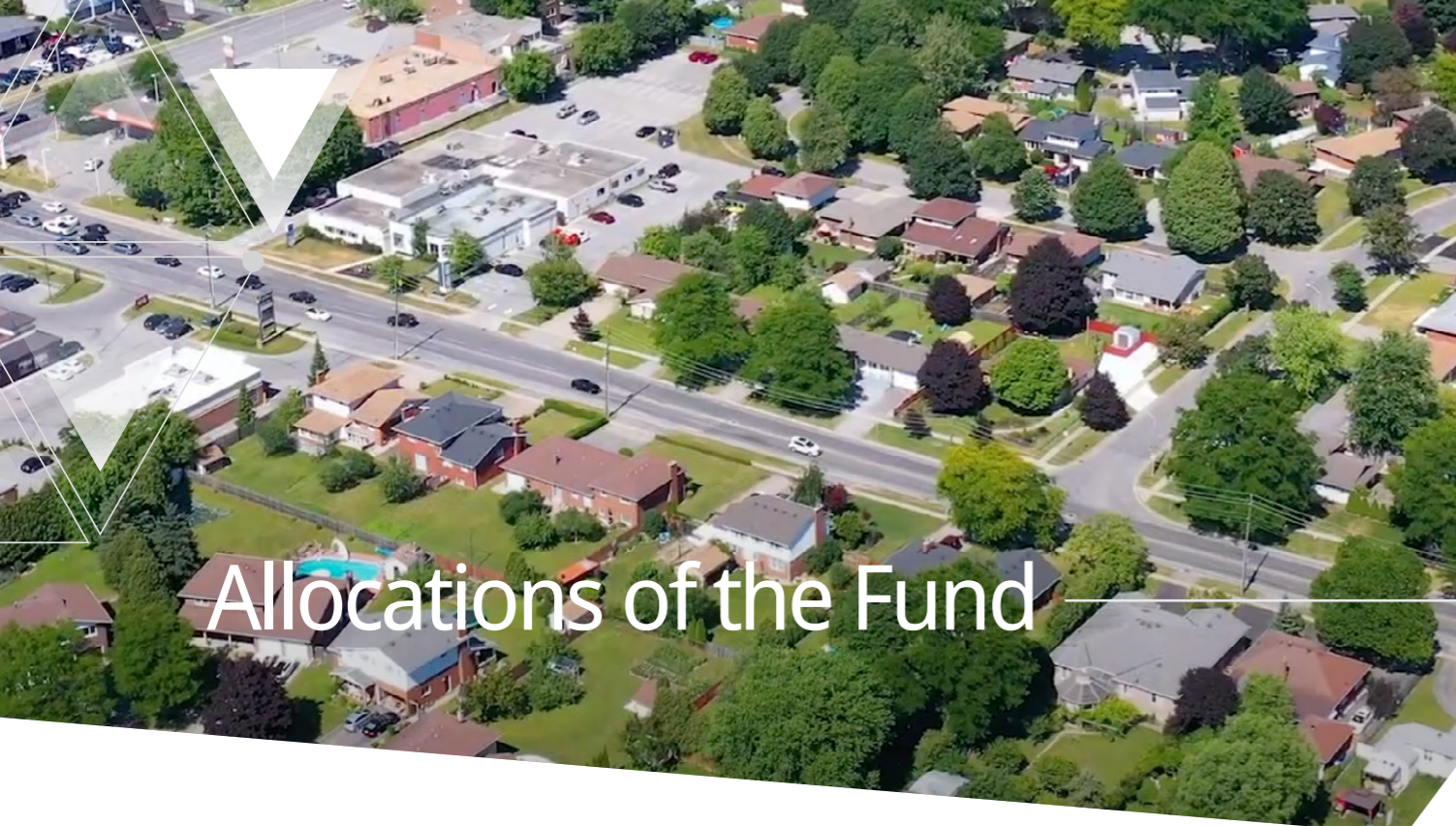
² The Canada Community-Building Fund is allocated to provinces, territories and First Nations on a per-capita basis, but provides a base funding amount – equal to 0.75% of total annual funding – to Prince Edward Island and each territory.

³ All subsequent references to communities, municipalities and local governments in this report are exclusive of the City of Toronto unless otherwise noted.

Recent Changes to the Canada Community-Building Fund

The CCBF is not new – but the name is. The Fund was established in 2005 to transfer a portion of federal excise taxes on gasoline to municipalities for investment in sustainable infrastructure. The Fund was therefore called the federal Gas Tax Fund. But the scope of eligible infrastructure – and the source of funding – changed over time.

The Fund was therefore renamed in July 2021. The new name reflects the evolution of the Fund into a broader community-building investment, entirely distinct from federal excise taxes on gasoline. Requirements and objectives remain unchanged – with one exception. Investments in fire halls and fire station infrastructure were made eligible for funding in 2021.



Allocations of the Fund

National Allocations

Canadian communities received \$17.0 billion from the CCBF between 2014 and 2020. Allocations are scheduled out to 2023; an additional \$9.2 billion will be transferred between 2021 and 2023.

Scheduled annual allocations are steadily increasing. The Fund was indexed at 2% per year in 2014. Increases are applied in \$100 million increments. The CCBF therefore grew from \$2.0 billion in 2014 to \$2.2 billion in 2020.

Top-up funding released in 2019 drove CCBF allocations to record highs – and helped communities accelerate critical local infrastructure projects. An additional CCBF top-up of \$2.2 billion was distributed to communities across Canada in the summer of 2021.⁴ See our [2019 Annual Report](#) and [website](#) to learn more about the impact of this additional funding.

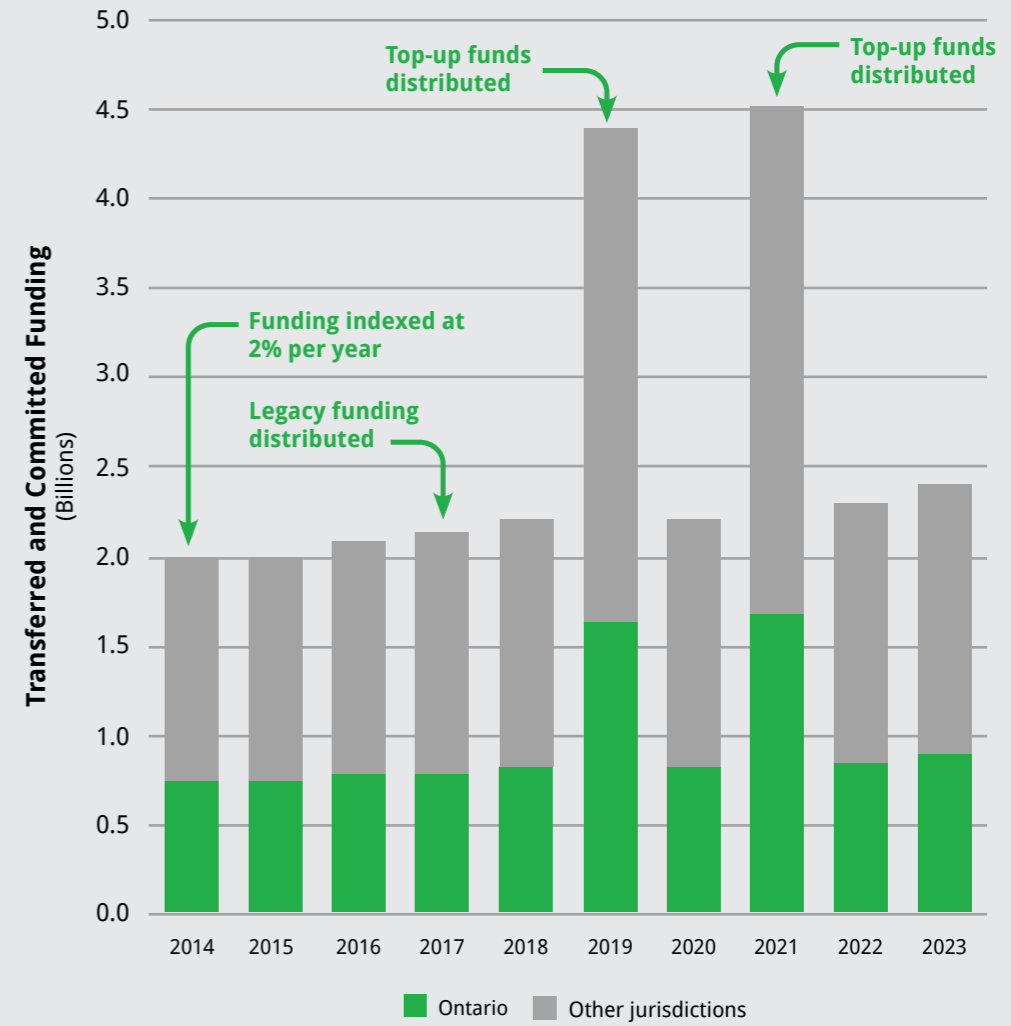
⁴ Under [s. 198](#) of the *Budget Implementation Act, 2021, No. 1* (S.C. 2021, c. 23).

⁵ This amount includes the additional \$816.5 million released through [s. 198](#) of the *Budget Implementation Act, 2021, No. 1* (S.C. 2021, c. 23) – effectively doubling 2021’s distribution of the Fund.

⁶ The *Administrative Agreement* came into effect in 2014 and expires in 2023.

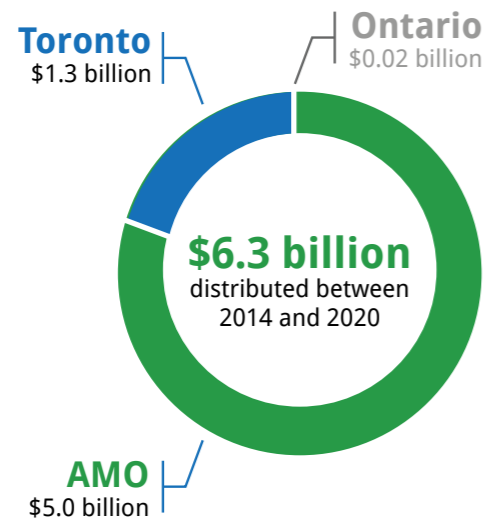
Ontario’s Share

Ontario’s communities received over \$6.3 billion from the CCBF between 2014 and 2020. An additional \$3.4 billion⁵ will be transferred between 2021 and 2023.⁶



Municipal Funding

Much of this funding is – or will be – distributed to municipalities through AMO. AMO distributed over \$5.0 billion between 2014 and 2020 and will distribute nearly \$2.7 billion more between 2021 and 2023.⁷



Addressing the Pandemic

The federal government delivers CCBF funding in two equal installments. Installments are typically received in July and November. AMO rapidly distributes these funds to municipalities for investment in local priorities.

Delivery of the CCBF was accelerated in 2020. The federal government delivered 2020's CCBF funding in full in July to help municipalities address infrastructure needs resulting from the spread of COVID-19. This expedited funding meant that municipalities could apply funds to critical infrastructure needs quickly and efficiently.

