

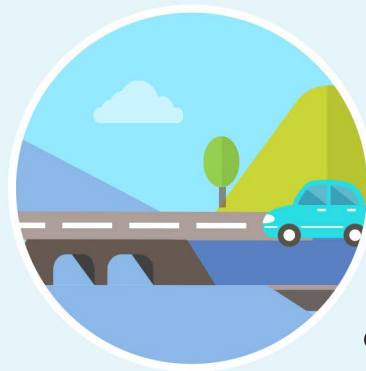


# The Federal Gas Tax Fund

## 2017 Annual Report – Part I



## Investments of the federal Gas Tax Fund supported the:



Construction, rehabilitation or replacement of nearly **3,000**

**lane-km** of local roads – enough to drive from Thunder Bay to Ottawa and back.



Purchase of **51** new public transit vehicles and refurbishment

or replacement of an additional **148**.

Construction, rehabilitation or replacement of more than **16 km** of sanitary and storm sewers servicing over **3,000** residents.



Construction, rehabilitation or replacement of more than **28 km** of watermains, delivering clean water to more than **6,000** residents and extending fire protection to **102** properties.



Development renovation or upgrade of **20** playgrounds, **11** community centres and **10** arenas serving over **185,000** Ontarians.

Installation of energy-efficient retrofits in **32** municipal buildings and **10,722** energy-efficient LED streetlights, saving **7 GWh** of energy – enough to power over **700** houses for a year.



# Letter from the AMO President

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September 28, 2018



Ontario's municipalities own much of Ontario's public infrastructure. This includes the roads, bridges and public transit systems that are essential to local productivity, recycling centres that divert waste from landfill, recreation facilities that help keep people active, and much, much more. It takes funding from all levels of government to ensure that this critical infrastructure is safe and up-to-date. The federal Gas Tax Fund provides permanent, dedicated funding to help municipal governments carry on that important work.

In 2017, Ontario's municipal governments, excluding the City of Toronto, invested \$607 million from the federal Gas Tax Fund, which supported 1,165 local infrastructure and capacity-building projects worth a combined \$3.1 billion. This significant investment is helping to grow local economies, promote a cleaner environment and build stronger cities and communities across Ontario.

How can we track the measurable benefits of federal investment in local infrastructure? When a municipality uses the federal Gas Tax Fund, they must report back to AMO on the specific outcomes that each project generates. For example, communities reported that investment in LED streetlight installations and building upgrades in 2017 saved enough energy to power over 700 houses for one year. Profiles of individual projects, including the benefits they produce, are evident throughout the report. A summary of benefits generated by projects completed in 2017 can be found in Appendix A.

In addition to tracking our progress, AMO shares the local benefits of the Fund with Canadians by completing communications initiatives throughout the year. AMO works directly with municipal governments to produce videos, share information through social media and more. You can learn more about these initiatives on page 17.

AMO has administered the federal Gas Tax Fund for more than a decade. Unlike most other infrastructure funding programs, the Fund is distributed on a per capita basis, without the need for an application. This successful administration model helps municipalities identify and fund local priority projects. It's a model that I'm particularly proud of.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jamie McGarvey'. The signature is stylized and fluid, with a long horizontal stroke extending to the right.

Jamie McGarvey  
AMO President

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This report describes how Ontario's communities invested and benefited from the federal Gas Tax Fund in 2017. 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.amo.on.ca](http://www.amo.on.ca) and [www.gastaxatwork.ca](http://www.gastaxatwork.ca).



# The Federal Gas Tax Fund

## About the Federal Gas Tax Fund

The federal Gas Tax Fund provides permanent and stable federal funding for local infrastructure projects. Canadian municipalities receive over \$2 billion from the Fund each year. Ontario’s communities received \$782 million in 2017.

Federal Gas Tax funds can be used flexibly to address local priorities. Municipalities can invest funds in the construction, enhancement or renewal of local infrastructure, improve long-term plans and asset management systems, or bank funds to support future projects.

Investing the Fund advances national objectives. Funds can be invested across 17 project categories to promote economic growth, strengthen communities, and improve the environment. Eligible project categories are listed below.<sup>1</sup>

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



*Rehabilitation of Black Bridge in the Town of the Blue Mountains.*



*Replacement of Play Structures in the City of Cambridge.*

<sup>1</sup>Highways are also eligible under the federal Gas Tax Fund, but are not listed in the table above because highways are provincially owned and maintained in Ontario.

## The Federal Gas Tax Fund in Ontario

The flexibility of the federal Gas Tax Fund allows each province and territory to have its own agreement with the federal government. Under the Ontario Agreement (the Agreement), the provincial allocation flows directly to municipalities on a per capita basis. Allocations are distributed in two semi-annual installments in July and November.

Predictable, up-front funding from the federal Gas Tax Fund allows municipal governments to identify and fund local priority projects and plan for the long term. The Ontario model recognizes that municipalities are a duly elected, accountable and transparent order of government.

