

From: AMO Communications <Communicate@amo.on.ca>
Sent: October 6, 2022 10:02 AM
To: Kelly Lush
Subject: AMO Watchfile - October 6, 2022

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October 6, 2022

In This Issue

- AMO stresses collective action on housing in Toronto Star op-ed.
- *Railways and Drainage Act* survey.
- Opportunity to provide feedback about the AODA.
- Feedback due October 7: Community Engagement for IESO Long-Term RFP.
- Federal Enabling Accessibility Fund applications open.
- AMO 2022-2023 training roster available now.
- AMO's iconic New Head of Council Training & New Councillor Training is back.
- ROMA 2023 Conference information.
- Canoe vendor spotlight: Mondo.
- OMERS 2022 Employer Education Week.
- Investments 101 - Training seminars.
- Register for OMSSA's Mitigating Bias in the Workplace workshop.
- Overdose Prevention and Engagement Network (OPEN) - Ontario Chapter.
- Careers: Utilities Kingston, Kawartha Lakes, Toronto, MLITSD, MOH and MOT.

AMO Matters

Much of the media coverage on affordable housing focuses blame on municipal approvals. The reality is more complex than any one stakeholder, requiring collective action and comprehensive solutions. Read our [op-ed in the Toronto Star](#).

AMO and the Drainage Superintendents Association of Ontario (DSAO) circulated a Railways and Drainage Act survey to municipal staff members on September 20. Members are encouraged to complete the survey by October 7, 2022. For more information, contact [Lianne Sauter](#), Policy Advisor.

Provincial Matters

The province has appointed Rich Donovan to lead the 4th independent legislative review of the *Accessibility of Ontarians with Disabilities Act* (AODA). A dedicated [website](#) provides information about the review, including a consultation plan and ways to provide

feedback.

Municipal engagement activities are underway as part of IESO's Long Term RFP for new and expanded facilities to meet Ontario's emerging reliability needs. Comments on the draft Expedited LT1- RFP procurement documents are due by October 7 and can be submitted using the [Feedback Form](#). More information on the Long-Term RFP and Expedited Process are available [here](#).

Federal Matters

The Government of Canada [announced a call for proposals](#) under the Enabling Accessibility Fund to support infrastructure improvements such as the renovation, construction or retrofit of ramps, accessible doors, accessible washrooms, elevators and lifts, accessible communications technology, accessible playgrounds, and multi-sensory rooms. Municipalities are eligible to apply. [Apply online](#) by November 1.

Eye on Events

AMO has released its current roster of training for 2022-2023. This includes the modernized New Head of Council and New Councillor training. [Click here](#) to see everything AMO is offering its members to build skill, insight and understanding to support you in your important role.

AMO has modernized its training to reflect the realities, responsibilities, challenges and opportunities of municipally elected officials in today's context. Essential information on legislation, policy, roles, responsibilities and managing relationships are only some of the things attendees will gain insight and tools on. Register today for [New Head of Council](#) and [New Councillor](#) training.

ROMA 2023: Breaking New Ground conference information, including hotel, program, and exhibitor/sponsor details, is available [here](#). Registration information will be available soon. For questions, contact events@ROMA.on.ca.

LAS

Mondo, a supplier of flooring solutions for tracks, gymnasiums, courts, and other athletic facilities, is now part of the [Canoe Procurement Group](#). Save time and money while keeping your recreation facilities in good shape. Contact [Simon](#) to learn more.

MEPCO

From October 25 - 28, OMERS will be hosting the third annual Employer Education Week as a hybrid event. [Visit link](#) to register for in-person and virtual events.

ONE Investment

Join an in person Investment Basics and Beyond workshop near you available in [Milton, October 19](#), [London, October 21](#), [Barrie, November 2](#) and [Kingston, November 4](#). For registration or further details, please contact one@oneinvestment.ca.

Municipal Wire*

From November 1-3, learn how to develop a nuanced understanding of a range of cognitive and structural biases, and mitigate the impact of bias on decision-making and organizational performance. [Register today](#).

OPEN is an online community that brings people together to work to address the opioid crisis. [Visit today](#) to discover events, explore the discussion board, and access the sharing centre.

Careers

Director of Corporate Services - Utilities Kingston. Contributes to the strategic direction by leading the Corporate Service functions which include Information Technology, HR, Health & Safety, Communications, and Supply Chain.

Director, Corporate Services - City of Kawartha Lakes. Responsible for the operations of all matters related to corporate finances including financial policy, planning, budgeting, accounting, taxation, audit controls, and reporting.

Manager, Stakeholder & Community Outreach - City of Toronto. You will act as the divisional lead for outreach, promotion & education, and volunteer programs, overseeing the communications plans.

Immigration Support Officer - Ministry of Labour, Immigration, Training and Skills Development. Support the processing of applications for nomination for permanent residence to the Ontario Immigrant Nominee Program. [Apply online](#), only, quoting Job ID 187607.

Consultant, Access & Privacy - Ministry of Health. Review assigned requests against legislation and provisions, and collaborate with program areas to respond. [Apply online](#) by October 20.

Assistant Deputy Minister, Transportation Safety Division - Ministry of Transportation. Responsible for leading large-scale digital and business transformation focused on improving the overall client and user experience. [Apply online](#) by October 16.

About AMO

AMO is a non-profit organization representing almost all of Ontario's 444 municipal governments. AMO supports strong and effective municipal government in Ontario and promotes the value of municipal government as a vital and essential component of Ontario's and Canada's political system. Follow [@AMOPolicy](#) on Twitter!

AMO Contacts

[AMO Watchfile](#) Tel: 416.971.9856

[Conferences/Events](#)

[Policy and Funding Programs](#)

[LAS Local Authority Services](#)

[MEPCO Municipal Employer Pension Centre of Ontario](#)

[ONE Investment](#)

[Media Inquiries](#)

[Municipal Wire, Career/Employment and Council Resolution Distributions](#)

AMO's Partners



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Kelly Lush

From: Kelly Lush
Sent: October 7, 2022 4:03 PM
To: Kelly Lush
Subject: FW: AMO's latest report on the CCBF is now available

Dear Mayor Twolan,

AMO's [latest report](#) on the Canada Community-Building Fund (CCBF) is now available. I encourage you to take a look and to share the report with your colleagues on Council.

The report describes how municipal governments across Ontario are investing the Fund to build, enhance, and renew local infrastructure. [Explore our map](#) to see how the Fund is shaping your community – and connect with us on [Twitter](#), [Instagram](#), and [LinkedIn](#) to see more examples of the Fund at work.

Sincerely,
Colin Best
AMO President

cc: Mary Rose Walden, Chief Administrative Officer
cc: Jodi MacArthur, Treasurer

The Canada Community-Building Fund

ANNUAL REPORT 2021



PART 1



2021's investments included support to the construction, rehabilitation or replacement of:

See [Appendix A](#) for project results reported in 2021



22
culture and
tourism facilities



166
parks and
recreation
facilities



4 km
of watermains



12,008
energy-efficient
street
lights



169
bridges and
culverts



4,633
lane-km of road



470
buses



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



20 km
of sewers

Letter from the AMO PRESIDENT



COLIN BEST
PRESIDENT, ASSOCIATION OF
MUNICIPALITIES OF ONTARIO

This Annual Report highlights projects led by Ontario's municipalities in 2021, and how investments of the CCBF are helping to achieve national objectives.

September 20, 2022

In 2021, Ontario's municipalities continued to invest the Canada Community-Building Fund (CCBF) in priority infrastructure projects with a meaningful, local impact. Formerly the federal Gas Tax Fund, the Fund was renamed in 2021 to better reflect the program's evolution over time.

AMO delivers the CCBF directly to Ontario's municipalities, excluding the City of Toronto. I am proud of the direct and open relationship we have developed with the Government of Canada and look forward to continuing our work together as we move towards program renewal.

In 2021, municipal governments received nearly double their total CCBF allocation thanks to the additional "top up" funding from the federal government. AMO administered more than \$1.3 billion. In turn, municipal governments invested in more than 2,000 projects worth almost \$13.8 billion. Municipalities leveraged these funds to rehabilitate many thousands of kilometres of roads, trails, watermains and sewers, hundreds of buses, recreation facilities, and much more.

This Annual Report highlights projects spearheaded by Ontario's municipalities in 2021, and how investments of the CCBF are helping to achieve national objectives. Across the country, the investments of the Fund help to grow our economy, promote a cleaner environment, and build stronger, healthier, and safer communities. We see the impact of these achievements locally.

Beyond our Annual Report, AMO promotes the Canada Community-Building Fund online, at www.buildingcommunities.ca, where we share project profiles, videos, blog posts and maintain an interactive map of all CCBF projects across Ontario. I encourage you to visit our website and explore the many outstanding infrastructure projects completed by our municipal governments throughout the past year. Stay tuned for AMO's Outcomes Report on Ontario's CCBF investment to be released in early 2023.

Sincerely,

A handwritten signature in black ink, appearing to read "Colin Best", with a long, sweeping horizontal line extending to the right.

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This report describes how Ontario’s communities invested and benefited from the Canada Community-Building Fund in 2021. 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 receive over \$2 billion each year. Funding is distributed to provinces, territories, and First Nations on a per-capita basis.¹

Funds can be invested in the construction, enhancement, and/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 are listed below.²

Productivity and Economic Growth	Clean Environment	Strong Cities and Communities
 Broadband Connectivity	 Brownfield Redevelopment	 Capacity Building
 Local and Regional Airports	 Community Energy Systems	 Culture
 Local Roads and Bridges	 Drinking Water	 Disaster Mitigation
 Public Transit	 Solid Waste	 Fire Stations ³
 Short-Line Rail	 Wastewater	 Recreation
 Short-Sea Shipping		 Sport
		 Tourism

Municipalities can use the Fund 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 and organizations to fund an eligible project.

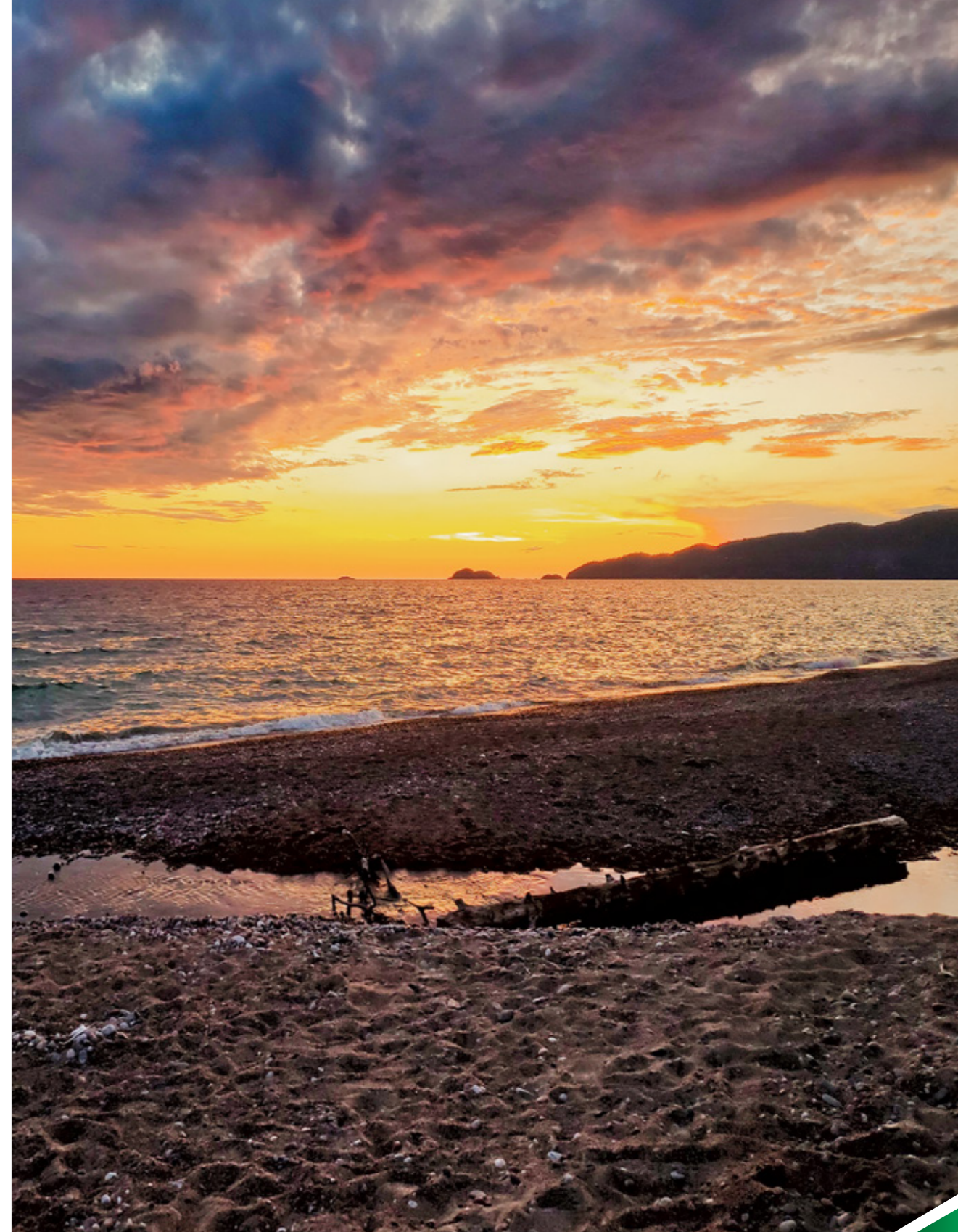


The Canada Community-Building Fund in Ontario

Each province and territory has a unique – but similar – arrangement with the Government of Canada regarding the distribution and use of the Fund within its borders. In Ontario, the terms of that arrangement are set out in the [Administrative Agreement](#). All agreements are based on five principles: respect for jurisdiction, a flexible approach, equity between jurisdictions, long-term solutions, and transparency.