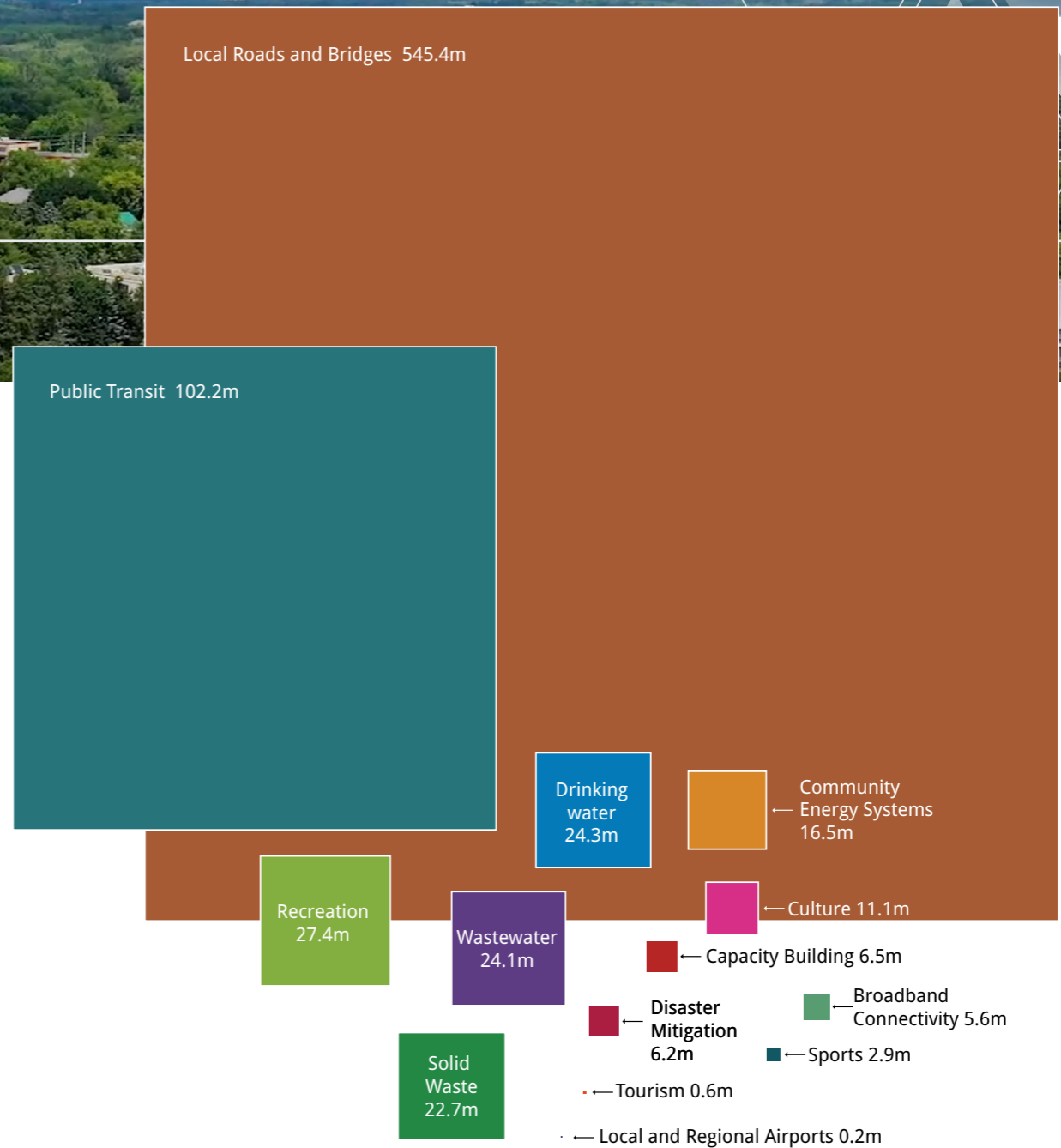
⁷ The \$2.7 billion to be distributed between 2021 and 2023 includes additional funding released through the *Budget Implementation Act, 2021, No. 1*.

Investment of the Fund

Infrastructure is the backbone of Ontario's communities. Pipes deliver clean drinking water to homes, parks provide safe places for children to play, and roads connect Ontarians to the people and services that they rely on. Infrastructure is all around us. Managing every asset is imperative to ensure that our municipalities can deliver the critical services and spaces needed for communities to thrive.

As populations change and assets age, municipalities are faced with unique needs and challenges. Shrinking tax bases, increased service demands, and adaptation to climate change and extreme weather are just some of the factors that make rehabilitating and expanding infrastructure difficult. Municipalities need substantive funding they can count on to tackle changing infrastructure needs.

The Canada Community-Building Fund provides direct, permanent, and stable funding to help each municipality in Ontario address local infrastructure priorities. With the support of the Fund, Ontario's communities are investing in the future, one asset at a time. The next few pages of this report describe how municipalities across Ontario are investing the Fund. The benefits resulting from this investment are explored in narratives scattered throughout this report and summarized in [Appendix A](#).



796 Million Invested **1,545** Total Projects



Sports



Warwick Baseball Diamond

The Township of Warwick used the Canada Community-Building Fund to construct a new baseball diamond, including turf, lighting, fencing and bench seating. The addition of this new field meant the township was able to decommission an older baseball diamond in order to expand its existing recreation facility.

With the completion of this project, Warwick Township has become a destination for competitive baseball and softball tournaments. The community has 14 local

teams using its two baseball diamonds four nights a week, with tournaments scheduled several weekends throughout the summer.

The Canada Community-Building Fund provides critical support for community development. Warwick's new baseball field provides residents with a place to socialize, keep active and feel a great sense of pride.



Township of
Warwick
Population: 3,692

Canada Community-Building
Fund Allocation: \$112,001.37

Funds Available for Investment

Communities across Canada received \$2.2 billion from the Canada Community-Building Fund in 2020. Ontario's share came to \$816.5 million. AMO distributed \$644.7 million of this amount to municipalities across the province. Municipal allocations in 2020 are listed in [Part II](#) of this report.

Municipalities additionally carried nearly \$1.4 billion in funding forward from 2019. The distribution of additional funding in 2019 – particularly in July, long after Council review and approval of the capital budget – drastically increased the size of these reserves. Much of this funding was nevertheless quickly earmarked for ongoing and planned investments in accordance with sound asset management practices.

With \$1.4 billion in CCBF funding carried over from 2019 and \$0.6 billion in CCBF funding received in 2020, communities had over \$2.0 billion in CCBF funding available for investment in 2020. The sections below explore how municipalities directed these funds to local infrastructure priorities.

Investment

Ontario's municipalities invested nearly \$796 million from the CCBF in 2020⁸ – about 10% of total municipal capital investment.⁹ Investments supported 1,545 local infrastructure and capacity-building projects worth a total \$7.0 billion. Detailed project information is available in [Part II](#) of this Report. Benefits generated by these projects are summarized in [Appendix A](#).

The CCBF can be invested across 17 project categories, giving municipal governments the flexibility that they need to meet unique local needs. Investments made in 2020 spanned all but three of these categories – brownfield redevelopment, short-line rail, and short-sea shipping – indicating the diversity of infrastructure needs in communities across Ontario.

Transportation infrastructure was the primary beneficiary of CCBF investment in 2020 – and has been since the Fund was established in 2005. Investments in roads, bridges, and public transit infrastructure collectively comprised 81% of 2020's CCBF investment.¹⁰ This focus on transportation infrastructure was expected; Ontario's municipalities own over 140,000 km of roads and 15,000 bridges and large culverts – most of which were built over 50 years ago.

⁸ Financial information shown on this page was compiled from annual reports submitted to AMO by municipal staff. All communities had submitted an annual report to AMO by the time of compilation (August 27, 2021).

⁹ Municipal capital investment was an estimated \$8.5 billion in 2020. This figure includes both reported values – i.e., municipal capital investment reported by the 238 municipalities that had submitted 2020's Financial Information Return (FIR) at the time of compilation (August 27, 2021) – and imputed values. Values were imputed for each municipality where necessary using the municipal capital investment reported on the latest FIR (2019's FIR for 196 municipalities, and 2018's FIR for nine municipalities).

The resulting figure, \$8.5 billion, may be a slight underestimate. FIR data indicates that municipal capital investment has generally increased each year. The figure is nevertheless in line with historic growth patterns.

Municipal capital investment is calculated by summing additions and betterments to tangible capital assets (schedule 51A, line 9910, column 3) and construction in progress (schedule 51C, line 9910, column 2), then subtracting contributed capital assets (schedule 53, line 1031, column 1), and capitalized construction in progress (schedule 51C, line 9910, column 3). See Ontario's [FIR website](#) for more information.

¹⁰ This number notably does not include investments made by the City of Toronto – which has historically invested the entirety of its CCBF allocation in public transit through the Toronto Transit Commission – or Local Roads Boards receiving funds through the Government of Ontario. Taking these recipients into account would increase the share of Ontario's CCBF funding dedicated to transportation infrastructure.

Leveraging

The CCBF is intended to complement – without replacing or displacing – other sources of funding for local infrastructure. Many municipalities therefore leverage the Fund by combining the CCBF with other sources of capital financing to stretch each dollar even further. For every \$100 from the CCBF invested in projects completed between January 1, 2020 and December 31, 2020, municipalities invested an additional \$70 from other funding sources.

This is atypical. Funding from other sources has historically exceeded funding from the CCBF. The reduced amount likely reflects the additional investment that municipalities were able to make in 2020 due to the distribution of top-up funds in 2019. With the influx of additional CCBF funding in 2019, municipalities were able to accelerate infrastructure projects in 2020.

Of course, municipalities also invested heavily in infrastructure projects that were not supported by the Fund – and this investment has increased drastically since the Fund was established. Between 2000 and 2004, municipal capital expenditures averaged \$3.9 billion per year. But over the six-year period preceding this report, municipalities invested nearly \$7.7 billion per year in infrastructure.¹¹

This increased investment is critical to seal the infrastructure investment gap. The gap reflects the unfunded investment required to replace infrastructure that has exceeded its intended life, meet annual lifecycle costs, and accommodate growth. Some municipalities have implemented capital levies and turned to other revenue sources to ensure the continued and sustainable delivery of local services. CCBF funding complements these efforts and provides critical support for small communities with limited fiscal capacity.

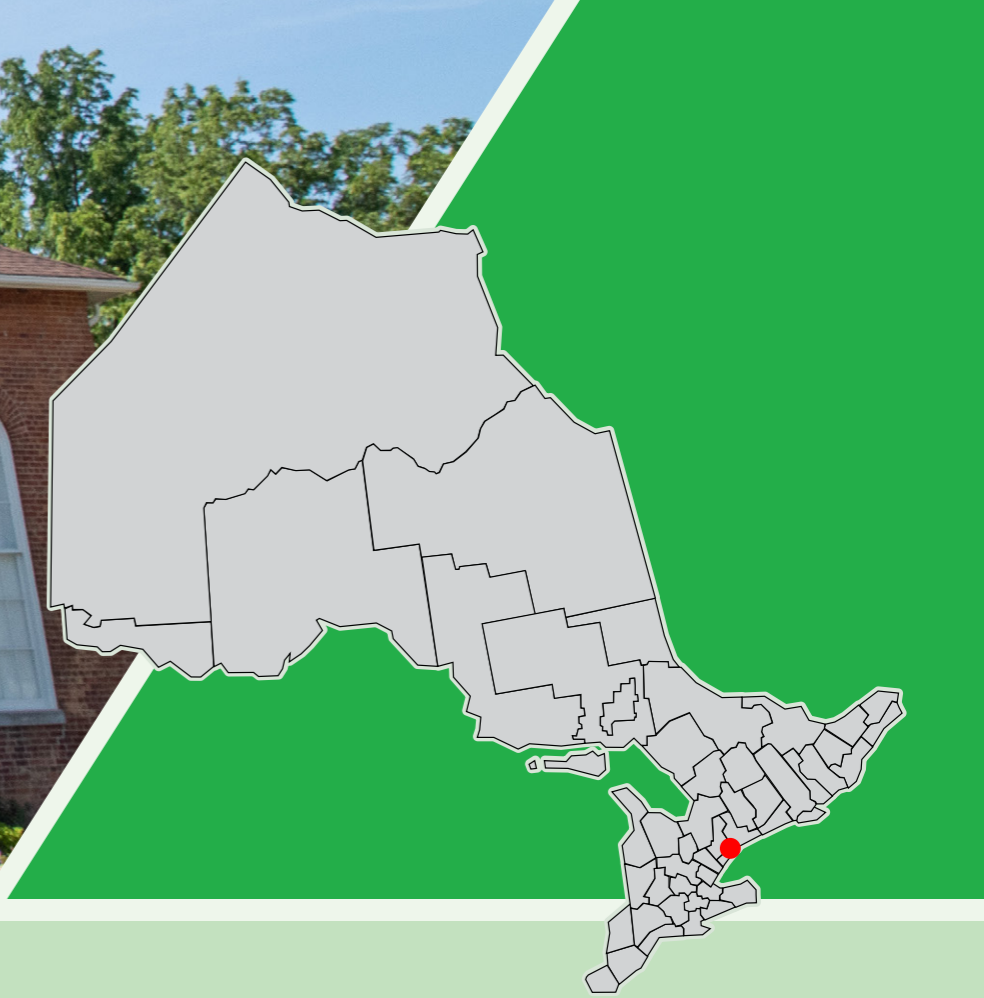
¹¹ Under the terms and conditions of the *Administrative Agreement*, the municipal sector is required to invest the CCBF incrementally (i.e., as a complement to – rather than as a replacement or displacement of – other sources of funding for local infrastructure). Average annual municipal infrastructure investment over the life of the *Administrative Agreement* (i.e., 2014-2023) is compared to average annual municipal infrastructure investment over the five-year period preceding the establishment of the Fund (i.e., 2000-2004) to confirm that the sector is meeting this requirement. The growth in average annual municipal infrastructure investment suggests that it is.

Banked Funds and Interest

In addition to these substantial investments, municipalities carried over \$1.2 billion into 2021 at the end of 2020. Much of this funding – roughly \$0.8 billion – has already been allocated to priority projects that are underway or expected to begin shortly.

Local governments can hold on to CCBF funding for up to five years. The ability to bank funds is critical to facilitate long-term planning, smooth the impact of year-to-year fluctuations in other infrastructure funding streams, and allow municipalities to build up funds for larger projects.

Banked funds are held in interest-bearing accounts or investments in accordance with the *Municipal Funding Agreement*. Municipalities reported interest revenues of \$24.9 million in 2020. Interest revenues are considered CCBF funding and are reinvested in eligible projects.



Culture

Quaker Meeting House Revitalization

An important piece of history in the Town of Ajax was revitalized in 2020 using the Canada Community-Building Fund.

The Quaker Meeting House is one of the last remaining meeting houses in the province, dating back to 1867, and is a significant historical landmark in Ajax.