In total, Ontario's municipalities will receive \$3.8 billion from the Fund for 2014-18. AMO facilitates the distribution of approximately \$3.1 billion. AMO transferred almost \$620 million from the Fund in 2017 alone.<sup>2</sup> The annual allocation that each municipality receives is contained in Part II of this report.

An additional \$10.9 million in federal funding was transferred directly by AMO to Ontario's municipalities in April 2017. These funds were announced in the federal government's 2016 budget and comprise uncommitted funds from legacy federal infrastructure programs.

Municipalities may use the funds:

- Towards the full cost of an eligible project;
- To support an eligible project that benefits from other funding sources;
- To save and/or invest for future eligible projects;
- To finance long-term debt for eligible projects;
- To accrue interest which can be applied towards eligible projects;
- To develop and implement asset management plans, and;
- To collaborate with other municipalities or non-municipal entities to fund an eligible project.



*Kiwanis Park Pool Renovation in the City of Kitchener.*

<sup>2</sup> AMO administers the Fund to all municipalities in Ontario except for the City of Toronto. All subsequent references to communities, municipalities and local governments in this report are exclusive of the City of Toronto unless otherwise noted.



## The Township of Wellesley's Manser Road Paving Project

### LOCAL ROADS



Manser Road runs directly north and south through the Township of Wellesley. It is used by heavy trucks from local industry and also serves as a bypass route from Woodstock to Alliston. The Township replaced a gravel stretch of Manser Road with hard asphalt. Paving this road has enhanced traffic flow, reduced dust and resulted in less ongoing maintenance. With the previous gravel road, the municipality had to apply chemicals in the summer to keep dust levels low. The freshly paved surface allows for a faster, smoother ride for all drivers.

#### Project Results:

- 5.6 lane-km of gravel roads converted to paved roads
- Average vehicle traffic speed increased by 10 kph during peak hours (from 70 to 80 kph)

## Municipality of North Perth's Steve Kerr Memorial Complex


### RECREATION



The brand-new Steve Kerr Memorial Complex officially opened in November 2017. The new facility replaced the older Listowel Memorial Arena to better meet local needs and includes an ice arena, community hall, indoor track and more. In addition to a place to improve on health and fitness, it has become a community gathering place. Modern, up-to-date recreation facilities play an important role in helping communities attract and retain residents and keep the community vibrant and healthy.

#### Project Results:

- 5,000 residents with access to new recreation infrastructure



**Construction of a Sewage Lift Station at Van Horne Ave and Wabigoon Dr**

Dryden is building new wastewater infrastructure to prevent flooding and sewer back-ups. The new sewage lift station serves two subdivisions and raises pumping capacity from 27 L/s to 165 L/s - helping local residents keep dry during heavy rains.

**Reconstruction of East King St and Wellington St**

Sioux Lookout is improving access to the downtown core and promoting active transportation. Portions of East King St and Wellington St - both essential routes to the core - were rehabilitated, sidewalks were replaced, and bicycle lanes were installed.

**Installation of a Splash Pad and Updated Recreation Equipment at Centennial Park**

Red Lake is creating new opportunities for children to exercise and play. Centennial Park's new splash pad is the first in the area and attracts families from across the region. The installation of modern playground equipment gives kids of all abilities a place to play.

**Replacement of a Watermain on Oxford St**

Stratford is replacing aging infrastructure to deliver reliable and safe water to local residents. Over 400 m of watermain beneath Oxford St were replaced to provide steady service to nearly 1,000 residents.

**Remediation of Centennial Park**

Sarnia is creating clean and safe spaces along the City's scenic waterfront. Over five hectares of Centennial Park - located on former industrial lands - were remediated to remove contaminants seeping through the soil. Additional revitalization initiatives are underway.

**Installation of Energy-Efficient LED Streetlights**

Norfolk County is cutting energy consumption - and operating expenditures - by converting streetlights from traditional lighting fixtures to energy-efficient LED fixtures. Over 4,000 streetlights were installed with energy savings exceeding 50% per year.



### Improvements to the Duncan McDonald Arena

Quinte West is finding ways to make the most of existing infrastructure. A new cover for the ice rink floor allows the City to quickly turn the Duncan McDonald Arena into a multi-purpose venue to bring the community together - both on and off the ice.

### Expansion of O-Train Services

Ottawa is expanding O-Train services to move commuters quickly and sustainably across the City. Six trains with space for 260 passengers each were purchased to replace three older vehicles. Track modifications were also completed to provide more frequent service.

### Replacement of the Bridge Crossing the Railway on Bay Bridge Rd

Belleville is growing - and is making investments today to keep traffic flowing tomorrow. The bridge on Bay Bridge Rd was replaced with a wider structure to facilitate the movement of residents, tourists and goods and to sustainably accommodate local growth.

## 2017 Project Highlights

Since 2005, Ontario's municipalities have invested nearly \$5.6 billion from the Fund in more than 8,100 local projects.

### Upgrades to the Oakville South West Wastewater Treatment Plant

Halton Region is protecting the local environment - and the residents that rely on it - by expanding wastewater treatment capacity. The Region's upgrades reduce the risk of bypass events and help keep nearby watersheds clean.