Under the *Administrative Agreement*, AMO distributes funds to all municipalities in Ontario except for the City of Toronto.⁴ Funds are distributed to municipalities on a per-capita basis and split 50/50 between upper- and lower-tier municipalities in two-tier systems. The City of Toronto receives funding directly from the Government of Canada. The Government of Ontario delivers funds to unincorporated areas of the province.

Municipalities are free to share, invest, or bank funds in accordance with local priorities – subject to terms and conditions governing the transfer and use of the Fund. This flexibility – coupled with the delivery of predictable and upfront funding – allows municipal governments to plan for the long term, address local infrastructure needs, and get projects moving quickly.



AMO's Role

AMO administers the Fund to Ontario's municipalities. Activities include:

- **Calculating and distributing [allocations](#)**

Allocations are periodically recalculated based on the latest census population counts. The last adjustment was made in 2019. AMO expects to make the next adjustment in 2024.

- **Providing guidance, training, and support**

AMO hosts [webinars](#), disseminates [guidance materials](#), and provides one-on-one training and support as required to help municipal staff understand the opportunities provided by the Fund – and the responsibilities they are expected to fulfill.

- **Creating and maintaining reporting systems**

Municipalities are required to report their use of the Fund to AMO each year. AMO maintains a [website](#) and other systems to facilitate and monitor municipal reporting. Thousands of projects are reported, updated, and reviewed through these systems each year.

- **Coordinating [communications activities](#)**

AMO works with municipal and federal staff to profile municipalities and their CCBF investments on www.buildingcommunities.ca, [Twitter](#), [Instagram](#), [LinkedIn](#), and [YouTube](#).

- **Collecting municipal asset management data**

AMO maintains a database of all municipal asset management plans in Ontario. This database – along with annual questionnaires and independent research – helps AMO to report on progress and informs capacity-building activities.



- **Building municipal capacity for [asset management](#)**

AMO works closely with elected officials in building their capacity in asset management. In collaboration with [Asset Management Ontario](#), AMO provides hands on training and technical assistance to municipal staff.

- **Monitoring and managing [compliance risks](#) under [442 municipal funding agreements](#)**

Municipalities are expected to use the CCBF in accordance with federal requirements and expectations. AMO uses [audits](#) and other techniques to assess and monitor the risk of non-compliance – and provides training, guidance, and other supports to manage risk.

- **Collaborating with program administrators and federal staff**

The CCBF is a national program. AMO connects with program administrators in other jurisdictions and staff at Infrastructure Canada to ensure a consistent and coordinated approach to the administration of the Fund and to share and build-on better practices. AMO additionally works closely with the Province, the City of Toronto, and the Government of Canada informally and formally through the Oversight Committee and its subcommittees.

- **Preparing reports**

AMO summarizes the data reported by municipalities – [investments](#) in infrastructure projects and the [outcomes](#) achieved by these investments, for example – in [annual reports](#) like this one. Outcomes are additionally summarized in [outcomes reports](#). AMO also periodically undertakes [research](#) to support implementation of the program.



Ajax's Waterfront Boardwalk

A beautiful new boardwalk in the Town of Ajax is a welcome addition to the community's waterfront and beach area.

The \$1.6 million project was funded entirely by the Canada Community-Building Fund and was completed through a partnership between the municipality and the Toronto Region Conservation Authority.

The new 140-metre-long boardwalk is a long-term solution to flooding and shoreline erosion along Ajax's William A. Parish trail and Rotary Park - an area frequented by pedestrians, beach-goers and tourists.

During the spring thaw, the mouth of Duffins Creek can be unpredictable, turbulent and dynamic, causing considerable erosion and impacts to the waterfront. The boardwalk was built elevated above flood levels, and can withstand a 100-year storm event. It incorporates wayfinding signage and is a connecting link to existing trails and parks in the area.

Aside from being a great tourism attractor, the boardwalk also helps protect sensitive natural areas along the shoreline, mitigating risk to animal habitats.



Town of Ajax
Population: 126,666

Canada Community-Building
Fund Allocation: \$7,444,368

Local Roads and Bridges



Allocations of the Fund

National Allocations

Canadian communities received \$21.5 billion from the CCBF between 2014 and 2021.⁵ [Allocations](#) are scheduled until 2023; an additional \$4.7 billion will be transferred over the next two years.

The Fund was indexed at 2% per year in 2014. Increases are applied in \$100 million increments. Scheduled annual allocations therefore grew from \$2.0 billion in 2014 to \$2.3 billion in 2021.

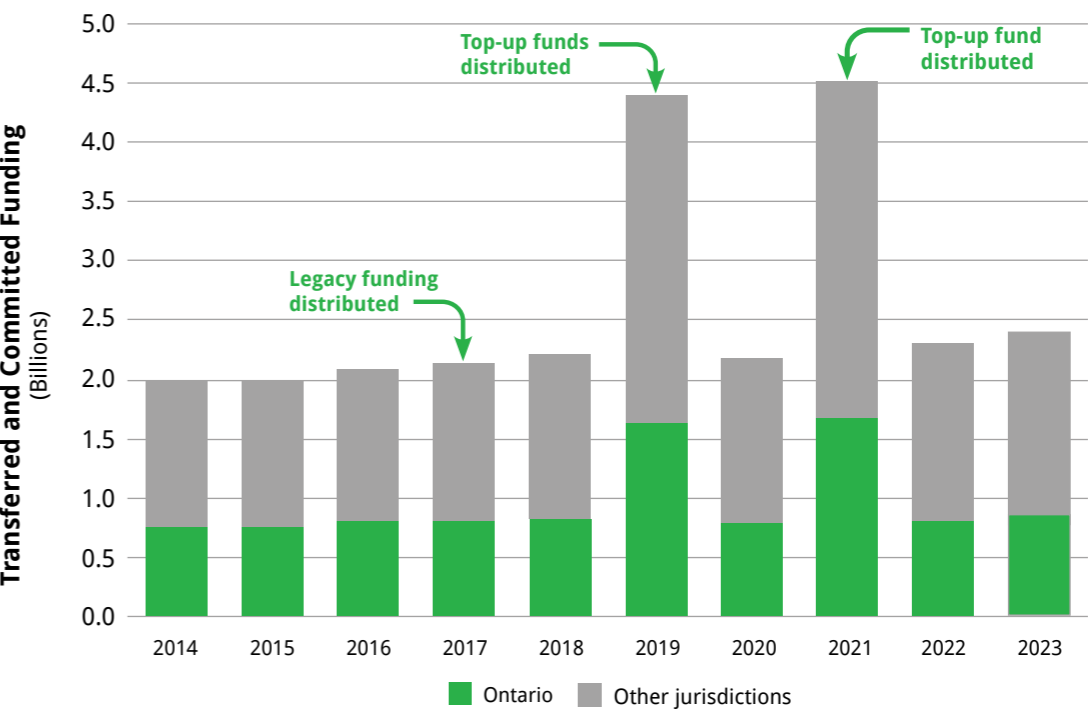
The delivery of this \$2.3 billion was expedited in 2021. Scheduled annual allocations are typically released in equal installments in July and November – but were transferred in full in May 2021 to help communities address infrastructure needs resulting from the spread of COVID-19.

An additional \$2.2 billion top-up was released in the summer – providing communities with a total of \$4.5 billion for local infrastructure in 2021. See the [Investment](#) section to learn more about the impact of this top-up funding.



Ontario's Share

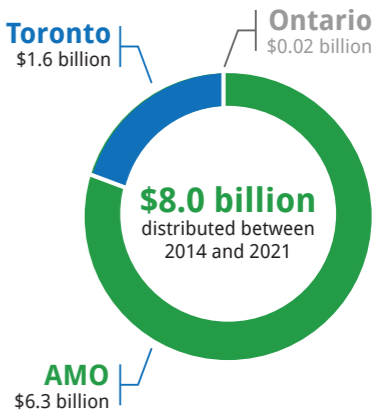
Ontario's communities received over \$8.0 billion from the CCBF between 2014 and 2021 – including almost \$1.7 billion in 2021.⁶ An additional \$1.7 billion will be transferred over the next two years.⁷



Municipal Funding

AMO distributed over \$6.3 billion between 2014 and 2021 – including \$1.3 billion in 2021.⁸ About \$1.4 billion more will be distributed by the end of 2023.

Funds are allocated to municipalities on a per-capita basis and are split 50/50 between upper- and lower-tier municipalities in two-tier systems. Municipal allocations are available on www.buildingcommunities.ca.



Dryden Updates Public Boat Launch

A brand-new dock funded by the Canada Community-Building Fund will provide better service to residents and tourists sailing along the Wabigoon River in Dryden.

The City recently installed a newer and sturdier dock along Victoria Street at its public boat launch area.

Prior to replacement, the old dock had deteriorated significantly, had plywood used as decking, and needed more repair work than its overall value. The municipality determined the dock was at the end of its life, with legacy parts no longer available.

The new structure is a heavy-duty dock with composite decking, is larger than the old dock, and is expandable.

Thanks to investments from the Canada Community-Building Fund, Dryden now has a dock that can better withstand weather events, and handle increased visitor traffic for years to come.



Elliot Lake's Recycled Asphalt Project

The City of Elliot Lake got creative with rehabilitating the parking lot of its municipally owned ski hill last year, using investments from the Canada Community-Building Fund.

The Mount Dufour Ski Hill is a popular attraction in Elliot Lake, regularly hosting competitive races, big air competitions and welcoming visitors every weekend.

Prior to rehabilitation, the ski hill parking lot was in poor condition. The surface was mostly sand, full of potholes and had poor drainage. The City wanted to ensure the parking area was safe for visitors and looked for cost-efficient ways to increase the lifespan of the infrastructure, while decreasing maintenance costs and wear and tear on snow removal equipment.

For the past few decades, the municipality has stockpiled asphalt removed from roads and other infrastructure. Elliot Lake staff proposed the idea to recycle some of the 30,000 cubic metres of material into new asphalt for the parking lot. More than 6,000 cubic metres of raw material was crushed on-site and hauled to Mount Dufour where it was used to resurface the lot.

The cost savings of using recycled material, combined with investments from the Canada Community-Building Fund, meant the project could move forward – improving visitor experience at the ski hill, and diverting waste from the municipal landfill.



City of Elliot Lake
Population: 11,372

Canada Community-Building
Fund Allocation: \$1,336,263

Investment of the Fund

It is easy to take local infrastructure for granted. The pipes that deliver clean water to our homes are hidden beneath our feet. The streets that we travel on are a mere means to an end. The parks that our families play in are a backdrop to our happier memories.