The building was purchased by the city in 2015. Since that time, efforts to renovate and modernize the building – while keeping its historical charm intact – have been underway.

Town of Ajax
Population: 119,677

Canada Community-Building
Fund Allocation: \$3,630,549.44

The newest upgrades to Quaker Meeting House include an accessible washroom and rehabilitation to the foundation, structure, electrical, HVAC and plumbing systems.

Thanks to a significant investment from the Canada Community-Building Fund, this building will be enjoyed for generations to come. The work additionally aligns with the Town’s drive to preserve historical sites and architecture and promote its cultural history.



Culture



Richmond Hill Oak Ridges Library

City of
Richmond Hill
Population: 195,022

Canada Community-Building
Fund Allocation: \$5,916,232.97

Residents in the community of Oak Ridges, part of the City of Richmond Hill, are enjoying their new 19,000 sq. ft. state-of-the-art library, thanks to the Canada Community-Building Fund.

Prior to the construction of the Oak Ridges Library, the city leased a significantly smaller space to provide library services to residents. As the community grew, so did the need for a larger facility.

In 2020, the city completed construction of a brand new two-storey library. The building was constructed with the environment in mind; 82% of the construction waste from the project was diverted from the landfill, while 30% of the building

materials used were made of recycled content. It's a civic landmark that reflects the natural elements and local history of the area.

The Oak Ridges Library supports programming catered to all groups including a Teen Zone, children's area, maker space, a digital media lab and other multi-functional spaces. It's also inclusive to Richmond Hill's diverse population, with books collected in languages including Mandarin, Persian and Russian.

In its first month of operation, the library saw 13,000 patrons – more than double the number of people who used the library in the prior year. The library has since become a popular community hub.

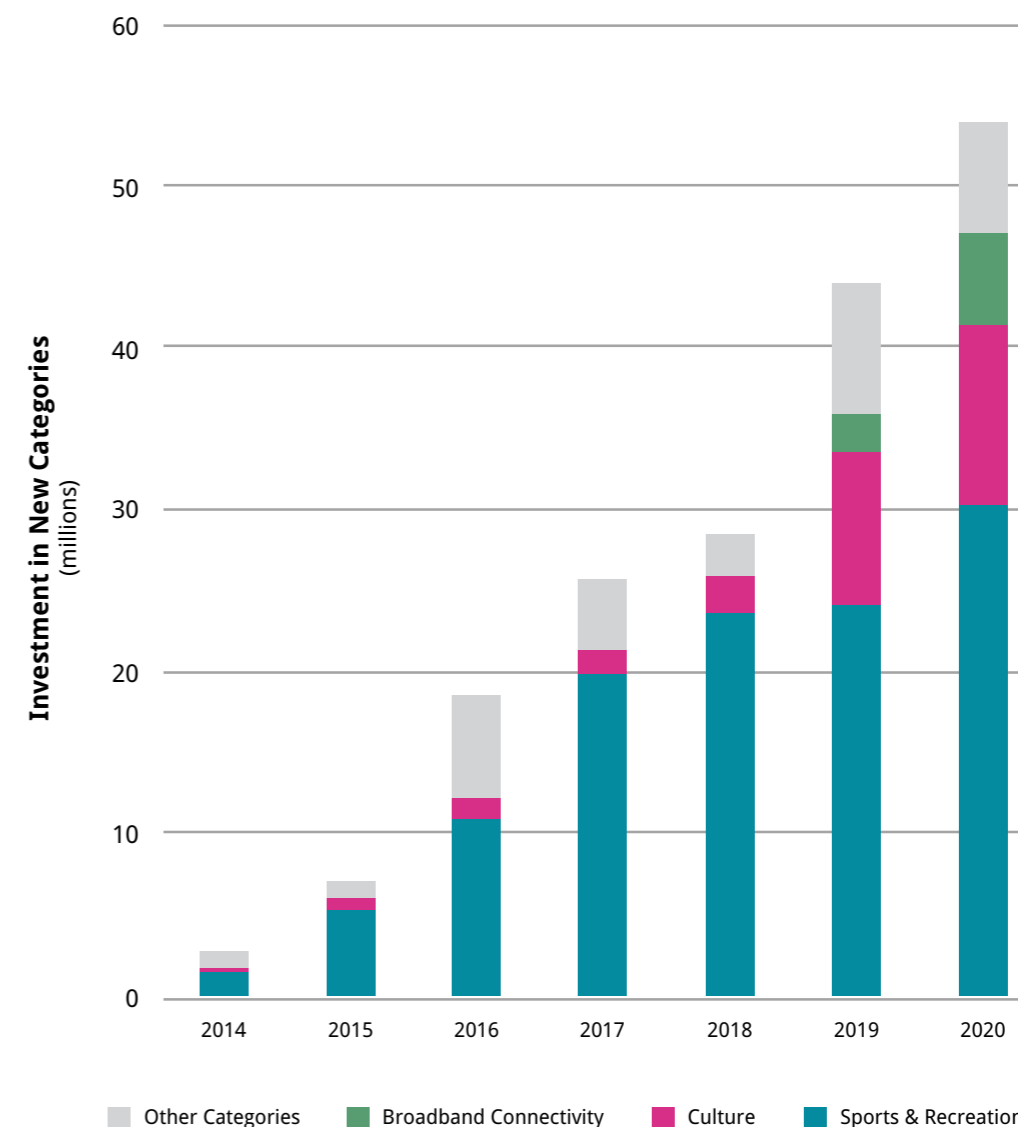
Trends from 2014 to 2020

Municipalities have consistently targeted the CCBF to transportation infrastructure. Of the \$4.6 billion that municipalities invested over the 2014 to 2020 period, 81% was invested in roads, bridges and public transit infrastructure.¹² This share has been remarkably consistent from year to year, indicating the recurring demand for investment in these assets.

Roads, bridges, and public transit infrastructure have been eligible for CCBF investment since the Fund was established in 2005. Investments in capacity-building programs, community energy systems, drinking water systems, wastewater systems, and solid waste infrastructure have also been eligible since that time. Remaining project categories were introduced with the renewal of the Fund under the *Administrative Agreement* in 2014.

Investments in project categories introduced in 2014 have grown by a factor of 18 over the 2014 to 2020 period – from \$3 million to \$54 million. Growth was initially driven by investment in sports and recreation infrastructure as communities seized the opportunity to renovate arenas and expand recreation centres to deliver better services to residents. Municipalities invested over \$30 million in sports and recreation infrastructure in 2020 – up from less than \$2 million in 2014.

Investments in sports and recreation infrastructure stabilized around 2018, but large investments in cultural infrastructure (e.g., community centres and theatres) and broadband connectivity (particularly in York Region) have continued to push investment in new categories higher. Municipalities invested over \$11 million in cultural infrastructure and \$5 million in broadband connectivity in 2020.



¹² The Canada Community-Building Fund was established in 2005, but the *Administrative Agreement* – which establishes the requirement to produce this report – governs the use of the Fund from 2014 through to 2023. Trends are therefore discussed only as far back as 2014. See AMO's website on the CCBF, www.buildingcommunities.ca, for information regarding the use of the Fund since 2005.



Benefits Resulting from Investment of the Fund

Tangible Benefits

Projects supported by the CCBF boost productivity and economic growth, create a cleaner environment, and help build stronger cities and communities. Municipalities report the benefits generated by each project to demonstrate the value of these investments to the community.

Measuring Benefits

Municipalities report the results achieved by each infrastructure project using output and outcome indicators. [Output indicators](#) measure the quantity of assets created, acquired, improved, or renewed by each infrastructure project. [Outcome indicators](#) measure the effect of these new, improved, or renewed assets on municipal services and the broader community.

Indicators were initially developed in consultation with Ontario's municipalities and with approval from the Fund's Oversight Committee. AMO's indicators therefore vary from those used in other provinces and territories. The diversity of indicators reflects the diversity of Canadian communities – but also makes it difficult to consistently assess the national impact of the Fund.

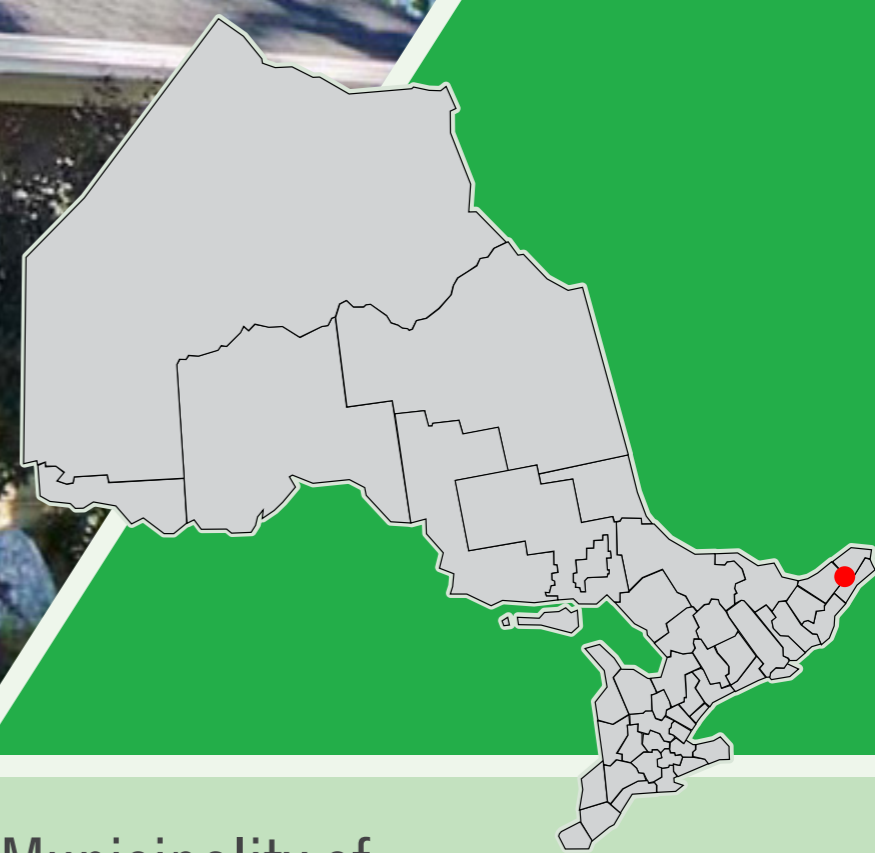
Infrastructure Canada established a working group in 2019 to define a common approach to performance measurement. The working group included representatives from AMO, Infrastructure Canada, and program administrators across Canada. As a first step, the working group drafted a list of assets eligible for investment under each category. This list effectively defines a set of output indicators; each asset listed requires a corresponding indicator to measure the quantity created, acquired, improved, or renewed.

AMO therefore updated output indicators in November 2020 to align with this list. Many new indicators were added. Several existing indicators were revised or removed. The revised set of output indicators is posted on AMO's website.

Outcome indicators were unaffected. AMO will review and refine outcome indicators in consultation with Infrastructure Canada, municipal staff, and the Oversight Committee over the coming years. A list of outcome indicators is also posted on AMO's website.

Benefits Generated in 2020

Municipalities completed 878 infrastructure projects with help from the Canada Community-Building Fund in 2020. These projects involved the rehabilitation of roadways, installation of energy-saving retrofits, upgrade of recreation facilities, and more. Benefits generated by projects completed in 2020 are summarized in [Appendix A](#).



Tourism



Casselman Tourism Centre

Municipality of
Casselman
Population: 3,548

Canada Community-Building
Fund Allocation: \$107,632.96

The Municipality of Casselman, located southeast of the City of Ottawa, invested funds from the Canada Community-Building Fund into important accessibility upgrades at its local tourism centre.

The Community's Tourist Information Centre and Historical Museum, located at Casselman's renovated train station, is often the first stop for tourists visiting the area and an important piece of municipal infrastructure.

The parking lot and access road were rebuilt, providing a safe and more accessible path to the building. These upgrades also included expansion of the parking area to accommodate travel buses and increase space for vehicles.

With these improvements, the Tourist Information Centre is a more inclusive and inviting space for visitors to learn about everything the community has to offer.



Tourism



Brockville Railway Tunnel

A piece of history that lay dormant for decades under the City of Brockville was restored recently using investments from the Canada Community-Building Fund.

Canada's first underground railway tunnel is a significant piece of Brockville's history, and a major tourism driver in its downtown core. It was built in 1860 for the Brockville and Ottawa Railway and later owned by Canadian Pacific Railway before being acquired by the City of Brockville in 1983.

City of
Brockville
Population: 21,346

Canada Community-Building
Fund Allocation: \$1,295,114.49

The 1,700 ft. long railway tunnel was completely rehabilitated in 2020, including repairs to the exterior of the structure, a new concrete walking path and an interactive lighting and sound system. Visitors learn about Brockville's rich railway history while strolling through the tunnel underneath the downtown.

It was important to the community to showcase the tunnel while also preserving its original features. Today, the tunnel is Brockville's most photographed tourism destination, and the municipality estimates it generates \$1.7 million in visitor spending, generating long-lasting economic and cultural benefits.



Progress in Asset Management

Asset Management and the Fund

Local governments aim to provide safe, reliable, and sustainable services that promote local economic development and build stronger communities in a predictable and cost-effective manner. Asset management is a structured approach that helps municipalities consistently make good decisions for the benefit and sustainability of their communities.

Under the Administrative Agreement, municipalities are required to develop and implement an asset management plan. Proper development and implementation of an asset management plan helps ensure that the CCBF is invested in local priority projects.

AMO works with the municipal sector to collect, access, and share information regarding sector progress in asset management. This information is then used to guide capacity-building initiatives. AMO's established Asset Management Outcomes Working Group – consisting of municipalities across the province, other levels of government and leading municipal associations – meets at least once a year to share information and leverage opportunities for alignment and coordination. A copy of the presentation from the most recent meeting can be found [here](#).

Use of Canada Community-Building Funds for Capacity-Building

The Canada Community-Building Fund provides critical support in helping municipalities make progress in asset management planning. Since 2014, municipalities have used \$50 million from the Fund to support 216 capacity-building projects focusing on asset management and other initiatives related to long-term planning.

In 2020, \$6.5 million was invested in 50 capacity-building projects; 34 projects were on asset management, and specifically collecting condition data for roads and building, investing in advance software, and updating plans.

The City of Niagara Falls, for example, invested \$1.3 million in 2020 on its sanitary network condition assessment using CCTV inspection to provide recommendations to identify future state of good repair and wet weather flow reduction sewer projects.

The City of Barrie used the Fund to develop a stormwater asset management plan that provides the state of its stormwater assets and the costs associated with mitigating flooding and protecting Lake Simcoe and Little Lake. As profiled [here](#), the information presented in the plan allows Council to make better informed decisions about prioritizing investments that achieves both cost efficiencies and environmental protection.

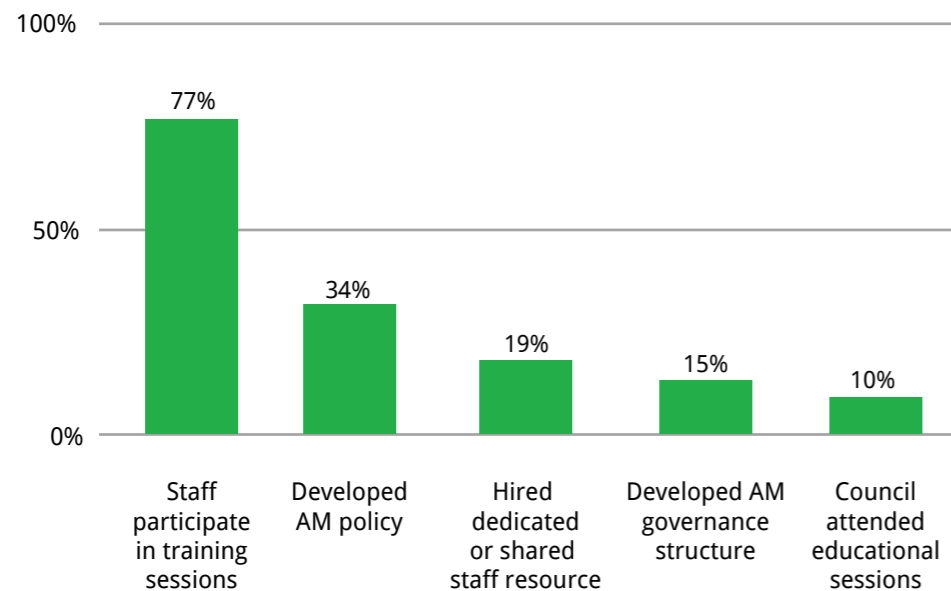
Asset Management Outcomes

All Ontario municipalities have developed a baseline asset management plan since 2016. While municipal councils are continuously making progress in adopting asset management, recommendations to councils on future projects in existing plans generally could be more reliable if there is improved asset data on lifecycle costs and condition, and additional financial resources and trained staff.

Municipalities are expected to continuously improve and implement their existing asset management plans according to the requirements of the [Asset Management Planning Regulation](#) in Ontario. During the 2020 reporting cycle, 28 municipalities revised and improved their asset management plans. 405 municipalities completed an [optional questionnaire](#) to report progress in improving internal capacity by:

- Investing in training existing staff and/or hiring dedicated staff;
- Establishing an asset management policy and developing a governance structure; and
- Increasing Council participation in educational sessions.

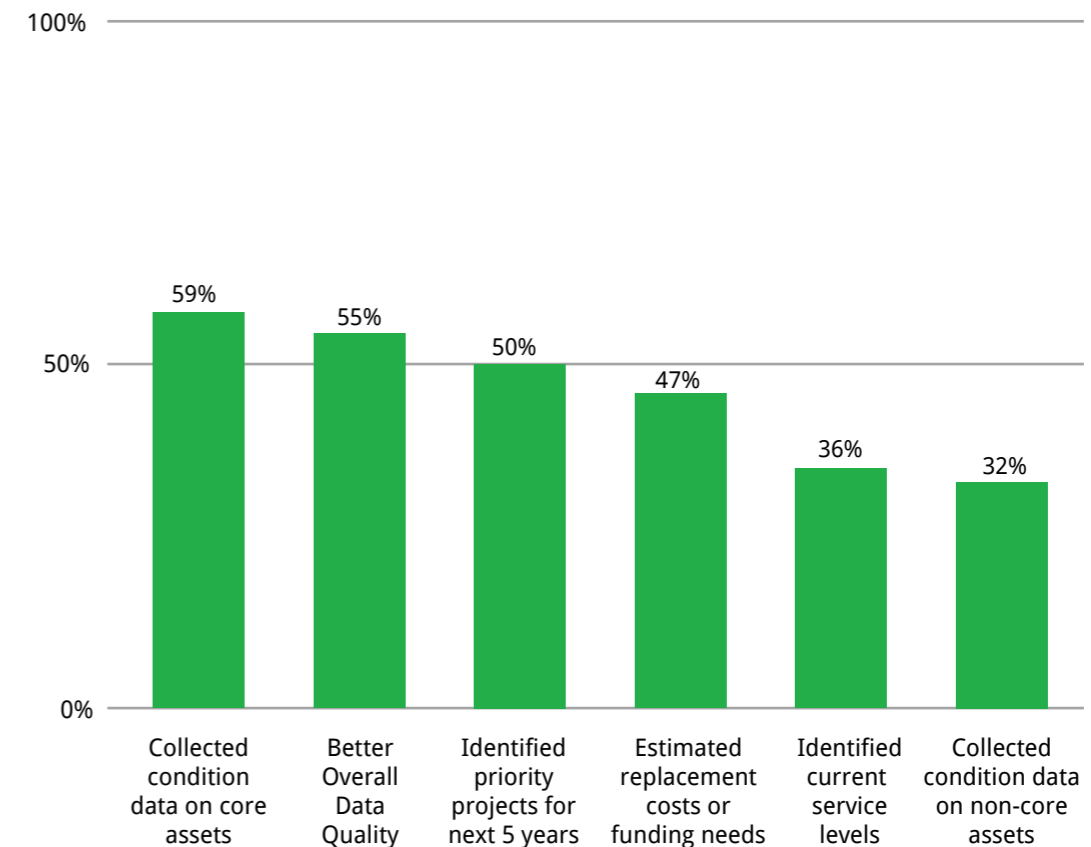
Reported Progress in Building Internal Capacity



Municipalities reported different staff activities to increase the quality and reliability of asset management plans such as:

- Improving the overall quality of data on infrastructure assets;
- Collecting data describing the condition of roads, bridges, facilities, and other assets;
- Estimating the replacement cost of assets and determining future funding needs for fiscal sustainability; and
- Quantifying existing service levels provided to the community.

Reported Progress in Improving Data Quality and Plans



Local Roads



Newbury Sidewalk Replacement

The small community of Newbury – a village with a population of just over 450 people – completely rehabilitated all of its streets in 2020 using funds from the Canada Community-Building Fund.

The road and sidewalk replacement project saw 3.6 lane-kilometres of streets resurfaced and sidewalks installed along all roadways in the village.

As with many rural communities, it was important for Newbury to ensure it was meeting regulations under the Accessibility for Ontarians with Disabilities Act (AODA). With the completion of this project, all of Newbury's sidewalks are AODA compliant.

Village of
Newbury
Population: 466

Canada Community-Building
Fund Allocation: \$14,136.68

A culvert was additionally replaced on Dundas Street, opening opportunities for the development of the land on the east side of the culvert.

Each year, the Canada Community-Building Fund helps communities like Newbury, with limited tax revenue, complete priority infrastructure projects that improve the quality of life for their residents.



Recreation



Pump Track in Perth

Youth in the Town of Perth have a new outdoor recreation facility supported in part by the Canada Community-Building Fund.

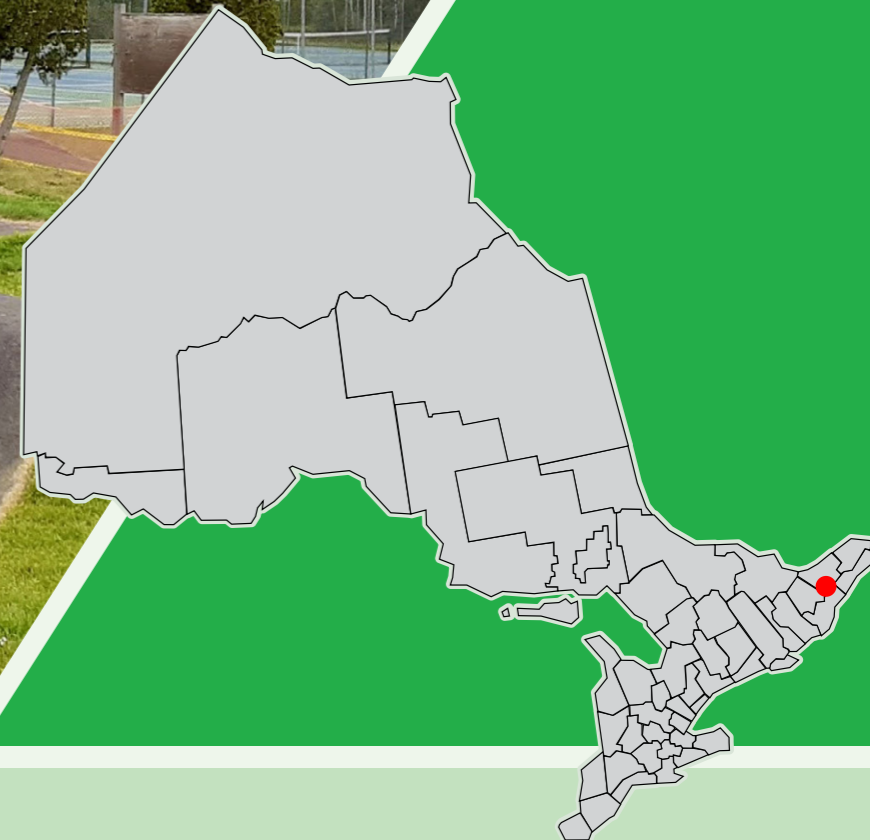
The new pump track – a bike circuit designed to be ridden completely by riders “pumping” to generate momentum through movement, instead of pedaling – is a huge hit in the community.

The project was initiated by a motivated youth group from the community who formed a sports organization called the Perth Firedawgs. The group secured 50% of the

Town of Perth

Population: 5,930

Canada Community-Building
Fund Allocation: \$179,893.87



required funding, and the municipality agreed to invest the other 50% by way of the Canada Community-Building Fund, bringing the group’s dream to fruition.

Since it opened, the pump track has proven extremely popular. It provides a much-needed outdoor recreation option for kids of all ages. It’s estimated that more than 50 people per day visit the track, and the town has received hugely positive feedback on this new addition.

FCM's Municipal Asset Management Program

Since 2019, AMO has been collaborating with Asset Management Ontario, a regional community of practice, to provide hands-on training and technical assistance to 50 municipalities across the province with diverse challenges and staff capacity. The program is delivered in partnership with the Federation of Canadian Municipalities' [Municipal Asset Management Program \(MAMP\)](#), which is funded by the government of Canada.

Training activities involve educating multidisciplinary staff and elected officials on key milestones such as leadership and governance, data gap analysis, establishing service levels, risk assessments and long-term financial strategy. Participating municipalities achieved these milestones by utilizing the provided [materials and templates](#) that are developed in alignment with the provincial asset management regulatory requirements. The templates offer flexibility in selecting any one of the core infrastructure asset categories: roads, bridges, culverts, water, wastewater and stormwater infrastructure. Municipalities are encouraged to focus on a specific asset type of their choice to fully understand and adopt the prescribed asset management processes. The templates and tools are directly transferrable to their own work.