But this infrastructure is critical to the safety of our communities, our well-being, and the stability of our day-to-day lives. It connects us. It provides us with opportunities to learn, explore, and experience new things. It protects us from floods, fires, and other hazards. It does all this – and more.

This infrastructure is essential for nearly all that we do – and it is under threat. Climate change and extreme weather events are pushing sewer systems and energy systems to unanticipated limits. Population growth is stretching the capacity of infrastructure in some communities while population decline is constraining the capacity of local governments to maintain infrastructure in others. And the passage of time weighs heavily on roads, bridges, pipes, and public buildings across Ontario.

The management of this infrastructure presents a daunting challenge – but municipalities have proven to be up to the task. With help from the CCBF, municipalities 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](#).

Funds Available for Investment

AMO distributed \$1.3 billion to municipalities in 2021. Municipalities additionally carried forward \$1.2 billion in funding from 2020 – providing communities with over \$2.5 billion in CCBF funding for investment in 2021. The sections below explore how municipalities directed these funds to local infrastructure priorities.



Investment

Ontario’s municipalities invested over \$730 million from the CCBF in 2021⁹ – about 8% of total municipal capital investment.¹⁰ Investments supported 2,089 local infrastructure and capacity-building projects worth a total of almost \$13.8 billion.¹¹ 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 18 project categories, giving municipal governments the flexibility they need to meet unique local needs. Investments made in 2021 spanned all but two of these categories – short-line rail and short-sea shipping – indicating the diversity of infrastructure needs in communities across Ontario.

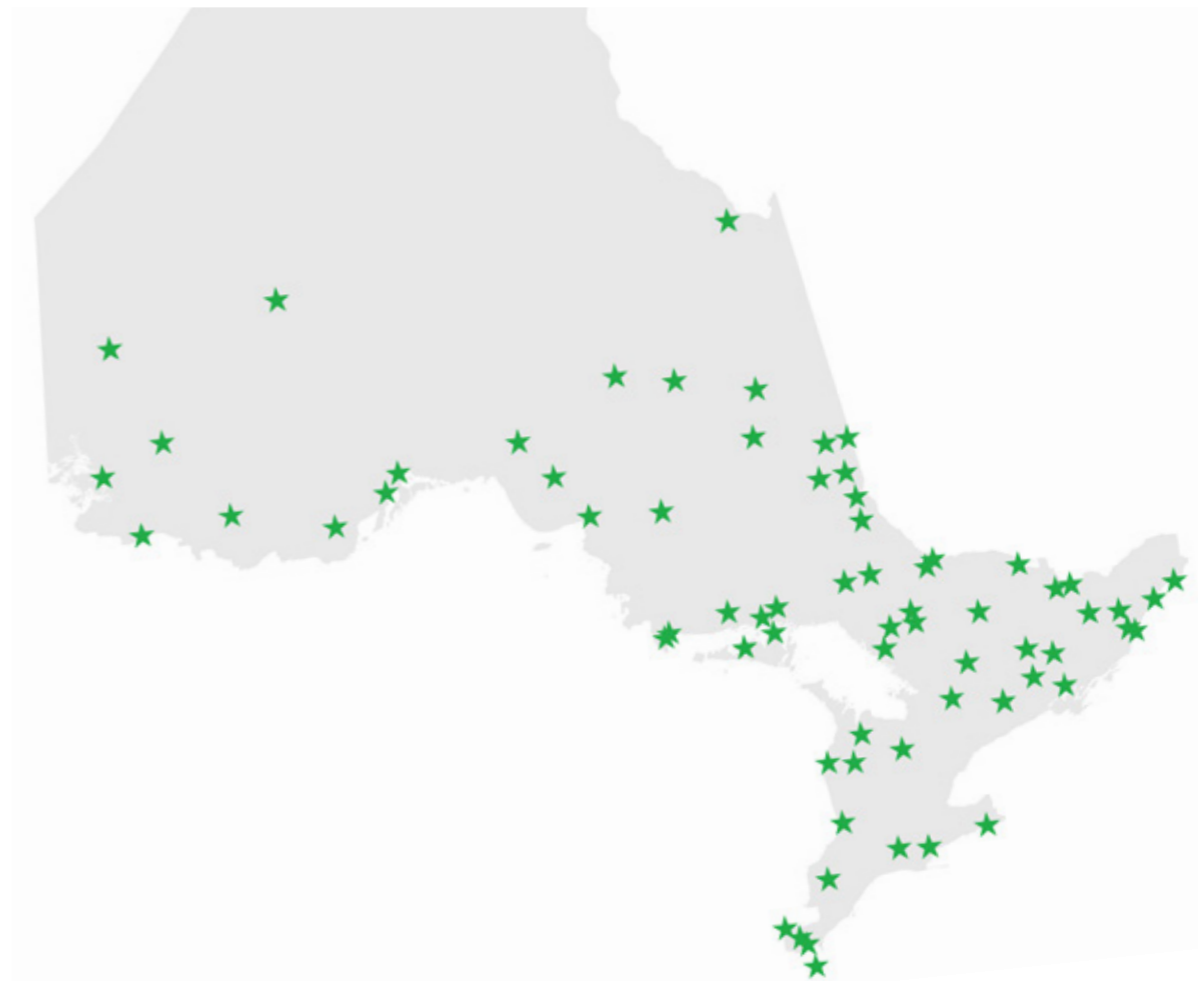
Fire stations were made eligible for funding in July 2021. Four municipalities immediately seized the opportunity and invested \$18.1 million in the renovation or improvement of existing fire stations. One of the four additionally invested \$0.9 million in the construction of a new fire station in a newly developed part of the community.

Transportation infrastructure was the primary beneficiary of CCBF investment in 2021 – and has been since the Fund was established in 2005. Investments in roads, bridges, and public transit infrastructure collectively comprised 79% of 2021’s CCBF investment.¹² 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.

The Impact of COVID-19

Municipal investment of the CCBF declined in 2021. While some year-to-year variability is expected as municipalities plan – and save up for – future investments, 2021’s decline may also be a consequence of delays and cost increases resulting from the COVID-19 pandemic.

AMO asked municipalities about barriers to investment of the Fund in the spring of 2021. Of the 442 municipalities that receive funds through AMO, 69 indicated that they struggle to attract reasonable bids from qualified contractors – delaying or inflating the cost of investment. Several noted that the pandemic had exacerbated this problem. These communities tended to be remote, rural, and small – but are scattered across the province.¹³



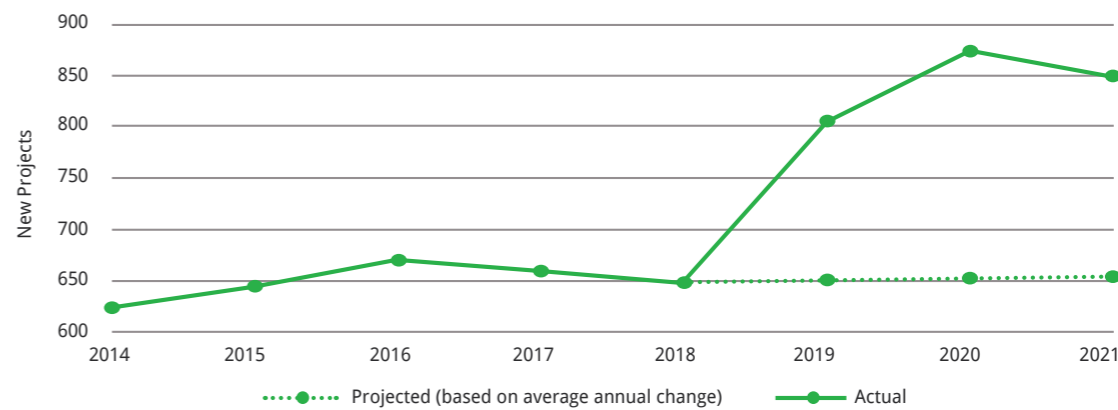
Costs associated with the construction of infrastructure are also rising. After a lull in 2020, the price of asphalt, for example, began rising in January 2021.¹⁴ This is particularly concerning given that investments in roads and bridges typically comprise the bulk of CCBF expenditures each year. The cost of non-residential building construction – a proxy for the cost of municipal infrastructure construction – has similarly jumped since the first quarter of 2021.¹⁵



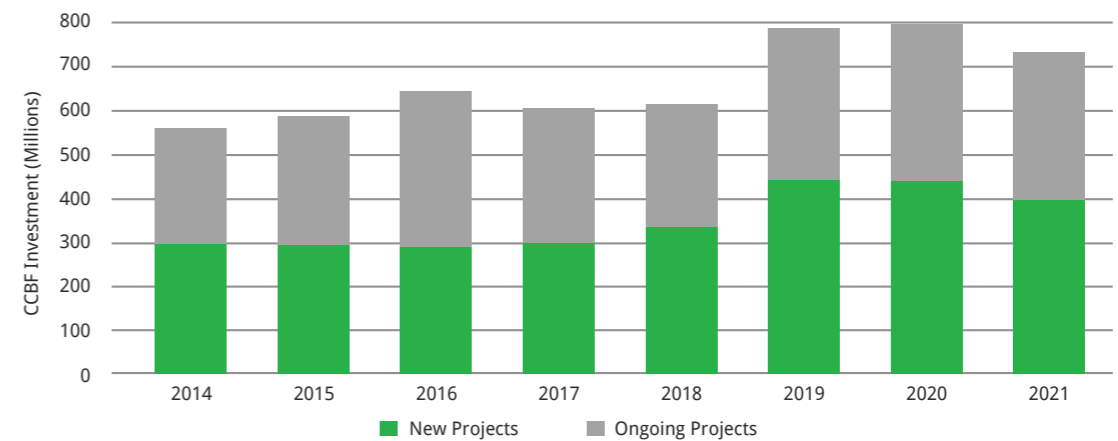
These issues are likely to persist into 2022 as inflation, geopolitical uncertainty, and other concerns drive prices higher. Municipalities have fortunately – and prudently – retained CCBF funds in reserve to weather the upcoming difficulties. Distributions of top-up funding in 2019 and 2021 will prove immensely helpful as communities confront these challenges.

The Impact of Top-Up Funding

National allocations were doubled in 2019. This top-up helped municipalities kickstart dozens of local infrastructure projects in that year – and in the years that followed. Municipalities reported the investment of funds in roughly 650 new projects each year between 2014 and 2018. This jumped to over 800 new projects in 2019 – and remained elevated into 2021.



CCBF investment similarly spiked in 2019 as municipalities directed funds to these new projects. Investment remained elevated in 2020, but – as noted above – fell in 2021.



AMO distributed \$0.6 billion in top-up funding in 2021. Nearly a third of this funding was either invested in 2021 or promptly allocated to projects. The remainder was held in municipal reserves at the end of 2021 and carried into 2022.

The delay between the distribution of funds and their expenditure is partially a matter of timing. Municipal councils typically approve capital budgets in the winter preceding the construction season. Top-up funds were distributed in the summer. Some communities will therefore take at least a year to plan for the investment of top-up funds.

The delay is also, in part, a desirable consequence of effective asset management. Municipal staff plan infrastructure investments years in advance of construction and consider the condition of assets, priorities established by Council, community expectations regarding levels of service, and other factors. This planning process is critical to effectively target limited resources to long-term needs.

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, 2021 and December 31, 2021, municipalities invested an additional \$116 from other funding sources.

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 seven-year period preceding this report, municipalities invested over \$7.9 billion per year in infrastructure.¹⁶

This increased investment is critical to address 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.

Banked Funds and Interest

In addition to these substantial investments, municipalities carried almost \$1.9 billion into 2022 at the end of 2021. Much of this funding – roughly \$1.0 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 from the date of receipt. 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 accumulate funds for larger projects.

Banked funds are held in interest-bearing accounts or investments in accordance with the terms and conditions on the use of the Fund. Municipalities reported interest revenues of nearly \$24.6 million in 2021. Interest revenues are considered CCBF funding and are reinvested in eligible projects.