Direct Support to Small and Remote Municipalities

AMO has also engaged subject matter experts to provide direct support to small and remote municipalities that are not able to commit limited staff resources to comprehensive training programs. For example, the Municipality of Killarney, with a population of 386, benefited from this opportunity to improve their internal process to effectively develop long-term capital plans based on their existing asset database.

The Town of Marathon recently initiated a sewer inspection program and has completed video inspections of their entire sewer network with internal resources. Marathon staff leveraged AMO's support to develop expertise in reviewing and coding defects based on the condition data for categorizing and identifying sewer assets for maintenance, repair, and replacement.

Support for Elected Officials

AMO provides support for elected officials in understanding asset management. In addition to an online training course for elected officials, AMO runs several events. At the 2020 AMO Conference, AMO delivered a facilitated discussion with several mayors on the [impact of COVID-19 on infrastructure investments](#). Participants learned how municipal councils use asset management as a decision-making tool during the pandemic to reassess investment priorities, manage risks and demonstrate sound stewardship of public resources.

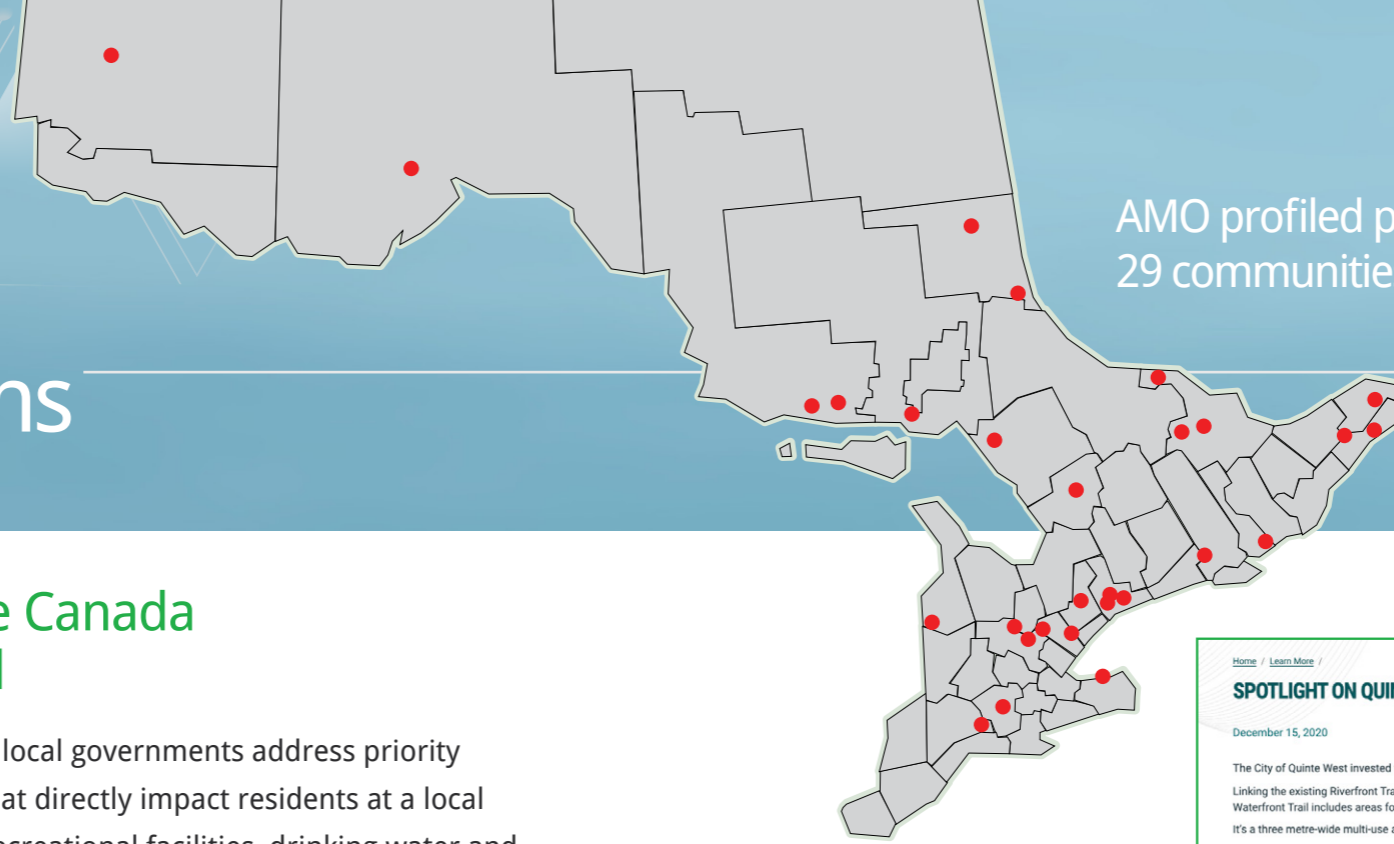
Asset Management Leadership Series

AMO has profiled eight municipalities across the province in a [video series on asset management success stories](#). Each video showcases how different municipalities are making continuous progress in building internal capacity and adopting asset management as a tool to assess infrastructure. Each video also speaks to the importance of the CCBF.

For example, the [Municipality of Wawa](#) hired an asset management coordinator as a shared staff resource with three other small municipalities in Algoma district: the Township of Hornepayne, the Township of White River and the Township of Dubreuilville. This partnership with other small municipalities helped Council advance asset management programs, despite having limited financial resources and technical expertise.

Communications

AMO profiled projects in 29 communities in 2020



Sharing the Benefits of the Canada Community-Building Fund

The Canada Community-Building Fund helps local governments address priority infrastructure needs and invest in projects that directly impact residents at a local level, including work on roads and bridges, recreational facilities, drinking water and wastewater systems, and more.

Under the *Administrative Agreement* and *Municipal Funding Agreement*, municipal governments are responsible for communicating the benefits of CCBF investment in their communities. AMO is proud to help municipalities do this work to ensure that Ontarians can access information about how the Fund is at work in their communities.

Online Project Profiles


Working directly with local governments and Infrastructure Canada, AMO profiles projects on its website and social media accounts.. Project profiles help spread the word about the positive impact the Fund has on communities, and give municipalities simple, shareable content to use on their own online platforms, spreading the message even further and targeting information at the local level.

[Home](#) / [Learn More](#)

SPOTLIGHT ON QUINTE WEST WATERFRONT TRAIL

December 15, 2020

The City of Quinte West invested federal Gas Tax funds in an extension of its popular Waterfront Trail. Linking the existing Riverfront Trail along the Trent River to the existing Millennium Trail, the new Trenton Waterfront Trail includes areas for a range of outdoor activities. It's a three metre-wide multi-use asphalt pathway lit by solar lighting. Along the route there are outdoor exercise pods, seating areas with bike racks, and an accessible picnic area.



BLIND RIVER BOAT LAUNCH SAVED BY BREAKWALL RECONSTRUCTION


September 17, 2020

Matinenda Landing boat launch is the Town of Blind River's only access point for people who have cottages on Lake Matinenda.

A breakwall – critical to protect the boat launch's structure – was in need of repair, but the work had been postponed for several years due to a lack of available funds. In 2019, the Town experienced unusually high water levels on Lake Matinenda, and the need for the breakwall to be reconstructed became urgent.

With the federal government providing a top-up to the federal Gas Tax Fund in 2019, municipalities in Ontario received over \$800 million in additional funding. Blind River was one of many communities that used the funding to accelerate an urgent project using this one-time top-up, and the breakwall was reconstructed without the municipality having to delay other vital infrastructure projects.

Watch the video below to learn more about how the top-up funds have contributed to critical infrastructure projects in the province.





Local Roads



Kitchener Road Replacement

The City of Kitchener undertook a large-scale infrastructure project in 2020 with the full rehabilitation of a portion of Queen Street in the downtown using money from the Canada Community-Building Fund.

Kitchener not only completed a full surface road replacement, but also replaced or added several aesthetic components to the area.

The city widened sidewalks to allow for café tables or outdoor retail, added bike racks, LED street lights and string lights, wayfinding signage, planters, benches and new garbage and recycling receptacles.

City of Kitchener

Population: 233,222

Canada Community-Building Fund Allocation: \$7,075,077.10

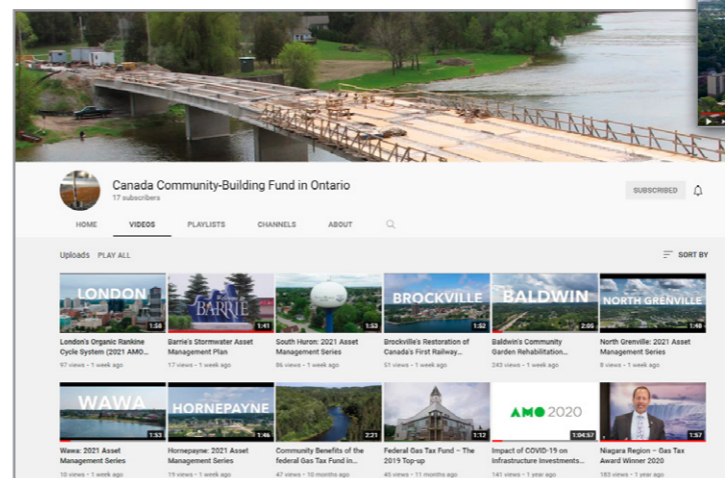
Queen Street is an important corridor in downtown Kitchener. The municipality states there are more people living, working and visiting the area, and as such, the upgrades to Queen Street add to the desirability of the location.

Improvements also benefit businesses and economic development by increasing property values and occupancy rates of commercial spaces. A beautified streetscape with plenty of small businesses means boosted foot traffic, more retail spending, and more local employment opportunities.

The city also estimates a spin-off of the work downtown will result in more events and festivals, making Queen Street a destination for tourists.

Videos

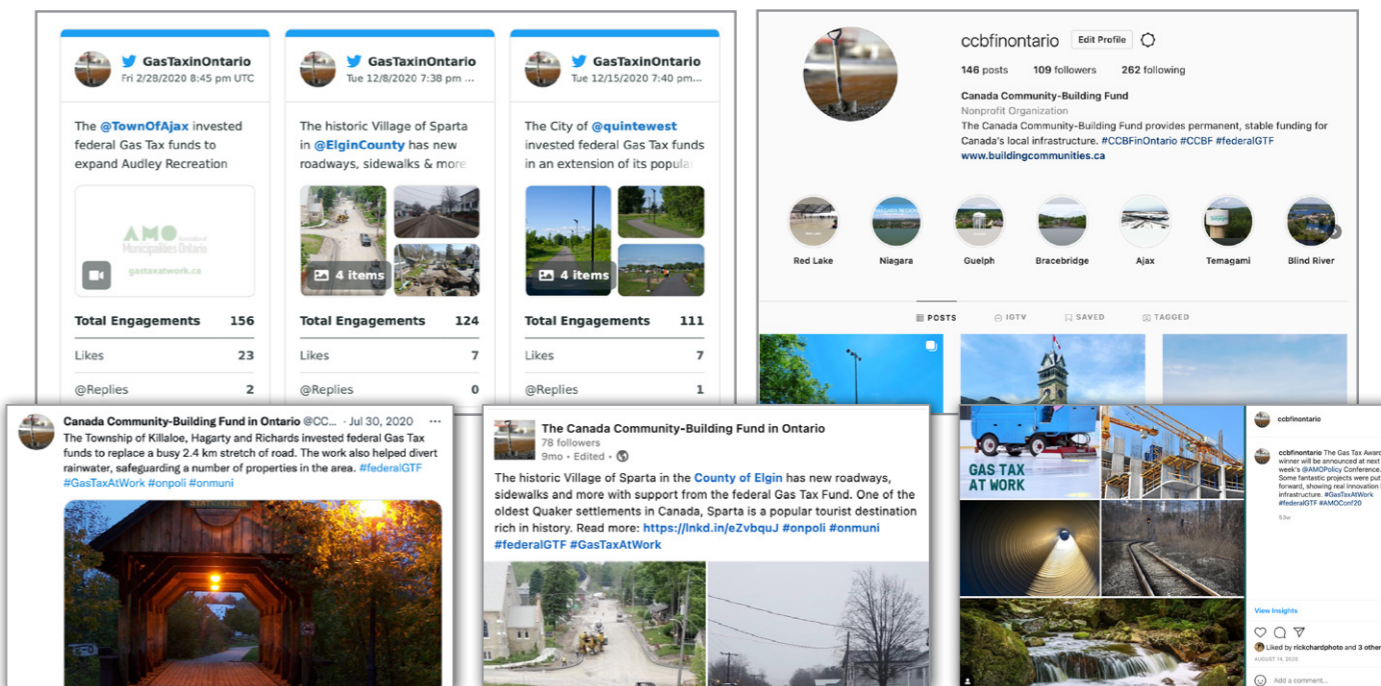
Project videos showcase the Fund’s local impact and give municipalities a way to share their accomplishments with a broader audience. In 2020, AMO developed seven videos that highlighted communities’ asset management initiatives, investments enabled by 2019’s top-up funding, and other projects supported by the CCBF. These videos attracted more than 1,250 views on YouTube and were part of the content showcased on AMO’s social media accounts and buildingcommunities.ca. Videos shared on Twitter were viewed an additional 3,148 times.

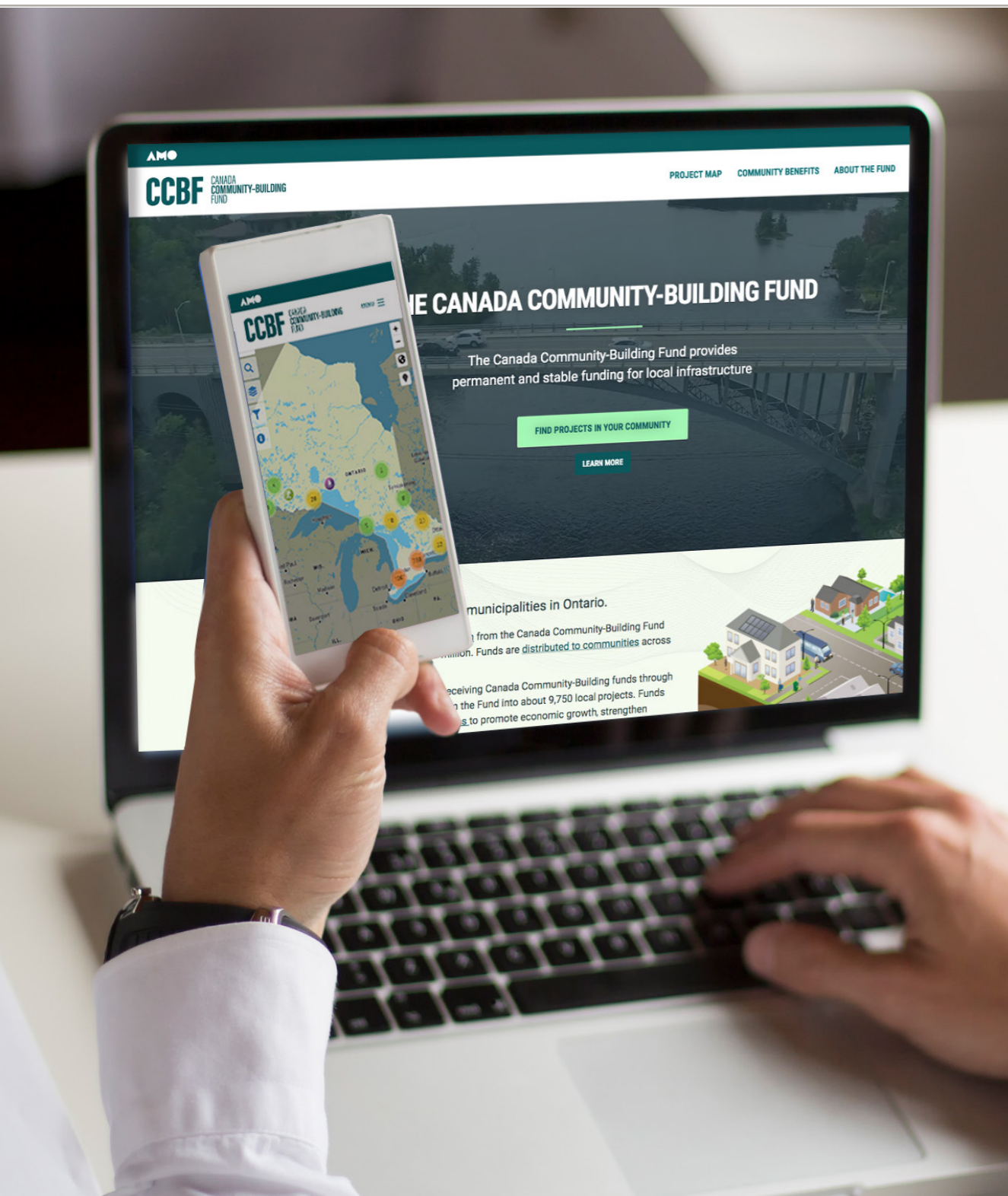


Social Media

Over the past several years, AMO has moved toward a digital-first approach to communicating the Fund’s benefits and has built a sizeable online audience by sharing content through Twitter, Instagram, and LinkedIn. This approach was fully embraced in 2020 as most organizations moved business online in response to the pandemic.

In 2020, interaction on Twitter grew by 1,483 engagements – an increase of more than 50% over 2019. Impressions – how many people on Twitter saw CCBF’s posts – also grew by more than 53%, or 84,050 more impressions compared to 2019. The use of the #federalGTF and #GasTaxInOntario hashtags, along with tagging municipalities in individual posts, likely contributed to the overall increase in engagement. Through those efforts, the CCBF social media accounts have seen a steady increase in followers, with a combined follower count across all three platforms of 1,218.





Building Communities Website

The dedicated CCBF website, buildingcommunities.ca, features project profiles, blog posts, general information about the Fund, and an interactive project map with navigable icons and project information. Analytics show a slight uptick in monthly pageviews year over year, from 1,688 in 2019 to 1,719 in 2020. Traffic was primarily driven by interest in AMO's asset management webinars and announcements related to the accelerated delivery of funding in 2020.

Media Releases

Aside from maintaining its dedicated website and social media accounts, AMO works with municipal governments and Infrastructure Canada to issue media releases to celebrate significant local projects.

News releases help municipalities attract local media coverage and share good news stories in their regions. They're also a useful way of notifying the public of project start and completion dates, transparency in budgeting and finance, and highlighting project benefits.

Education

AMO works directly with municipal governments to ensure that they meet CCBF reporting requirements. AMO's user-friendly online reporting tool includes tutorials and guides to help municipalities complete this step. AMO also shares program information through email, the AMO website, www.amo.on.ca, and through AMO's weekly e-newsletter, the WatchFile.

AMO's Canada Community-Building Fund Awards

The AMO Canada Community-Building Fund Awards celebrate local initiatives that demonstrate excellence in the use of the Canada Community-Building Fund and honour the communities behind those projects. Recipients represent communities of all sizes across Ontario.

Applicants are evaluated by AMO's Awards Committee, which considers the extent to which projects:

- **Advance national objectives** – by boosting productivity and economic growth, promoting a cleaner environment, or strengthening the community;
- **Support long-term planning** – by building capacity for planning and asset management, addressing long-term needs, or generating long-lasting benefits;
- **Address local needs** – by creating wide-ranging community benefits that meet the diverse needs of multiple residents and businesses; and
- **Demonstrate excellence** – in design or execution, by adopting an innovative, efficient or effective approach to address local needs and achieve outcomes.



2021's Finalists

Several communities applied. All put forward strong applications – and their projects are profiled throughout this report – but three stood out to the Committee. Each addressed a different national objective of the Fund.

- **Baldwin** – rehabilitated a community peace garden, creating recreational opportunities for residents, bringing the community together, and revitalizing underused land.
- **Brockville** – converted Canada's oldest railway tunnel into a modern tourist attraction, generating estimated economic benefits of \$1.7 million each year for the area.
- **London** – installed an Organic Rankine Cycle system at a wastewater treatment facility, generating energy from sewage sludge and cutting energy consumption.

AMO produced videos profiling all three finalists – but only one received the AMO Canada Community-Building Fund Award.



2021 WINNER

London's Innovative Energy-Saving ORC System

The AMO Canada Community-Building Fund Award was presented at the 2021 AMO conference – held entirely online.

AMO President Graydon Smith delivered the award to the City of London for its innovative use of the fund in its Organic Rankine Cycle (ORC) System. The City of London installed the ORC System at its Greenway Pollution Centre, which works by turning heat generated by burning sewage sludge into useable energy. This energy is then used to power the plant, offsetting some of the City's reliance on the grid.

London's project is the first of its kind in Canada. The ORC System provides a renewable, zero-emission source of electricity, since the power it generates is from an existing heat source that requires no additional fuel or energy. In 2020, it's estimated that use of the ORC System saved the city \$600,000 in energy costs and displaced 3.75 GWh of electrical consumption from Ontario's power grid, equivalent to 475 residential homes in London.

London's project was featured in a video unveiled at the Canada Community-Building Fund Awards ceremony as part of the AMO Conference.

"The City of London's ORC System is the first of its kind in Canada and is also our largest single effort to cut energy use in City facilities. It provides a renewable, zero-emission source of energy, since the power it generates is from an existing heat source that requires no additional fuel or energy. I hope everyone in London is proud of this achievement. I know that City staff are certainly proud of it and thankful for the funding through the Canada Community-Building Fund."

- City of London Mayor Ed Holder

"Congratulations to the City of London on winning an AMO federal Gas Tax/Canada Community-Building Fund Award. London's project helps reduce greenhouse gas emissions, save on energy costs, and has a real, local impact on the city's residents. With an additional \$816 million delivered through the fund in 2021, municipalities across Ontario will be able to invest in even more local projects that benefit our communities."

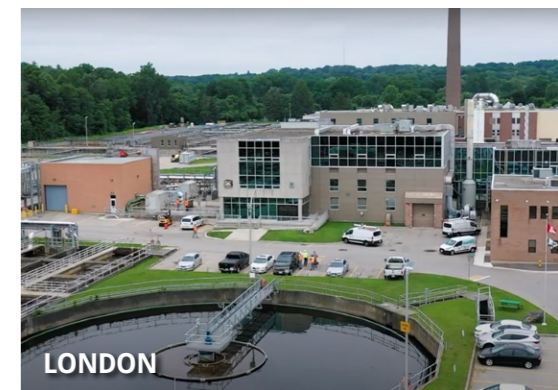
- AMO President Graydon Smith



BALDWIN



BROCKVILLE



LONDON

Recreation



Community Peace Garden

The Township of Baldwin built a Community Peace Garden as part of a recreation rehabilitation project funded by the Canada Community-Building Fund.

Baldwin's project is a source of pride for the municipality and its residents and is a beautiful community oasis.

The most unique element of the property is the Peace Pole, located amongst the community garden plots that are used by residents to grow vegetables and flowers. The pole has "May Peace Prevail on Earth" inscribed in seven languages, and is

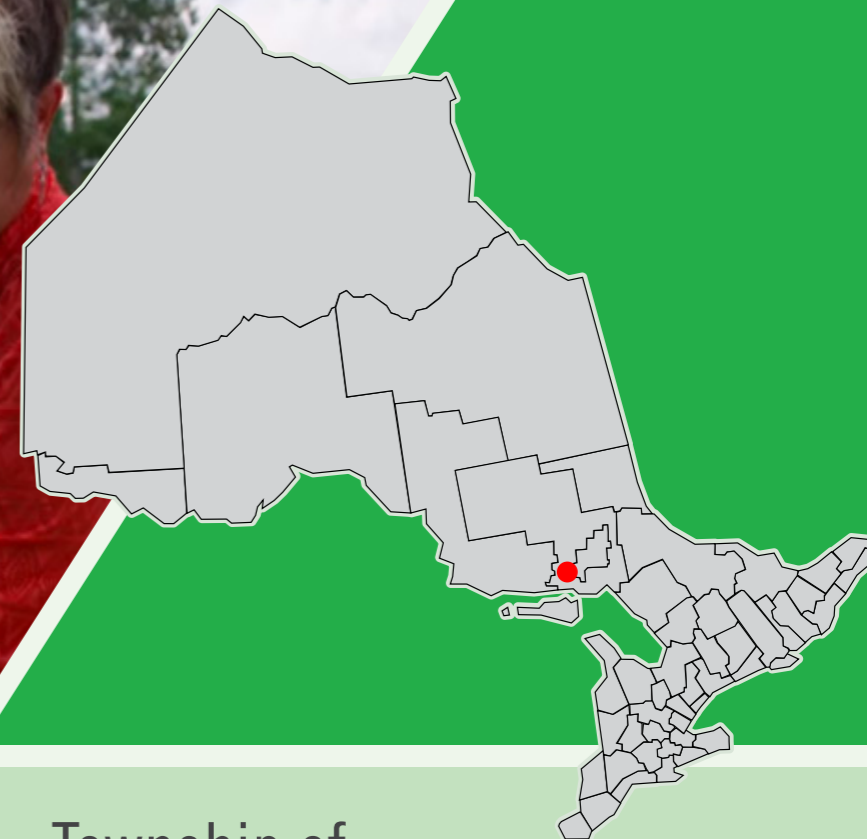
recognized as part of an international peace on earth initiative that represents humanity and "oneness" of people around the world.