Pelee's Waterfront Road Rehabilitation

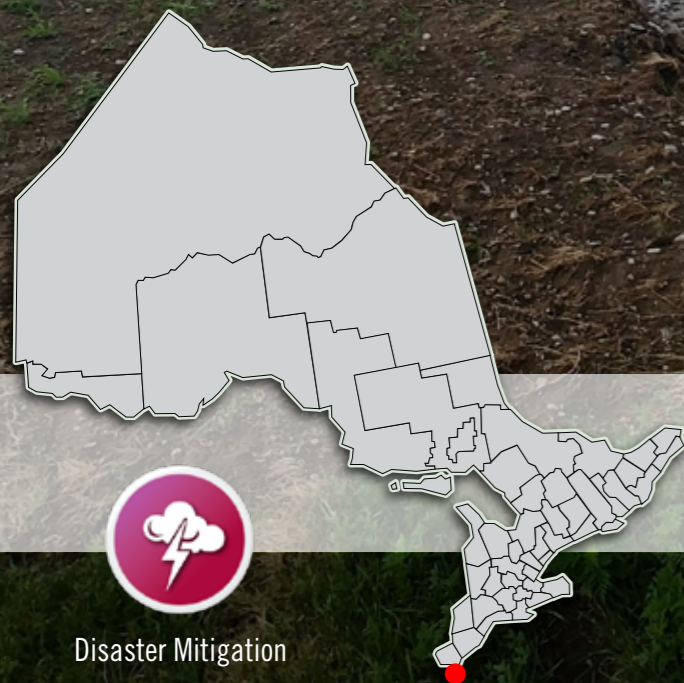
The Township of Pelee invested the Canada Community-Building Fund into protection of its shoreline roadways.

West Shore Road is a main artery used by everyone driving throughout the Township. It houses the island's medical centre, municipal office, paramedic services, water and wastewater infrastructure and more.

In 2020, the Township made it a priority to focus on West Shore Road. Over the years, weather events like high water, waves, high winds and the natural freezing and thawing of winter and spring in Pelee threatened the stability of the roadway along the lake.

The municipality's hazard identification risk assessment determined the community was at risk of losing this critical road infrastructure if action was not taken. The Township invested more than \$570,000, partially funded by the Canada Community-Building Fund, into placing new armour stone along portions of West Shore Road to protect it from further damage and keep Pelee's residents and visitors safe.

This project is part of the Township's yearly commitment to rehabilitate portions of its shoreline and waterfront roadways.



Disaster Mitigation

Township of Pelee
Population: 230

Canada Community-Building
Fund Allocation: \$29,236

The Town of Essex's Harrow Streetscape Project

Located within the Town of Essex, the community of Harrow has been transformed into a tourist destination, thanks in part to investments from the Canada Community-Building Fund.

The Town of Essex invested its CCBF contributions into its vision for creating a downtown district in Harrow, known as the Harrow Streetscape Project. The project area included Queen Street from Colio Drive to King Street, King Street from Erie Street North to Walnut Street South, and McAfee Street from King Street to Wellington Street.

Beginning in 2018, the municipality laid out plans for rehabilitating the project area, incorporating its rich history and strong connection to the farming community into its design. Materials and shapes in the design were reminiscent of wood packaging crates, galvanized water troughs, wine barrels, bushel baskets and barn construction.

Once the planning process was complete, construction of the Harrow Streetscape Project began. Work was completed in the fall of 2021

Reconstruction of this area incorporated AODA-compliant sidewalks and crosswalks, new curbing, and urban design upgrades to intersections, gateway entrances and places with accessibility challenges. The Town also made significant aesthetic changes, adding bicycle racks, landscape treatments, plants, trees and new street lighting.

The downtown core is home to many locally-owned businesses, and the improvements will enhance walkability and accessibility to core businesses and restaurants, provide community spaces, promote active transportation, and revitalize the area.



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.

Output indicators were updated in November 2020 to align with Infrastructure Canada's efforts to establish a common approach to performance measurement. Many new indicators were added. Several existing indicators were revised or removed. The revised set of output indicators is posted on AMO's website.

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.

The Outcomes Report

AMO will release an outcomes report in 2023. This report will provide a broad examination of the benefits generated by municipal investment of the CCBF between 2017 and 2021.

Benefits Generated in 2021

Municipalities completed 935 infrastructure projects with the help of the Canada Community-Building Fund in 2021. These projects involved the rehabilitation of roadways, installation of energy-saving retrofits, upgrade of recreation facilities, and more. Benefits generated by projects completed in 2021 are summarized in [Appendix A](#).



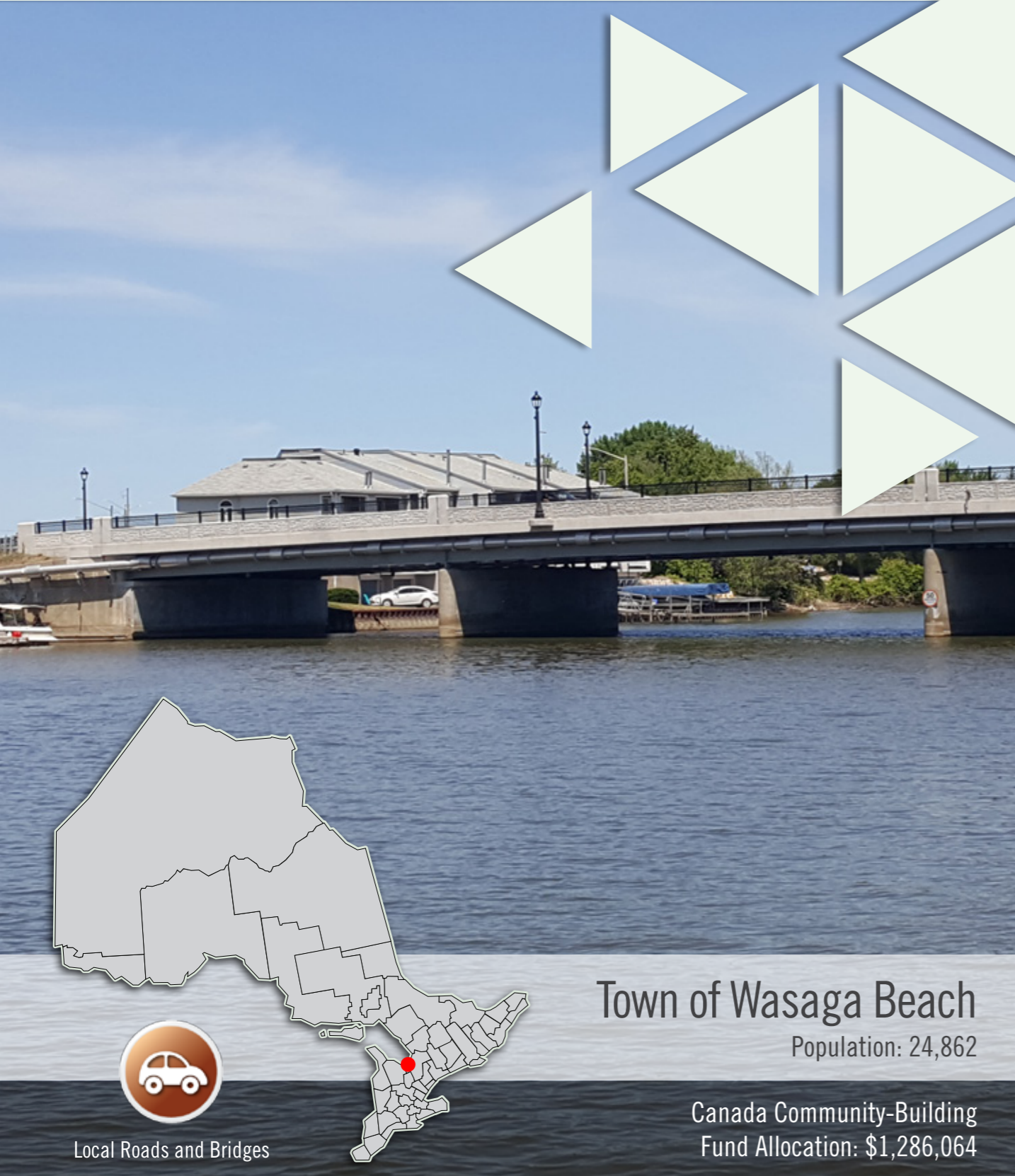
Wasaga Beach's Main Street Bridge Rehabilitation

Wasaga Beach invested the Canada Community-Building Fund into the rehabilitation of its historic Main Street Bridge, an important piece of infrastructure that connects residents and visitors to its downtown and beach area along the shores of Georgian Bay.

The Main Street Bridge is a major asset to the town, serving Wasaga Beach's 24,000 residents year-round. It's also a connecting link to the community's popular beach area, where 30,000 to 40,000 tourists flock during high season weekends. Most of these visitors also use the Main Street Bridge to get to Wasaga Beach's biggest attractions.

Rehabilitation of the bridge included patching, waterproofing, paving the concrete deck, removing existing expansion joints and converting to semi-integral abutments, replacing barriers, re-facing concrete abutments, installing new bearings, and sandblasting and painting the structural steel. The Town also relocated the existing watermain from the north side of the bridge to the south side to prevent interruptions to municipal water services while the project was ongoing.

A key part of this project was the addition of aesthetic elements. The sidewalks on either side of the bridge were widened to improve walkability to the downtown and beach, and new streetlighting was installed.



Town of Wasaga Beach
Population: 24,862

Canada Community-Building
Fund Allocation: \$1,286,064

Local Roads and Bridges



Guelph Restores Historic Bridge

Guelph's Norwich Street Bridge is an important piece of community history.

The bridge was constructed in 1882 to enable movement of materials across the Speed River and what was then one of Guelph's main industrial areas.

Closed to vehicular traffic in 1998, the bridge now serves as a key pedestrian and cycling link from nearby residential neighbourhoods to the downtown.

Using investments from the Canada Community-Building Fund, the City of Guelph rehabilitated the bridge in 2021 with a new design that preserves its heritage elements. This updated design allowed the City to keep the original iron trusses, while reconstructing the bridge to be self-supporting and safe.

This much-loved bridge is a vital part of Guelph's active transportation and trails network and is well-used in all four seasons by school children, commuters and neighbourhood residents. Thanks to the CCBF, it will be enjoyed for many more years to come.



City of Guelph

Population: 143,740

Canada Community-Building
Fund Allocation: \$16,396,183

Local Roads and Bridges





Progress in Asset Management

Asset Management and the Fund

Local governments provide infrastructure-related services to their residents in a sustainable and cost-effective manner. Asset management is a structured approach that helps municipalities to objectively determine infrastructure investment priorities while providing a better understanding of long-term financial implications and levels of service.

Under the *Administrative Agreement*, municipalities are required to develop and implement an asset management plan (AMP). Successful adoption of asset management by Councils as a decision-making tool 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. The Asset Management Outcomes Working Group established by AMO – consisting of municipalities across the province, other levels of government and municipal associations – meets regularly to share information and leverage opportunities for alignment and coordination.

Use of Canada Community-Building Funds for Capacity-Building

The CCBF provides critical support in helping municipalities make progress in asset management. Since 2014, municipalities have used \$53 million from the Fund to support 281 capacity-building projects focusing on asset management and other initiatives related to long-term planning.

In 2021, \$3.2 million was invested in 53 capacity-building projects worth \$22.4 million. Of the 53 projects, 32 involved collecting condition data, updating AMPs, or investing in advanced software like Geographic Information Systems (GIS) and work order systems.

The Town of Ajax, for example, invested over \$500,000 in multiple capacity building projects in 2021 to identify existing levels of service and establish future levels of service for all infrastructure assets. This involved integrating the Town's Computerized Maintenance Management System (CMMS) and GIS.

Asset Management Outcomes

All Ontario municipalities had developed a baseline AMP by [2017](#) and several iterations have taken place since then. AMO tracks changes made on an annual basis and maintains an up-to-date inventory of all asset management plans. While municipal Councils are continuously making progress in adopting asset management, there remains a need for improved asset data on lifecycle costs and condition.

During the 2021 reporting cycle, 225, or over half of all municipalities, revised or improved their AMP. All municipalities completed an [asset management questionnaire](#) to report progress made between 2017 and 2021 in improving the quality of plans, including current or recent initiatives based on the requirements of the Asset Management Planning Regulation under the Infrastructure for Jobs and Prosperity Act, 2015. The results of the questionnaire, along with an independent study, will be used to report on the asset management outcomes in early 2023.

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 over 80 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 municipal staff on key milestones such as leadership and governance, data gap analysis, establishing service levels, risk assessments and financial strategy based on whole lifecycle costing. Participating municipalities are successful in completing these milestones by utilizing the provided [materials and templates](#) that are developed in alignment with the provincial asset management regulatory requirements in Ontario.

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 2021 AMO Conference, AMO delivered a facilitated discussion with several mayors on the [role of elected officials in asset management](#). At the 2022 AMO Conference, AMO engaged elected officials in a facilitated discussion on the linkage between long-term sustainability, service levels, corporate risks and costs using an asset management framework.

Additionally, AMO developed an [asset management primer](#) to provide councils with a better understanding of their role in adopting a strategic approach to determine infrastructure investment priorities. This primer was developed through a dozen consultation sessions with elected officials throughout the province.



Checklist for Councils to Assess State of Asset Management

To identify opportunities for making further progress in asset management in your municipality, here are some key questions that need to be revisited every year:

<input type="checkbox"/>	Do you know what services your municipality provides and what infrastructure assets are required to provide those services?	<input type="checkbox"/>	Is your asset management plan developed in compliance with your policy?
<input type="checkbox"/>	Do you know your community’s service level expectations? Are you meeting them and do you have the required financial resources to do so?	<input type="checkbox"/>	Does your plan meet the provincial regulatory requirements and include all infrastructure assets?
<input type="checkbox"/>	What is the total cost of providing these services at the current service levels? Are these costs sustainable?	<input type="checkbox"/>	Does the plan take into account the whole lifecycle cost of assets?
<input type="checkbox"/>	Has your Council engaged the community to set realistic expectations?	<input type="checkbox"/>	Does the plan identify capital investment priorities?
<input type="checkbox"/>	How reliable is your assets data on costs, risks and service levels?	<input type="checkbox"/>	Are there any assets that should be retired and do not need to be replaced?
<input type="checkbox"/>	Does your staff have the required resources and expertise to pursue asset management?	<input type="checkbox"/>	Are there any additional factors that affect service delivery that are not captured in the asset management plan?
<input type="checkbox"/>	Does your municipality have an asset management policy that is aligned with your municipality’s strategic plan?	<input type="checkbox"/>	What is the appropriate infrastructure deficit or funding gap for our community? How will it impact service levels, now and into the future, if we continue along the same trajectory?
<input type="checkbox"/>	Does your asset policy include a governance structure that specifies role and responsibilities?	<input type="checkbox"/>	Does your plan include a financial strategy to address the funding gap? Have you considered debt and alternative revenue streams?

Asset Management Leadership Series

AMO has profiled 12 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 [Town of Cobourg](#) has made asset management a priority by incorporating in its strategic plan important initiatives such as hiring and training dedicated staff, as well as updating condition data on infrastructure assets. Recently, the Town has adopted a sustainable funding strategy for its stormwater assets through a stormwater rate charge that demonstrates Council’s commitment to providing sustainable service levels.

The [Town of Petrolia](#) has implemented a capital levy to help fund the replacement of its outdated essential infrastructure as Council recognizes the importance of long-term planning and making informed strategic decisions to best provide and sustain crucial municipal services in the most practical and cost-effective way.





Town of Atikokan
Population: 2,642

Canada Community-Building
Fund Allocation: \$342,494

Atikokan's Community Pool

The community pool and recreation centre is a community hub in the town of Atikokan in northern Ontario.

Atikokan invested contributions from the Canada Community-Building Fund into the full replacement of the dehumidifying unit at its recreation and wellness centre. The installation of this infrastructure was key in ensuring the indoor pool could remain operational.

The dehumidifier helps provide heat in the winter and remove humidity from the air in the summer and is essential to the operation of the pool. The old unit had outlived its lifespan by 15 years and had deteriorated to a point where the pool was slated for permanent closure.

Atikokan's 4,000 residents rely on the pool as a facility for swimming lessons and year-round exercise. Now, thanks to the Canada Community-Building Fund, the indoor pool is once again open, and will continue to be a place to exercise and have fun for years to come.





Marmora and Lake's New Water Tower

The Municipality of Marmora and Lake invested the Canada Community-Building Fund into the installation of a new standpipe water tower.

A 35-metre standpipe with an active tank mixing system replaced the old 26-metre tower, which was described as being in very poor condition.

The old standpipe's roof was badly deteriorated, meaning there was a risk of water contamination as well as a danger that it would collapse completely.

Also, some areas of the village had lower than desired water pressure due to the height of the old tower.

New water pumps were also installed to accommodate the greater tank height, and a watermain on Hayes Street was replaced with a larger pipe to improve the rate of flow.

Residents of Marmora village now enjoy better water supply pressure.

Municipality of Marmora and Lake
Population: 4,267

Canada Community-Building
Fund Allocation: \$245,892

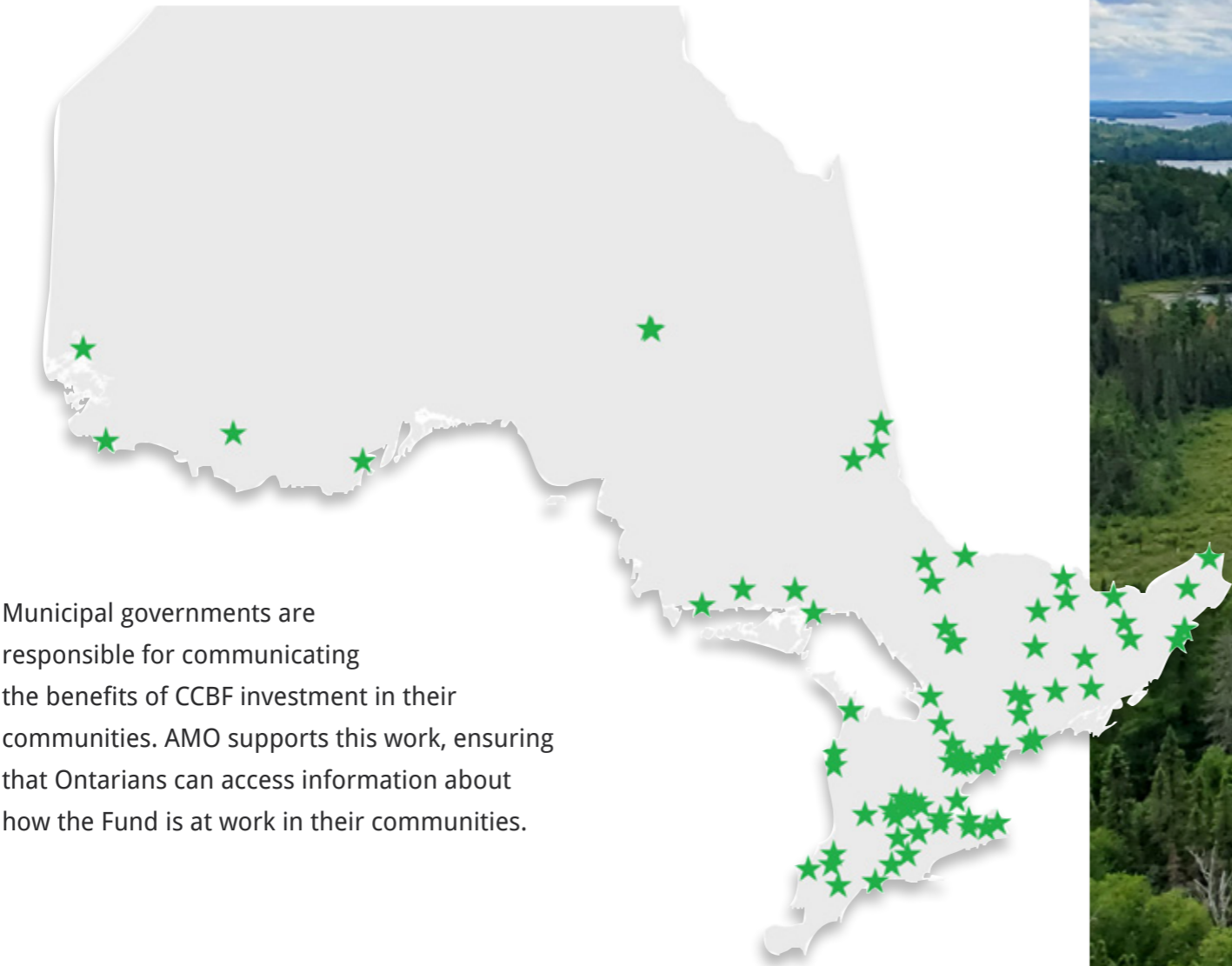


Drinking Water

Communications

Sharing the Benefits of the Canada Community-Building Fund

The CCBF helps local governments address priority infrastructure needs and invest in projects that directly impact residents at a local level.



Municipal governments are responsible for communicating the benefits of CCBF investment in their communities. AMO supports this work, ensuring that Ontarians can access information about how the Fund is at work in their communities.



Online Project Profiles

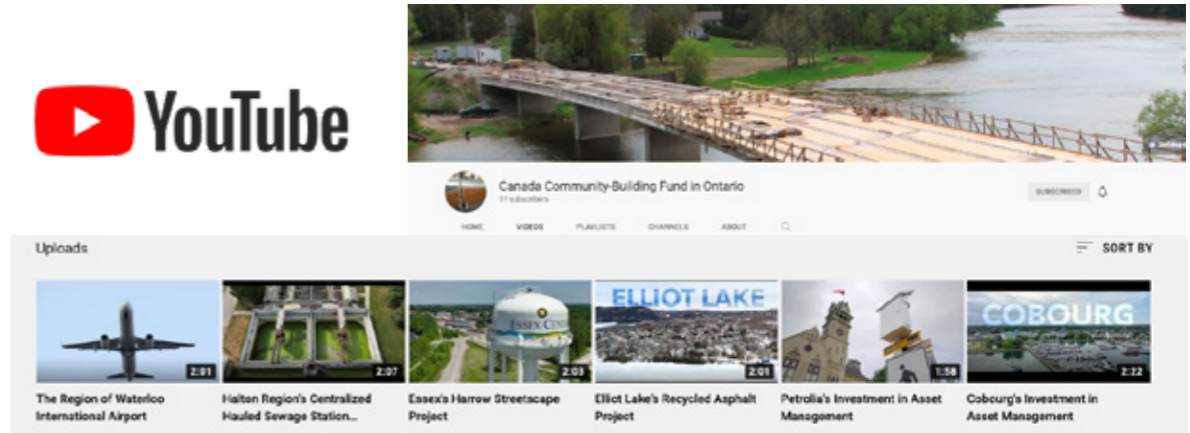
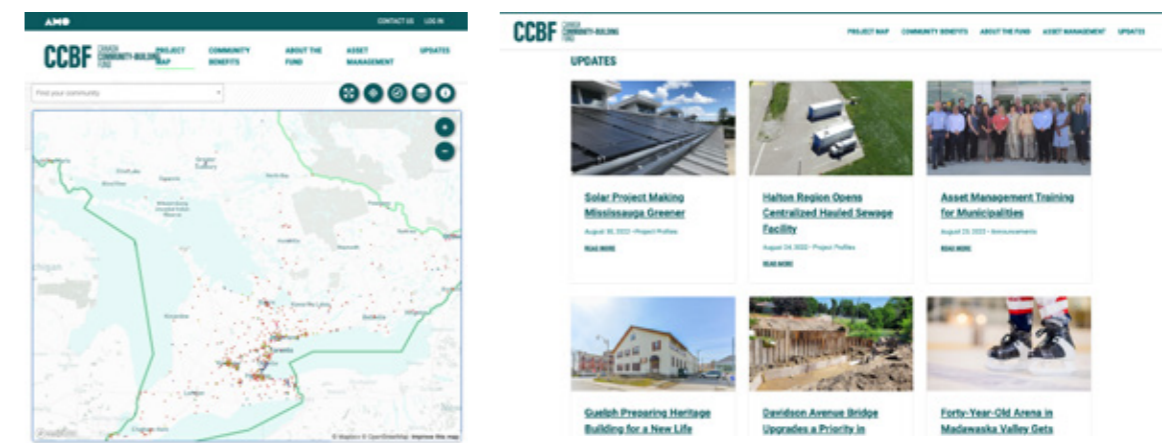
AMO has moved primarily to a digital-first strategy to highlight CCBF investments in Ontario. Across the province, municipalities are moving online as well, using municipal websites, newsletters, press releases and social media to connect with constituents. In 2021, AMO ramped up its efforts to offer more project highlights, publishing nearly 100 profiles throughout the year. These profiles effectively help spread the word about the Fund, and give municipalities engaging content, including project photos, to share on their own platforms with local audiences.