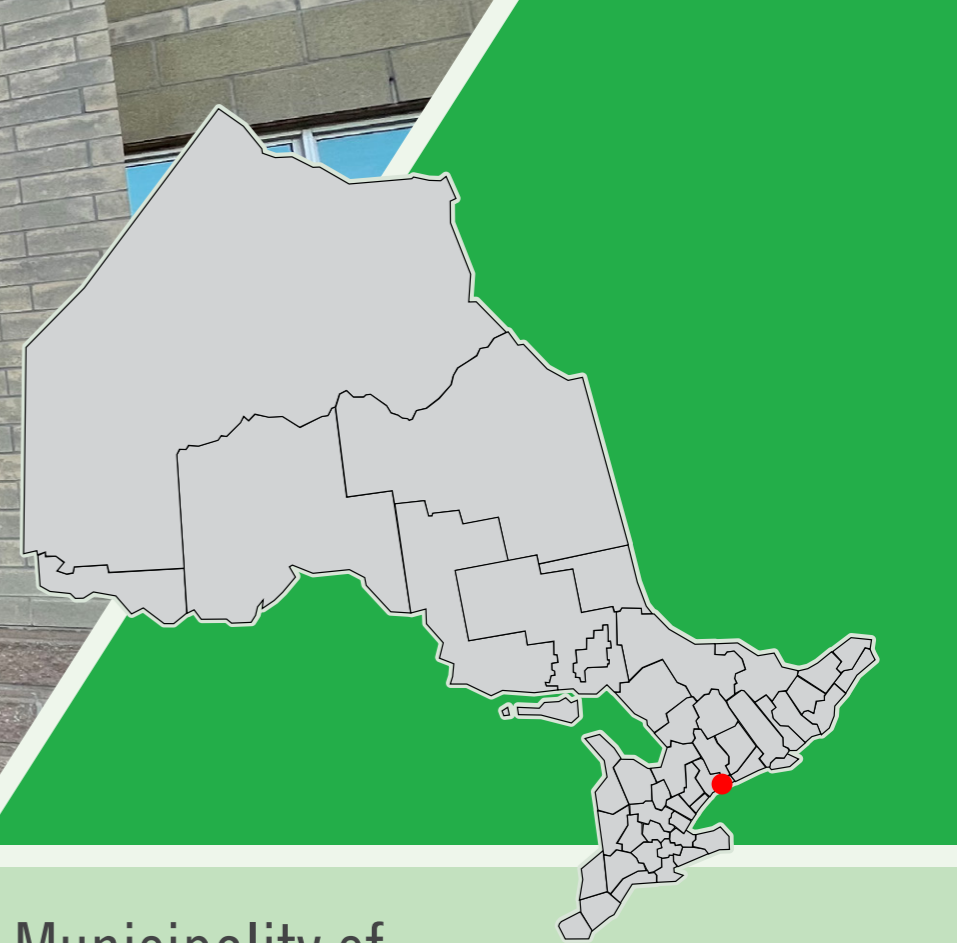
Also on the property, a newly constructed gazebo invites residents and tourists to sit and enjoy a snack while visiting the park, while community youth enjoy playing on the newly installed playground.

Baldwin demolished some of the older, unsafe buildings on the property to make way for a new parking lot. They also added a fitness trail, and rehabilitated the green space on the property to be used for outdoor fitness and recreation.

Township of
Baldwin
Population: 605

Canada Community-Building
Fund Allocation: \$36,706.84





Recreation



Clarington Recreation Facility

Municipality of Clarington
Population: 92,013

Canada Community-Building Fund Allocation: \$2,791,327.87

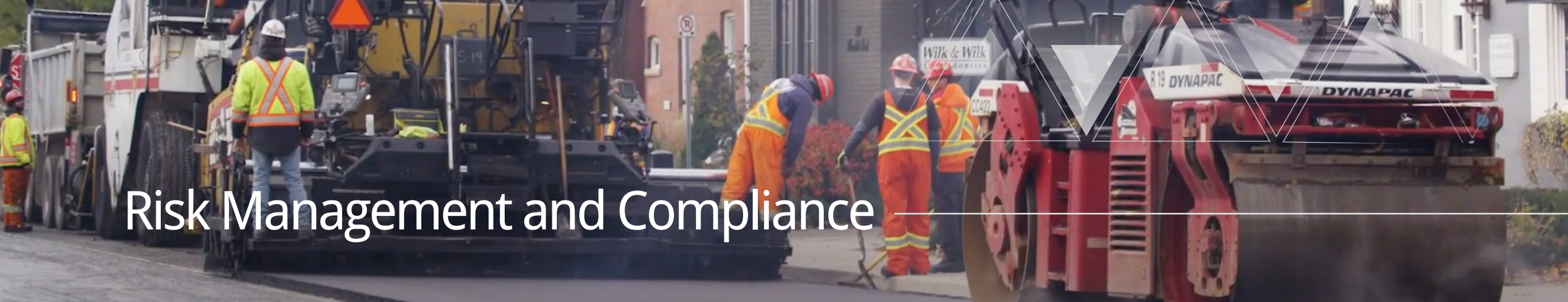
The Municipality of Clarington used investments from the Canada Community-Building Fund to make upgrades to three of its recreational facilities.

At its Rickard Recreation Complex, the town made improvements to the building by installing two air curtains that keep warm air in and cold air out, resulting in overall heating efficiency at this facility.

The municipality also improved air circulation at the South Courtice Arena by replacing and upgrading heat pumps that service the building with heat and air conditioning.

Finally, in the Courtice Community Centre, the Town replaced a skylight window that was previously leaking and had poor thermal insulation. It also installed new rigid foam insulation in the roof level of the building, and made improvements to its hot water infrastructure, improving flow and temperature consistency of water supplied to the building.

These improvements contributed to overall maintenance of the municipality's recreational facilities – a key to the continuance of quality service provision to residents.



Risk Management and Compliance

AMO's Risk Management Framework

The *Administrative Agreement* establishes terms and conditions on the use of the CCBF. AMO uses a risk-based approach that minimizes municipal administrative costs and recognizes municipalities as a mature order of government to monitor compliance with these requirements. The approach is defined by AMO's risk management framework.

The framework combines policies, plans, processes, and education. These components collectively state AMO's goals and objectives pertaining to risk management, describe responsibilities and procedures for managing risk, and guide the development of training materials for municipal staff managing the CCBF. The framework is reviewed annually. Components evolve as the framework matures.

Assessing Risk and Monitoring Compliance

AMO assesses risk and monitors compliance by reviewing municipal reports and other data regarding municipal finances, auditing a sample of municipalities each year, and asking municipal staff about compliance concerns and barriers to compliance. Audits are described below. A copy of the questionnaire used to solicit feedback regarding compliance concerns is available on [AMO's website](#).

Municipal Compliance Audits

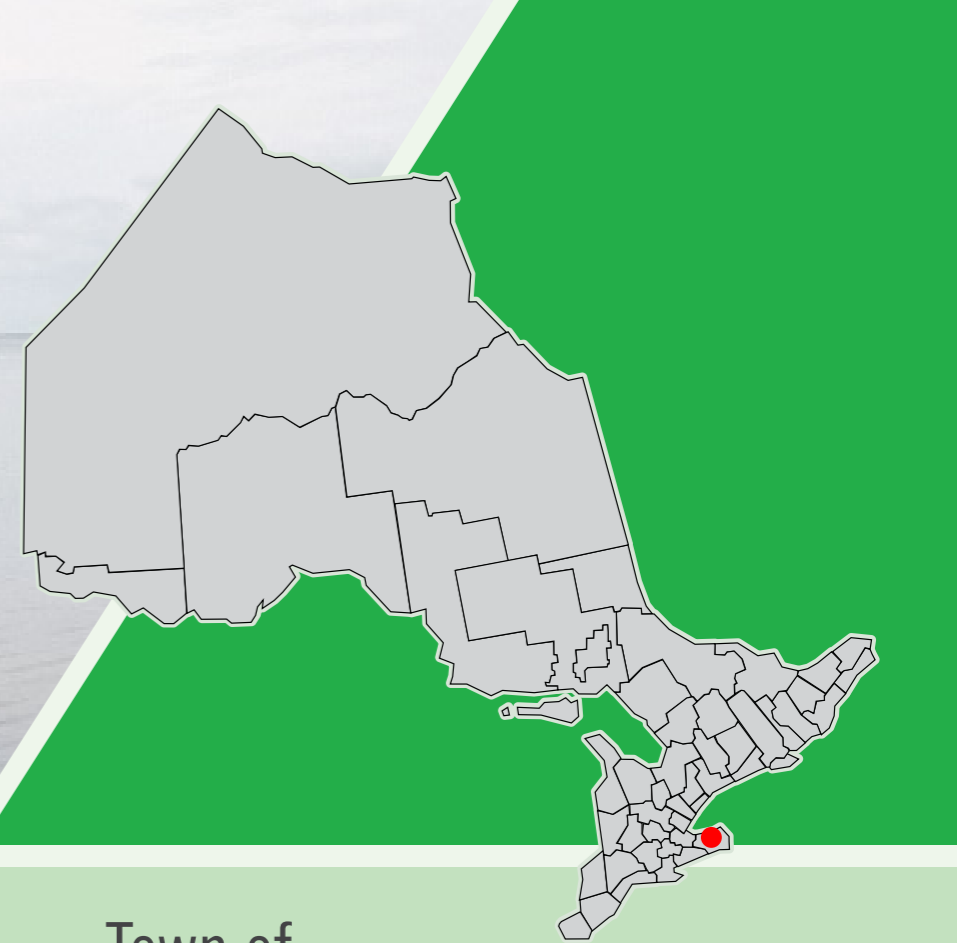
At least 10% of municipalities receiving CCBF funding through AMO are selected for a compliance audit each year. Municipalities are randomly selected by AMO's auditor, BDO Canada LLP, in accordance with established selection criteria. Audits are completed by BDO Canada LLP or Baker Tilly KDN LLP.

Compliance audits assess whether municipalities are meeting terms and conditions on the use of the CCBF that are set out in the *Municipal Funding Agreement*. Summaries of the compliance audits completed for the 46 municipalities selected in 2020 are available in [Part II](#) of this report.

AMO's Compliance Audit

The *Administrative Agreement* also establishes terms and conditions for AMO's administration of the Fund. A compliance audit is conducted each year to confirm that AMO has fulfilled these requirements.

The compliance audit for the year ending December 31, 2020 was completed by BDO Canada LLP. The audit confirms that AMO has complied with terms and conditions set out in the *Administrative Agreement*. A copy of the audit is included in [Part II](#) of this report.



Disaster
Mitigation



Grimsby Shoreline Erosion

Town of
Grimsby
Population: 27,314

Canada Community-Building
Fund Allocation: \$828,603.89

Investments from the Canada Community-Building Fund helped the Town of Grimsby control shoreline erosion along Lake Ontario.

Prior to completion of the project, the town's shoreline bluffs were eroding due to waves and high-water levels. This was identified by municipal staff as a high priority project, as it was important to prevent the loss of municipal infrastructure – roads, water and sanitary sewer – servicing developed land above the lakefront.














A revetment using armour stone was constructed at the site as a sound shoreline structure to minimize further land erosion and mitigate any further erosion. It provided a sense of safety for residents along the waterfront.

Investments from the CCBF meant the town was able to fast track the project and fix additional shoreline areas that were also affected by high water levels.

Appendix A: Project Results Reported in 2020

Investment in Completed Infrastructure Projects

Municipalities completed 878 infrastructure projects in 2020.¹³ The table below illustrates the distribution of these projects – and the funds that supported them – across project categories.¹⁴

Project Category	Completed Projects	Total CCBF Investment	Total Project Costs
 Broadband Connectivity	2	\$ 1,089,408	\$ 1,813,000
 Community Energy Systems	36	24,943,386	45,627,765
 Culture	8	2,759,219	7,513,288
 Disaster Mitigation	5	2,493,821	3,787,361
 Local Roads and Bridges	666	463,266,984	1,032,193,676
 Public Transit	18	85,917,139	143,533,157
 Recreation	47	18,249,525	69,319,939
 Regional and Local Airports	1	7,850	7,988
 Solid Waste	2	21,143,006	54,446,150
 Sports	3	2,708,590	3,275,030
 Tourism	3	45,122	70,384
 Wastewater	42	29,228,764	61,120,276
 Water	45	43,254,092	92,489,001
Total	878	\$ 695,106,905	\$ 1,515,197,015


Project Results


Municipalities report results achieved by infrastructure projects supported by the CCBF when construction is completed. Results achieved by the 878 infrastructure projects that completed construction in 2020 are described in the following tables.¹⁵

¹³ Municipalities additionally reported 27 capacity-building projects that ended work in 2020. AMO does not currently require municipalities to report outputs or outcomes resulting from capacity-building projects.


¹⁴ Total CCBF investment is shown to the end of December 31, 2020 – but financing is ongoing for 103 of the 878 projects that completed construction in 2020.

¹⁵ Quantitative results were not available for 17 of the 878 infrastructure projects that completed construction in 2020.

 Broadband Connectivity	Projects	Total
Length of fibre-optic backbone installed or replaced (km)	2	24
Length of fibre-optic last-mile cable installed or replaced (km)	2	41
Number of businesses positively affected	2	139

 Community Energy Systems	Projects	Total
Number of electric vehicle charging stations installed, upgraded, or replaced	1	12
Number of energy-efficient streetlights installed or replaced	12	46,234
Number of municipal buildings built with energy-efficient materials or systems	1	1
Number of municipal buildings retrofitted with energy-efficient materials or systems	23	103
Number of new or upgraded solar power systems in municipal buildings	2	5
Reduction in annual energy consumption (GWh)	27	20
Reduction in annual fossil fuel consumption (ML)	4	275
Reduction in annual greenhouse gas emissions (tonnes of CO2e)	2	158

 Culture	Projects	Total
Number of art galleries constructed, expanded, or renovated	1	1
Number of arts facilities constructed, expanded, or renovated	1	1
Number of heritage sites or buildings renovated or restored	2	5
Number of libraries constructed, expanded, or renovated	1	1
Number of museums constructed, expanded, or renovated	1	1
Number of businesses positively affected	4	60
Increase in annual number of residents participating in cultural activities	1	700
Increase in annual number of visitors to the community	2	3,353
Increase in number of cultural events held annually	4	50

 Disaster Mitigation	Projects	Total
Number of erosion-mitigating natural assets created, enhanced, or restored	1	4
Number of erosion-mitigating structural assets created, enhanced, or renewed	4	8
Reduction in area at risk of damage from natural catastrophes (ha)	4	7
Reduction in projected annual emergency response cost	2	\$800,000

**Local Roads and Bridges**

Roads	Projects	Total
Length of paved roads constructed or acquired and length of unpaved roads converted to paved roads (lane-km)	55	305
Length of paved roads rehabilitated or replaced (lane-km)	378	3,002
Length of unpaved roads constructed or acquired and length of paved roads converted to unpaved roads (lane-km)	9	33
Length of unpaved roads rehabilitated or replaced (lane-km)	61	443
Length of roads with improved drainage (lane-km)	145	757
Number of railway or light rail crossings upgraded, rehabilitated, or replaced	3	4
Number of roundabouts created or acquired	2	3
Number of roundabouts upgraded, rehabilitated, or replaced	1	1
Number of signalized intersections created or acquired	8	14
Number of signalized intersections upgraded, rehabilitated, or replaced	32	101
Number of streetlights installed, acquired, upgraded, or replaced	36	1,301
Number of traffic calming measures installed, rehabilitated, or replaced	10	279
Increase in length of paved roads rated as good and above (lane-km)	325	2,384
Increase in length of unpaved roads rated as good and above (lane-km)	70	86
Number of intersections with advanced traffic management systems	23	159
Number of residents with access to new, rehabilitated or replaced roads	165	3,004,651
Number of residents with improved access to highways or neighbouring municipalities	79	797,989
Bridges and Culverts	Projects	Total
Number of new bridges	1	1
Number of new culverts	7	16
Number of rehabilitated or replaced bridges	60	100
Number of rehabilitated or replaced culverts	52	119
Surface area of new bridges (m ²)	4	1,186
Surface area of new culverts (m ²)	6	961
Surface area of rehabilitated or replaced bridges (m ²)	52	17,477
Surface area of rehabilitated or replaced culverts (m ²)	45	6,384
Increase in surface area of bridges with condition of the primary component rated as good and above (m ²)	55	10,398
Increase in surface area of culverts with condition of the primary component rated as good and above (m ²)	50	5,286
Number of residents with access to new, rehabilitated or replaced bridges	31	1,001,411
Number of residents with access to new, rehabilitated or replaced culverts	28	236,442

Active Transportation


	Projects	Total
Length of bike lanes constructed or installed (km)	6	20
Length of multi-use paths and trails constructed or installed (km)	13	79
Length of pedestrian lanes constructed or installed (km)	3	5
Length of pedestrian paths and trails constructed or installed (km)	3	3
Length of sidewalks constructed or installed (km)	9	3
Length of multi-use paths and trails rehabilitated or replaced (km)	3	5
Length of pedestrian lanes rehabilitated or replaced (km)	1	1
Length of pedestrian paths and trails rehabilitated or replaced (km)	2	13
Length of sidewalks rehabilitated or replaced (km)	13	16
Number of bridges constructed or installed	3	7
Number of bridges rehabilitated or replaced	4	10
Surface area of bridges constructed or installed (m ²)	4	805
Surface area of bridges rehabilitated or replaced (m ²)	5	611
Number of bicycle crossings installed, upgraded, or replaced	1	4
Number of pedestrian crossings installed, upgraded, or replaced	5	16
Number of streetlights installed, acquired, upgraded, or replaced	3	147
Increase in surface area of pedestrian bridges with condition of the primary component rated as good and above (m ²)	7	2,680
Number of residents with access to new, rehabilitated or replaced bike lanes, sidewalks, hiking and walking trails, and/or pedestrian bridges	41	2,011,789


**Public Transit**


	Projects	Total
Number of conventional buses purchased or acquired	3	90
Number of conventional buses refurbished or replaced	6	193
Number of green buses purchased or acquired	1	18
Number of para transit vehicles purchased or acquired	1	3
Number of maintenance and storage facilities constructed, expanded, or rehabilitated	1	1
Number of stops and shelters constructed, expanded, rehabilitated, or replaced	1	1
Increase in number of accessible vehicles	3	45
Average increase in annual revenue vehicle kilometres per capita	1	1
Average increase in annual number of hours vehicles are in service per capita (%)	1	6
Decrease in average age of fleet (%)	7	6
Number of residents with improved access to transit facilities	1	1,213,602
Number of transit facilities with accessibility or service upgrades/enhancements	2	338
Number of transit vehicles with accessibility or service upgrades/enhancements	5	1,249


**Regional and Local Airports**


	Projects	Total
Number of terminals constructed, expanded, enhanced, or rehabilitated	1	1
Number of businesses positively affected	1	10

 Recreation	Projects	Total
Length of recreational paths and trails constructed, improved, or rehabilitated (km)	5	4
Number of campgrounds constructed, expanded, upgraded, or rehabilitated	1	1
Number of community, recreation and sports centres constructed, expanded, upgraded, or rehabilitated	15	17
Number of indoor arenas constructed, expanded, upgraded, or rehabilitated	7	7
Number of indoor gymnasium and fitness facilities constructed, upgraded, rehabilitated, or replaced	3	8
Number of indoor ice pads constructed, upgraded, rehabilitated, or replaced	1	2
Number of indoor sports courts and fields constructed, upgraded, rehabilitated, or replaced	1	2
Number of indoor swimming facilities constructed, expanded, upgraded, or rehabilitated	1	1
Number of indoor swimming pools constructed, upgraded, rehabilitated, or replaced	1	1
Number of marinas, docks, and boat launches constructed, expanded, upgraded, or rehabilitated	2	2
Number of outdoor skating facilities constructed, expanded, upgraded, or rehabilitated	2	2
Number of outdoor sports courts and fields constructed, upgraded, rehabilitated, or replaced	2	6
Number of outdoor swimming pools constructed, upgraded, rehabilitated, or replaced	1	1
Number of parks, beaches, open spaces, and green spaces constructed, expanded, upgraded, or rehabilitated	3	32
Number of playground structures installed, upgraded, rehabilitated, or replaced	4	42
Number of ski hills constructed or improved	1	1
Increase in annual number of visitors to the community	7	4,300
Increase in annual number of registered users	14	70,178
Number of businesses positively affected by the investment in recreational infrastructure	1	20
Number of residents who will benefit	35	2,617,615

 Drinking Water	Projects	Total
Length of watermains installed (km)	7	3
Length of watermains rehabilitated or replaced (km)	30	33
Number of hydrants installed or replaced	20	182
Number of pump stations built, enhanced, or renewed	1	2
Number of water meters installed or replaced	6	6,794
Number of water treatment facilities constructed, upgraded, or rehabilitated	6	7
Number of wells constructed, improved, or renewed	3	4
Increase in number of households with water meters or transmitters	1	4
Increase in number of properties connected to fire hydrants and/or with fire protection	2	10
Number of residents with access to new, rehabilitated or replaced water distribution pipes	26	18,875
Reduction in annual number of watermain breaks	10	45
Reduction in average daily residential water usage per capita (L)	2	40
Reduction in average daily water leakage (L)	2	1,940
Reduction in number of annual adverse water quality test results	1	3
Volume of drinking water treated to a higher standard (ML)	3	1,186

 Sports	Projects	Total
Number of outdoor sports courts and fields constructed, upgraded, rehabilitated, or replaced	3	3
Number of businesses positively affected	3	24

 Solid Waste	Projects	Total
Length of access roads constructed, widened, or rehabilitated (m)	1	240
Number of landfills rehabilitated or expanded	2	2

 Tourism	Projects	Total
Number of tourism information centres constructed, expanded, upgraded, or rehabilitated	1	1
Number of tourism signs installed or replaced	2	3
Increase in annual number of visitors to the community	1	150
Number of businesses positively affected	1	400

 Wastewater	Projects	Total
Length of curbs and gutters constructed (m)	1	680
Length of sanitary sewers constructed (km)	3	4
Length of storm sewers constructed (km)	7	3
Length of curbs and gutters rehabilitated or replaced (km)	5	3
Length of ditches and swales rehabilitated (m)	1	36
Length of combined sewer rehabilitated or replaced (km)	1	1
Length of sanitary sewers rehabilitated or replaced (km)	12	15
Length of storm sewers rehabilitated or replaced (km)	10	4
Number of bioretention and biofiltration facilities constructed	2	2
Number of culverts rehabilitated or replaced	1	2
Number of outfalls and outlets constructed	1	1
Number of outfalls and outlets rehabilitated or replaced	2	2
Number of sewage pump stations and lift stations upgraded, rehabilitated, or replaced	1	1
Number of snow melt facilities constructed	1	1
Number of stormwater management ponds expanded or rehabilitated	2	4
Number of stormwater pump stations and lift stations upgraded, rehabilitated, or replaced	1	1
Number of wastewater treatment plants expanded, upgraded, or rehabilitated	6	6
Number of wetlands restored or rehabilitated	1	1
Change in number of residents serviced by stormwater/sanitary infrastructure	7	408
Increase in area protected by green infrastructure (ha)	4	16
Reduction in annual number of sanitary sewer backups	9	25
Reduction in energy used by treatment system per ML of wastewater treated (kWh)	2	1
Reduction in volume of raw or partially treated sewage bypassing treatment at sewage treatment facilities (ML)	3	814

Appendix B: Financial Statements



	2020	2014 - 2020
Opening Balance	\$2,325,181	\$16,190,205
Revenues		
Received from Canada	\$647,931,647	\$5,029,180,420
Interest Earned	\$146,592	\$2,471,773
Transfer from AMO's reserves	-	\$8,794,577
Net	\$648,078,239	\$ 5,040,446,770
Expenditures		
Transferred to Municipalities	\$(644,691,987)	\$(5,032,323,647)
Administration Costs	\$(3,239,660)	\$(21,841,555)
Net	\$(647,931,647)	\$(5,054,165,202)
Closing Balance	\$2,471,773	\$2,471,773

Ultimate Recipients

	2020	2014 - 2020
Opening Balance	\$1,375,147,654	\$691,217,249
Revenues		
Allocations Received from AMO	\$644,691,987	\$5,031,825,486
Proceeds from the Disposal of Assets	\$65,000	\$331,488
Interest Earned	\$24,905,441	\$119,234,592
Net	\$669,662,428	\$5,151,391,566
Transfers		
In	\$40,114,014	\$311,954,408
Out	\$(40,114,014)	\$(311,954,408)
Net	-	-
Expenditures¹⁶		
Broadband Connectivity	\$(5,555,160)	\$(7,943,923)
Brownfield Redevelopment	-	\$(5,697,411)
Capacity-Building	\$(6,486,066)	\$(50,202,113)
Community Energy Systems	\$(16,470,452)	\$(128,430,989)
Culture	\$(11,091,472)	\$(26,182,954)
Disaster Mitigation	\$(6,226,339)	\$(15,668,837)
Drinking Water	\$(24,342,277)	\$(123,812,808)
Local Roads and Bridges	\$(545,439,786)	\$(2,853,272,269)
Public Transit	\$(102,228,502)	\$(872,378,323)
Recreation	\$(27,417,852)	\$(110,336,316)
Regional and Local Airports	\$(184,128)	\$(5,953,938)
Short-line Rail	-	\$(215,000)
Short-sea Shipping	-	-
Solid Waste	\$(22,735,591)	\$(167,117,528)
Sports	\$(2,860,918)	\$(5,863,811)
Tourism	\$(577,062)	\$(2,777,324)
Wastewater	\$(24,081,974)	\$(217,642,766)
Net	\$(795,697,579)	\$(4,593,496,309)
Closing Balance	\$1,249,112,503	\$1,249,112,503

¹⁶ Financial information shown on this page was compiled from annual reports submitted to AMO by municipal staff. All communities had submitted an annual report to AMO by the time of compilation (August 27, 2021).



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Parts I and II of this report can be downloaded at [AMO's website](#).