Videos

CCBF videos are a highly effective tool to reach broader audiences and visually showcase projects. In 2021, AMO produced eight videos, including three project-related videos and four videos with an asset management focus. Highlighted municipalities included South Huron, Wawa, Hornepayne, North Grenville, Brockville, Baldwin, London and Barrie. On AMO’s CCBF [YouTube channel](#), these videos were viewed over 2,000 times. Additionally, AMO shared each video on Twitter, on its [@CCBFinOntario](#) account. Content that is reshared to municipal accounts boosted audience reach, with post performance data indicating AMO’s videos may have reached some 53,000 Twitter users through retweets.

Social Media

AMO promotes the Fund through three main social media channels: [Twitter](#), [Instagram](#) and [LinkedIn](#). Since going fully digital in 2020 in response to the pandemic, each of these platforms has achieved growth in audience and post reach. In 2021, AMO’s audience on Twitter grew by 4%. Compared with 2020 data, @CCBFinOntario achieved 158% growth in posts over the previous year, and a 121% increase in engagement. In 2021, AMO published 150 posts to the @CCBFinOntario Twitter account, attracting 186,487 engagements. On Instagram, AMO shared 106 posts in 2021. Those posts had a combined reach of 2,602, meaning more than 2,600 unique visitors engaged with the content. The LinkedIn page is relatively new and still building up a following, with a current follower count of about 100 and dozens of page views monthly.



Building Communities Website

AMO's dedicated CCBF website, www.buildingcommunities.ca, features project profiles and blog posts, an interactive project map, and information about the Fund.

The website has seen a steady increase in monthly page views year over year, from 1,688 in 2019 to 2,396 in 2021. The site is updated weekly with new profiles, and also features information about asset management planning, project category spotlights and special announcements. AMO also recently introduced a new project updates mapping system on the site, allowing users to view the most recent project profiles based on location. Check out the map [here](#).

Media Releases

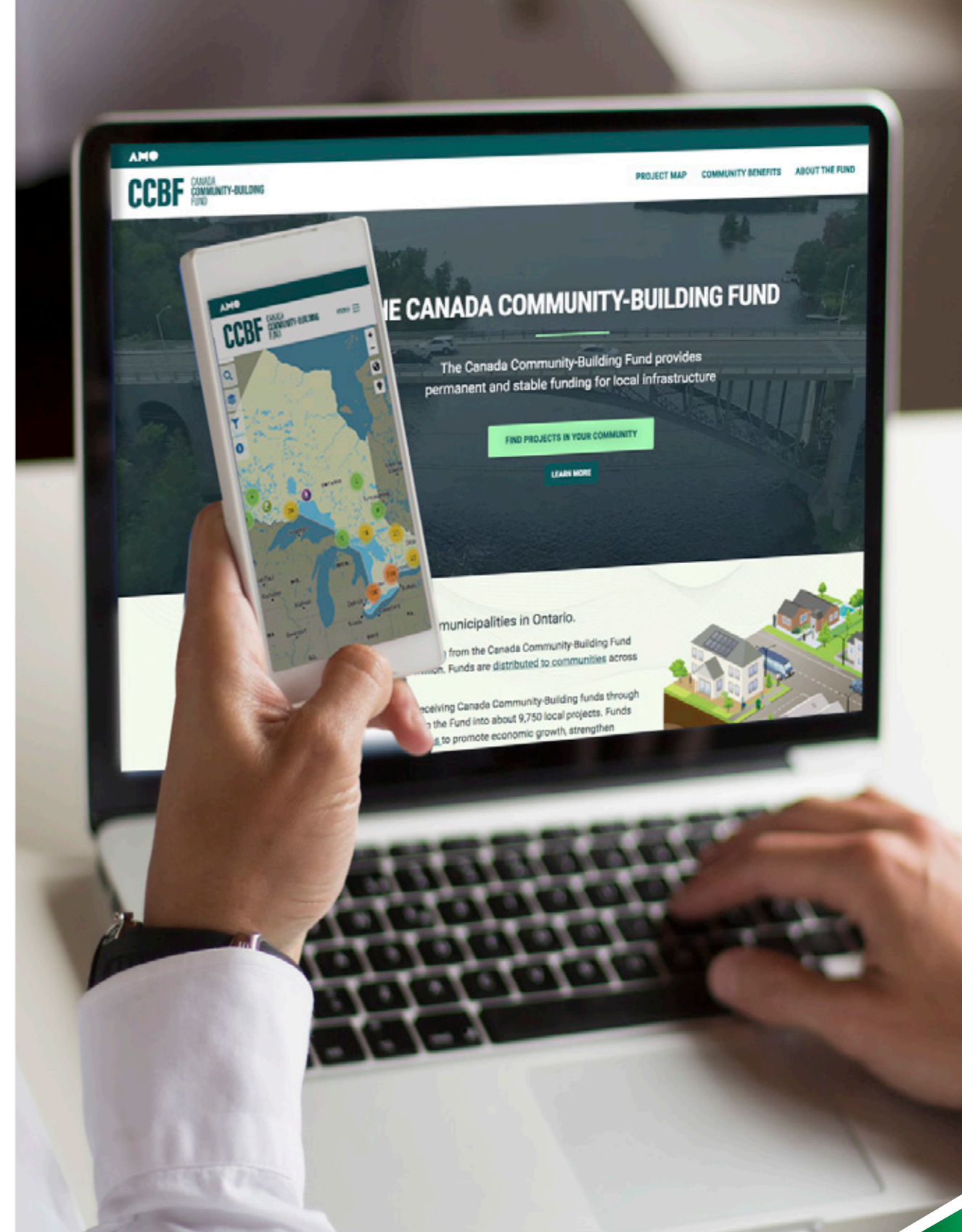
Media releases help communities attract local media attention to their project and are an effective tool for spreading the word in the community. AMO and Infrastructure Canada assist municipalities with developing effective news releases to best communicate the impact of their projects and how the Fund helped bring it to fruition.

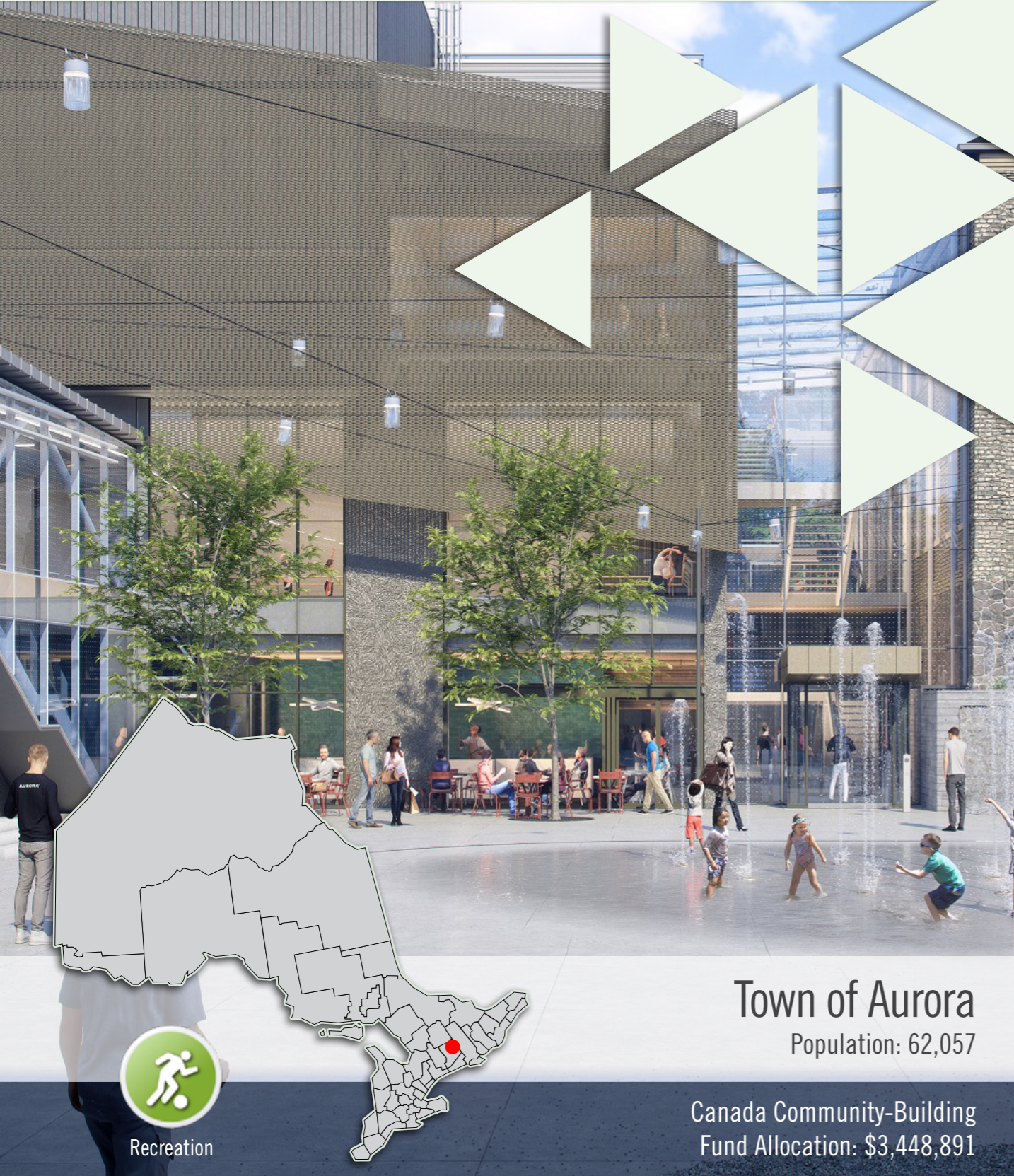
Education

AMO hosts educational sessions on specific CCBF-related topics. In 2021, this included sessions on specific compliance issues for hundreds of municipal staff, and awareness and technical assistance on asset management to over 50 municipalities. Issues discussed were informed by surveys and feedback provided in AMO's CCBF reporting website.

In the fall of 2021, AMO hosted a virtual communications crash course, attended by about 200 municipal staff from across the province. Participants learned about AMO's CCBF reporting system, how to take impactful photos, write engaging project profiles and how to interact with CCBF on social media by resharing content and tagging.

AMO also shares program information through email, the AMO website, www.amo.on.ca, and through AMO's weekly e-newsletter, the WatchFile.





Aurora's Town Square Development

A beautiful downtown space is taking shape in the Town of Aurora.

Aurora's Town Square project, funded in part by the Canada Community-Building Fund, will open to the public in 2023, after several years of planning and construction. The Town Square was a community vision initiated by the municipality and supported by partnerships with local organizations.

The space will encompass 100,000 square-feet, and connect several key spaces including the public library, historic 1800s school house, a new community centre, and an outdoor gathering place for the public.

Aurora's library has been completely rehabilitated to be fully accessible, with an elevator, reading gardens and additional programming rooms. A new outdoor space includes a winter skating rink, amphitheatre, splash pad, water fountains and gardens, and a water feature wall. Additionally, a 32,000 square-foot indoor space is being constructed to host arts, dance and cultural events, with seating for 250 people. Visitors will be able to transition between the two spaces through an enclosed pedestrian bridge.

The Town hopes to host concerts, Shakespearean plays, art shows, Indigenous events and outdoor festivals at its new Town Square. With Aurora's population seeing consistent growth, the intent is to create a welcoming space for people to meet, socialize and appreciate the diversity within the community.

Markham's Wastewater Upgrades in West Thornhill

Canada Community-Building Fund investments have helped the City of Markham make necessary upgrades to its storm and sanitary sewer system in the neighbourhood of West Thornhill.

Markham's work on this project has been extensive, spanning more than a decade and expected to conclude by 2027. The scope of the project includes upgrading more than 16,000 metres of underground storm sewer infrastructure, carried out in four main phases and 14 sub-phases (individual projects), funded in-part by the CCBF.

The sewer system in West Thornhill was originally constructed in 1960s. Although the concrete pipe system was determined to be in good shape, it was undersized for the required capacity.

Due to an extreme weather event in 2005, several homes in the West Thornhill area were flooded due to lack of storm sewer capacity, prompting the City to start planning and implementing upgrades to the existing storm sewer system.

With these upgrades, the likelihood of flooding in the neighbourhood will be greatly diminished. Services for individual homes are also being upgraded to PVC piping, replacing clay pipes that are prone to root infiltration that often contributes to sewer backups.

Along with this critical infrastructure work, the associated roadways are being completely reconstructed, including road base and new curbs, bringing an anticipated 20-year life cycle to surface assets without any major maintenance required.



Wastewater

City of Markham
Population: 338,503

Canada Community-Building
Fund Allocation: \$20,462,945

Celebrating CCBF Projects

Each year, AMO recognizes municipal governments that demonstrate excellence in the use of the Canada Community-Building Fund. The recognition ceremony highlights infrastructure projects that make a difference in our communities by addressing local needs, creating economic growth, or achieving environmental outcomes. Nominees are evaluated by a committee that considers the extent to which the 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.

The committee reviewed several projects for this year's ceremony and chose to recognize three finalists, each of which are profiled throughout this report. The three finalists demonstrated achievement of one or more of the Fund's national objectives, completing projects that also had a meaningful local impact. The finalists were honoured at a presentation delivered on the main stage of the 2022 AMO Conference held in Ottawa, that included videos produced by AMO highlighting the projects.



2022's Finalists

The City of Elliot Lake recycled and repurposed 6,000 cubic metres of asphalt stockpiled from road projects to pave the gravel parking lot at Elliot Lake’s municipally owned ski hill, Mount Dufour. By recycling old asphalt, Elliot Lake diverted waste from its local landfill, and with one successful project completed, is planning to use recycled asphalt for future municipal infrastructure projects.



The Region of Waterloo invested CCBF funding into the Region of Waterloo International Airport expansion, adding a new domestic arrivals building. With this expansion, Waterloo can accommodate more flight and customer traffic, and is expected to welcome 700,000 travellers to the airport in 2022. The domestic arrivals building is one phase of a \$35 million airport terminal expansion project, as identified in Waterloo’s 20-year Airport Master Plan.



Halton Region installed a new centralized hauled sewage station to streamline wastewater disposal and processing at one location. The new centralized station uses modern technology, including cloud-based software, to monitor wastewater intake and processing. This investment also helps re-route approximately 6,000 trucks carrying 40,000 cubic metres of sewage each year from residential areas where waste was formerly hauled to three different stations, mitigating odour issues and spillage risks. The new centralized facility is located adjacent to three major highways and easily accessed by hauling trucks.



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 to monitor compliance with these requirements. This approach, defined by AMO's risk management framework, minimizes municipal administrative costs and recognizes municipalities as a mature order of government.

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

Terms and conditions on the transfer and use of the CCBF are established in the *Administrative Agreement*. Local governments are not party to that agreement. AMO has therefore established a separate [Municipal Funding Agreement](#) with each community.

Municipal Funding Agreements ensure that municipalities use funds in accordance with relevant terms and conditions in the *Administrative Agreement*. Though all communities have a separate agreement with AMO, all agreements establish the same requirements and expectations.

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.

Municipal Compliance Audits

At least 10% of municipalities receiving CCBF funding through AMO are selected for a compliance audit each year. Compliance audits assess whether municipalities are meeting the requirements and expectations set out in the *Municipal Funding Agreement*.

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. Summaries of the compliance audits completed for the 46 municipalities selected in 2021 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, 2021 was completed by BDO Canada LLP. The audit confirms that AMO has complied with the terms and conditions set out in the *Administrative Agreement*. A copy of the audit is included in [Part II](#) of this report.



Muskoka Lake's Investment in Beaumaris Bridge

Investments from the Canada Community-Building Fund assisted the Township of Muskoka Lakes with rehabilitating a connecting link in the community.

The Beaumaris Bridge is the only available land access for Tondern Island and the community of Beaumaris in Muskoka Lakes, which includes a number of seasonal and year-round residences, a golf course, country club, a marina and municipal wharf.

In 2021, regular inspections of the bridge showed numerous defects and rehabilitation required to the superstructure and substructure, including approach guide rail, deck joint seal replacement and concrete repairs to deck, curbs, wing walls and abutments.

Investments from the CCBF contributed to the completion of this project. Without these funds, the municipality would not have been able to complete the same amount of work with its available capital budget.

Township of Muskoka Lakes
Population: 7,652

Canada Community-Building
Fund Allocation: \$409,799

Local Roads and Bridges



Halton Region's New Centralized Hauling Station

A new centralized hauled-sewage station in Halton Region has improved the safety and efficiency of disposing and processing wastewater.

Halton Region invested the Canada Community-Building Fund to build two separate enclosed collection facilities that allow trucks to empty waste directly into the sanitary system near its Biosolids Management Centre.

Prior to the construction of a centralized station, hauled sewage was accepted at Halton's Georgetown Wastewater Treatment Plant and the Armstrong Avenue Pumping Station. The Georgetown facility was accepting approximately 60 per cent of the Region's total hauled sewage volumes.

Trucking wastewater to these locations meant hauling sewage through Halton's residential neighbourhoods and had a higher risk of spillage and lingering odours.

Halton Region developed a Hauled Sewage Servicing Master Plan that looked at the long-term vision for hauled sewage services for residents and businesses. One of the recommendations from this plan was to build a centralized sewage receiving station.

The location of the new centralized station helps re-route trucks away from residential areas, and allows for treatment at the Mid Halton Wastewater Treatment Plant - the second largest plant in the Region. The centralized hauling station also has more modern features, including automatic valves, computerized control systems, and cloud-based software that monitors the station in real-time.

Region of Halton

Population: 596,637

Canada Community-Building
Fund Allocation: \$34,114,758



Wastewater



Waterloo's Investment at its International Airport

The Region of Waterloo invested the Canada Community-Building Fund into the expansion of the Region of Waterloo International Airport, adding a new domestic arrivals building.

Waterloo's investment of \$8.1 million through the CCBF is the largest investment to date under the Regional and Local Airports category.

The new domestic arrivals building enables the airport to handle three Boeing 737 aircraft at one time - two domestic and one international arrival. The building is another step toward the airport managing increased passenger volumes, as the airport is expected to welcome more than 700,000 travellers in 2022.

The expansion is part of the Region's 20-year Airport Master Plan. The \$375 million plan consists of five development stages. Each is triggered by a pre-set annual passenger volume. Upon approval, the planning began to accommodate 500,000 passengers a year.

Thanks to investments from the CCBF, the Region of Waterloo International Airport expansion has created hundreds of new jobs, and the expanded domestic air terminal will help the airport to comfortably and reliably accommodate the increasing number of travellers arriving to and departing from the Region of Waterloo.

Region of Waterloo
Population: 587,165

Canada Community-Building
Fund Allocation: \$33,288,629














Local and Regional Airports



Appendix A: Project Results Reported in 2021

Investment in Completed Infrastructure Projects

Municipalities completed 935 infrastructure projects in 2021.¹⁷ The table below illustrates the distribution of these projects – and the funds that supported them – across project categories.¹⁸

Project Category	Completed Projects	Total CCBF Investment	Total Project Costs
 Broadband Connectivity	4	\$ 721,786	\$ 2,200,071
 Community Energy Systems	22	25,995,669	38,807,280
 Culture	13	7,353,171	11,843,865
 Disaster Mitigation	4	8,251,897	18,831,612
 Drinking Water	11	7,037,141	18,774,566
 Fire Stations	2	41,348	41,348
 Local Roads and Bridges	726	587,110,866	1,233,287,744
 Public Transit	31	65,789,761	105,495,041
 Recreation	79	22,247,601	88,241,210
 Regional and Local Airports	2	227,818	281,319
 Solid Waste	3	537,799	606,954
 Tourism	5	644,355	881,037
 Wastewater	33	24,074,714	81,438,887
Total	938	\$ 750,033,925	\$ 1,600,730,934

Project Results

Municipalities report results achieved by infrastructure projects supported by the CCBF when construction is completed. Results achieved by the 935 infrastructure projects that completed construction in 2021 are described in the following tables.¹⁹

	Broadband Connectivity	Projects	Total
	Length of fibre-optic cable installed or replaced (km)	4	32
	Number of businesses positively affected	4	332
	Community Energy Systems	Projects	Total
	Number of electric vehicle charging stations installed, upgraded, or replaced	2	27
	Number of energy-efficient streetlights installed or replaced	5	12,008
	Number of municipal buildings retrofitted with energy-efficient materials or systems	14	66
	Increase in annual energy generation (GWh)	1	3
	Reduction in annual energy consumption (GWh)	15	6
	Reduction in annual fossil fuel consumption (ML)	1	7
	Reduction in annual greenhouse gas emissions (tonnes of CO ₂ e)	2	202
	Culture	Projects	Total
	Number of art galleries constructed, expanded, or renovated	1	1
	Number of arts facilities constructed, expanded, or renovated	5	7
	Number of community centres constructed, expanded, or renovated	2	5
	Number of heritage sites or buildings renovated or restored	3	3
	Number of libraries constructed, expanded, or renovated	3	3
	Number of museums constructed, expanded, or renovated	1	1
	Number of businesses positively affected	5	31
	Increase in annual number of residents participating in cultural activities	5	25,726
	Increase in number of cultural events held annually	3	25
	Disaster Mitigation	Projects	Total
	Number of erosion-mitigating natural assets created, enhanced, or restored	2	2
	Number of erosion-mitigating structural assets created, enhanced, or renewed	3	3
	Number of flood-mitigating natural assets created, enhanced, or restored	1	1
	Number of flood-mitigating structural assets created, enhanced, or renewed	1	1
	Reduction in area at risk of damage from natural catastrophes (ha)	3	23
	Reduction in projected annual emergency response cost	2	\$106,000



Drinking Water	Projects	Total
Length of watermain rehabilitated or replaced (km)	4	4
Number of hydrants installed or replaced	2	4
Number of pump stations built, enhanced, or renewed	2	3
Number of water meters installed or replaced	1	442
Number of water towers constructed, upgraded, or rehabilitated	1	1
Number of water treatment facilities constructed, upgraded, or rehabilitated	5	6
Increase in capacity of water storage tanks and reservoirs	1	227
Increase in number of properties connected to fire hydrants and/or with fire protection	1	1
Increase in number of households with water meters or transmitters	1	440
Number of residents with access to new, rehabilitated or replaced water distribution pipes	4	1,897
Reduction in annual number of watermain breaks	1	36
Reduction in average daily water leakage (L)	1	18
Reduction in number of annual adverse water quality test results	1	3
Volume of drinking water treated to a higher standard (ML)	1	843



Fire Stations	Projects	Total
Number of fire stations renovated, expanded, or upgraded	2	2
Number of fire station projects completed to maintain existing service levels	2	2



Local Roads and Bridges	Projects	Total
Roads		
Length of paved roads constructed or acquired and length of unpaved roads converted to paved roads (lane-km)	51	420
Length of paved roads rehabilitated or replaced (lane-km)	456	3,386
Length of unpaved roads constructed or acquired and length of paved roads converted to unpaved roads (lane-km)	7	45
Length of unpaved roads rehabilitated or replaced (lane-km)	56	782
Length of roads with improved drainage (lane-km)	139	906
Number of railway or light rail crossings upgraded, rehabilitated, or replaced	7	14
Number of roundabouts created or acquired	3	5
Number of signalized intersections created or acquired	4	8
Number of signalized intersections upgraded, rehabilitated, or replaced	20	55
Number of streetlights installed, acquired, upgraded, or replaced	21	561
Number of traffic calming measures installed, rehabilitated, or replaced	14	120
Increase in length of paved roads rated as good and above (lane-km)	400	2,954
Increase in length of unpaved roads rated as good and above (lane-km)	57	583
Number of intersections with advanced traffic management systems	15	43
Number of residents with access to new, rehabilitated or replaced roads	190	2,680,880
Number of residents with improved access to highways or neighbouring municipalities	76	1,296,652

Bridges and Culverts	Projects	Total
Number of new bridges	7	8
Number of new culverts	2	17
Number of rehabilitated or replaced bridges	54	67
Number of rehabilitated or replaced culverts	32	73
Surface area of new bridges (m²)	4	502
Surface area of new culverts (m²)	5	501
Surface area of rehabilitated or replaced bridges (m²)	47	18,171
Surface area of rehabilitated or replaced culverts (m²)	22	2,762
Increase in surface area of bridges with condition of the primary component rated as good and above (m²)	47	13,925
Increase in surface area of culverts with condition of the primary component rated as good and above (m²)	26	2,062
Number of residents with access to new, rehabilitated or replaced bridges	27	1,398,279
Number of residents with access to new, rehabilitated or replaced culverts	14	128,651
Active Transportation		
Length of bike lanes constructed or installed (km)	1	1,315
Length of multi-use paths and trails constructed or installed (km)	6	13,640
Length of pedestrian lanes constructed or installed (km)	1	3,600
Length of pedestrian lanes rehabilitated or replaced (km)	3	189
Length of pedestrian paths and trails constructed or installed (km)	1	297
Length of pedestrian paths and trails rehabilitated or replaced (km)	1	97
Length of sidewalks constructed or installed (km)	19	23,532
Length of sidewalks rehabilitated or replaced (km)	17	16,713
Number of bridges constructed or installed	1	1
Number of bridges rehabilitated or replaced	3	3
Surface area of bridges constructed or installed (m²)	1	370
Surface area of bridges rehabilitated or replaced (m²)	2	236
Number of pedestrian crossings installed, upgraded, or replaced	8	42
Number of streetlights installed, acquired, upgraded, or replaced	2	126
Increase in surface area of pedestrian bridges with condition of the primary component rated as good and above (m²)	2	116
Number of residents with access to new, rehabilitated or replaced bike lanes, sidewalks, hiking and walking trails, and/or pedestrian bridges	51	3,337,140



Public Transit	Projects	Total
Length of roadways and bus lanes constructed, extended, rehabilitated or replaced (km)	1	1
Number of conventional buses purchased or acquired	3	12
Number of conventional buses refurbished or replaced	7	353
Number of para transit vehicles purchased or acquired	3	13
Number of para transit vehicles refurbished or replaced	3	92
Number of park & ride lots constructed, expanded or rehabilitated	1	1
Number of maintenance and storage facilities constructed, expanded, or rehabilitated	1	2
Number of stations and terminals constructed, expanded, rehabilitated or replaced	5	6
Number of stops and shelters constructed, expanded, rehabilitated, or replaced	4	105
Increase in number of accessible vehicles	1	4
Increase in number of accessible transit facilities	2	140
Average increase in annual number of regular service passenger trips on conventional transit in service area per capita	1	14
Average increase in annual revenue vehicle kilometres per capita	1	2
Average increase in annual number of hours vehicles are in service per capita (%)	1	2
Decrease in average age of fleet (%)	2	9
Number of residents with improved access to transit facilities	4	814,109
Number of transit facilities with accessibility or service upgrades/enhancements	9	67
Number of transit vehicles with accessibility or service upgrades/enhancements	5	871



Wastewater	Projects	Total
Length of combined sewer rehabilitated or replaced (m)	1	114
Length of curbs and gutters constructed (m)	2	1,801
Length of curbs and gutters rehabilitated or replaced (m)	1	289
Length of ditches and swales constructed (m)	1	10
Length of ditches and swales rehabilitated (m)	1	300
Length of sanitary sewers constructed (m)	6	1,703
Length of sanitary sewers rehabilitated or replaced (m)	8	16,871
Length of storm sewers constructed (m)	2	818
Length of storm sewers rehabilitated or replaced (m)	3	562
Number of bioretention and biofiltration facilities rehabilitated or replaced	1	1
Number of hauled waste receiving facilities constructed, upgraded, or renovated	1	1
Number of sewage lagoons expanded or rehabilitated	2	3
Number of sewage pump stations and lift stations upgraded, rehabilitated or replaced	1	1
Number of snow melt facilities constructed	2	2
Number of stormwater management ponds expanded or rehabilitated	3	11
Number of wastewater outfalls rehabilitated or replaced	1	1
Number of wastewater treatment plants expanded, upgraded or rehabilitated	5	5
Increase in number of residents serviced by stormwater/sanitary infrastructure	7	185
Reduction in annual number of sanitary sewer backups	6	38
Reduction in volume of raw or partially treated sewage bypassing treatment at sewage treatment facilities (ML)	1	22,000



Recreation	Projects	Total
Length of recreational paths and trails constructed, improved or rehabilitated (km)	9	10
Number of community, recreation and sports centres constructed, expanded, upgraded or rehabilitated	21	31
Number of golf courses constructed, expanded, upgraded or rehabilitated	1	1
Number of indoor arenas constructed, expanded, upgraded or rehabilitated	9	10
Number of indoor ice pads constructed, upgraded, rehabilitated or replaced	3	4
Number of indoor skating facilities constructed, expanded, upgraded or rehabilitated	1	1
Number of indoor sports courts and fields constructed, upgraded, rehabilitated or replaced	1	2
Number of indoor swimming facilities constructed, expanded, upgraded or rehabilitated	3	3
Number of marinas, docks, and boat launches constructed, expanded, upgraded or rehabilitated	3	4
Number of outdoor gymnasium and fitness facilities constructed, upgraded, rehabilitated or replaced	1	1
Number of outdoor ice pads constructed, upgraded, rehabilitated or replaced	2	2
Number of outdoor skating facilities constructed, expanded, upgraded or rehabilitated	1	1
Number of outdoor sports courts and fields constructed, upgraded, rehabilitated or replaced	9	42
Number of parks, beaches, open spaces, and green spaces constructed, expanded, upgraded or rehabilitated	17	34
Number of playground structures installed, upgraded, rehabilitated or replaced	4	35
Number of splash pads and wading pools constructed, upgraded, rehabilitated or replaced	1	1
Increase in annual number of visitors to the community	10	4,245
Increase in annual number of registered users	2	1,400
Number of businesses positively affected by the investment in recreational infrastructure	19	326
Number of residents who will benefit	43	2,741,180



Regional and Local Airports	Projects	Total
Number of terminals constructed, expanded, enhanced or rehabilitated	1	1
Number of businesses positively affected	1	13
Increase in number of annual aircraft take-offs or landings at the airport	1	660



Solid Waste	Projects	Total
Number of site studies completed or updated	1	1



Tourism	Projects	Total
Number of marinas, docks, and boat launches constructed, expanded, upgraded or rehabilitated	1	1
Number of tourism information centres constructed, expanded, upgraded or rehabilitated	1	1
Number of tourism signs installed or replaced	2	2
Increase in annual number of visitors to the community	2	510
Number of businesses positively affected	3	823

Appendix B:

Financial Statements



	2021	2014 – 2021
Opening Balance	\$2,471,773	\$16,190,205
Revenues		
Received from Canada	\$1,325,314,730	\$6,354,495,150
Interest Earned	\$308,549	\$2,780,322
Transfer from AMO's reserves	\$0	\$8,794,577
Net	\$1,325,623,279	\$ 6,366,070,049
Expenditures		
Transferred to Municipalities	\$(1,321,927,815)	\$(6,354,251,462)
Administration Costs	\$(3,386,915)	\$(25,228,470)
Net	\$(1,325,314,730)	\$(6,379,479,932)
Closing Balance	\$2,780,322	\$2,780,322

Ultimate Recipients

	2021	2014 – 2021
Opening Balance	\$1,249,166,876	\$691,217,249
Revenues		
Allocations Received from AMO	\$1,321,927,815	\$6,353,753,300
Proceeds from the Disposal of Assets	-	\$331,488
Interest Earned	\$24,599,187	\$143,709,694
Net	\$1,346,527,002	\$6,497,794,482
Transfers		
In	\$85,565,949	\$397,520,356
Out	\$(85,565,949)	\$(397,520,356)
Net	-	-
Expenditures²⁰		
Broadband Connectivity	\$(7,520,323)	\$(15,464,245)
Brownfield Redevelopment	\$(676,949)	\$(6,374,360)
Capacity-Building	\$(3,255,571)	\$(53,444,853)
Community Energy Systems	\$(15,553,408)	\$(143,984,397)
Culture	\$(11,182,408)	\$(37,353,933)
Disaster Mitigation	\$(5,350,607)	\$(21,058,465)
Drinking Water	\$(16,080,246)	\$(139,882,954)
Fire Stations	\$(18,999,078)	\$(18,999,078)
Local Roads and Bridges	\$(490,698,617)	\$(3,344,557,761)
Public Transit	\$(82,968,115)	\$(955,173,921)
Recreation	\$(32,031,563)	\$(142,488,829)
Regional and Local Airports	\$(8,181,584)	\$(14,135,522)
Short-line Rail	-	\$(215,000)
Short-sea Shipping	-	-
Solid Waste	\$(7,647,476)	\$(174,655,737)
Sports	\$(278,066)	\$(5,900,427)
Tourism	\$(636,850)	\$(3,412,814)
Wastewater	\$(29,238,241)	\$(246,514,656)
Net	\$(730,299,101)	\$(5,323,616,954)
Closing Balance	\$1,865,394,777	\$1,865,394,777

Notes

- 1

The CCBF 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.
- 2

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.
- 3

Fire station infrastructure was made eligible for funding in July 2021.
- 4

All subsequent references to communities, municipalities and local governments in this report are exclusive of the City of Toronto unless otherwise noted.
- 5

Including scheduled funding of \$17.10 billion, top-up funding of \$4.40 billion, and a transfer of unused funding from legacy infrastructure programs totaling \$0.03 billion.
- 6

The \$8.0 billion transferred between 2014 and 2021 includes scheduled funding of \$6.36 billion, top-up funding of \$1.64 billion, and a transfer of unused funding from legacy infrastructure programs totaling \$0.01 billion. The \$1.7 billion received in 2021 includes \$853.6 million in scheduled funding and \$816.5 million in top-up funding.
- 7

The *Administrative Agreement* came into effect in 2014 and expires in 2023.
- 8

The \$6.3 billion distributed between 2014 and 2021 includes scheduled funding of \$5.05 billion, top-up funding of \$1.30 billion, and a transfer of unused funding from legacy infrastructure programs totaling \$0.01 billion. The \$1.3 billion distributed in 2021 includes \$677.4 million in scheduled funding and \$647.9 million in top-up funding.
- 9

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 19, 2021).
- 10

Municipal capital investment was an estimated \$8.8 billion in 2021. This figure includes both reported values – i.e., municipal capital investment reported by the 165 municipalities that had submitted 2021's Financial Information Return (FIR) at the time of compilation (August 19, 2021) – and imputed values. Values were imputed for each municipality where necessary using the municipal capital investment reported on the latest FIR (2020's FIR for 264 municipalities, 2019's FIR for 13 municipalities, and 2018's FIR for one municipalities).

The resulting figure, \$8.8 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.
- 11

This includes 1,576 projects worth \$7.4 billion that received CCBF funding in 2021 and 513 projects worth \$6.3 billion that received CCBF funding prior to 2021 and are ongoing – but that did not receive CCBF funding in 2021.

- 12

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.
- 13

In their response to question four of AMO's [2020 risk management questionnaire](#), municipal staff were asked to “let [AMO] know if [their] municipality struggles to attract contractors, if bids received for capital projects routinely and significantly exceed estimated in-house costs to do the same work, and the factors that contribute to both.”

Responses to this element of question four were interpreted as tabulated below.

Does the community struggle to attract reasonable bids from qualified contractors?	Number of Municipalities	Average Population	Average Population Density
Yes	69	15,069	62
No	245	54,919	245
No response	189	32,295	178

- 14

See Statistics Canada's [table 18-10-0266-01](#) (Industrial product price index, by product, monthly), using NAPCS code [262](#) (“asphalt (except natural) and asphalt products”) and [26211](#) (“asphalt (except natural) and asphalt products”).
- 15

See Statistics Canada's table [18-10-0135-01](#) (Building construction price indexes, by type of building).
- 16

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.
- 17

Municipalities additionally reported 24 capacity-building projects that ended work in 2021. AMO does not currently require municipalities to report outputs or outcomes resulting from capacity-building projects.
- 18

Total CCBF investment is shown to the end of December 31, 2021 – but financing is ongoing for 123 of the 935 infrastructure projects that completed construction in 2021.
- 19

Quantitative results were not available for six of the 935 infrastructure projects that completed construction in 2021.
- 20

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Parts I and II of this report can be downloaded at [AMO's website](http://www.amo.on.ca).