### Development and Implementation of a Mobile Fare Payment App





York Region is making it easier to take public transit. The Region's mobile fare payment system is Canada's first and has already helped more than 17,000 users enjoy a convenient and sustainable commute.

### Construction of the Durham York Energy Centre






Durham Region is partnering with York Region to create energy from waste. The Durham York Energy Centre can process up to 140,000 tonnes of residential garbage each year to generate enough energy to power approximately 10,000 houses.

# Investment in 2017

## Productivity and Economic Growth

	Local Roads and Bridges	\$373.0 million
	Public Transit	\$118.8 million
	Regional and Local Airports	\$1.2 million
	Short-line Rail	\$0.2 million

## Clean Environment

	Wastewater	\$29.2 million
	Community Energy Systems	\$21.1 million
	Solid Waste	\$20.4 million
	Drinking Water	\$13.2 million
	Brownfield Redevelopment	\$0.5 million

## Strong Cities and Communities

	Recreation	\$19.3 million
	Capacity Building	\$5.1 million
	Disaster Mitigation	\$1.9 million
	Culture	\$1.4 million
	Sports	\$0.7 million
	Tourism	\$0.6 million





# Investments of the Federal Gas Tax Fund

Safe, up-to-date infrastructure is an essential part of Canada’s economic prosperity, long-term sustainability and quality of life. Municipal governments own and maintain much of the infrastructure that Ontarians rely on every day. This includes our vast network of local roads and bridges, public transit systems, drinking water and wastewater infrastructure, streetlights, parks and recreation facilities and much more.

It’s no secret that Ontario’s infrastructure is under pressure. Much of it was built more than 60 years ago. Some communities are working to build new infrastructure to meet the demands of a growing population. Others must address the challenges that come with an aging population and shrinking tax base. All communities must adapt to more extreme weather, which can put a strain on aging sewer systems and other infrastructure.

Municipal governments cannot rely on property taxes alone to meet local infrastructure needs. The federal Gas Tax Fund provides permanent, stable funding for local infrastructure, allowing municipal governments to meet local needs today and plan for growth and change over time.

The next few pages explain how the federal Gas Tax Fund was used in 2017 and how federal investment in our local infrastructure is helping to achieve increased productivity and economic growth, a cleaner environment and stronger cities and communities.



*Rehabilitation of the Blackfriar Bridge in the City of London.*

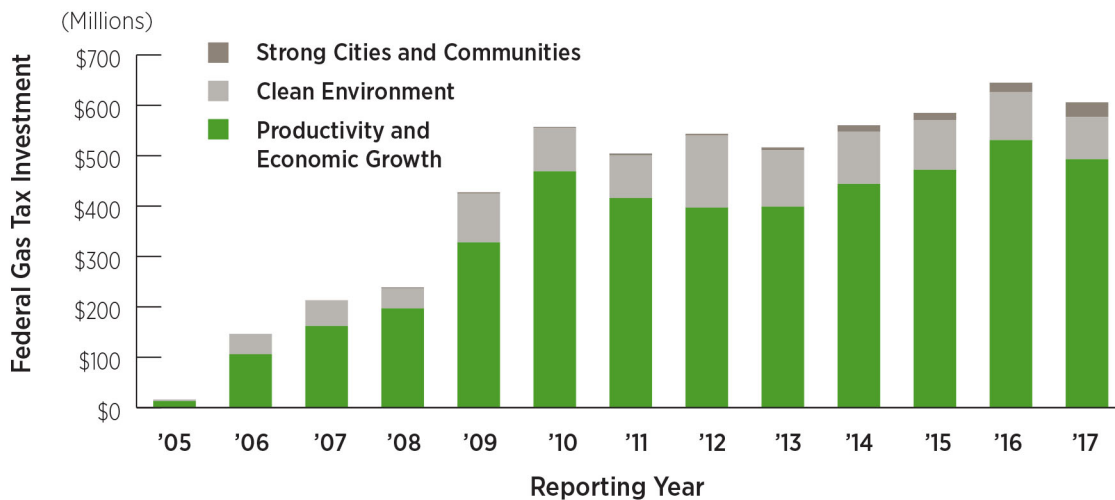
## Investments

Ontario's municipalities invested \$607 million from the federal Gas Tax Fund in 2017. This investment supported 1,165 local infrastructure and capacity-building projects worth \$3.1 billion. Detailed project information is available in Part II of this report. Benefits generated by these projects are summarized in Appendix A.

Municipalities have invested nearly \$5.6 billion from the Fund since its establishment in 2005. Federal Gas Tax funds supported 8,118 projects worth almost \$16 billion in that time.

Federal Gas Tax investment is helping to grow local economies. Of the \$607 million invested in 2017, 81% was invested in projects that support productivity and economic growth – a trend stretching back to the creation of the Fund in 2005 (Figure 1). Most of this investment – \$373 million – was used to rehabilitate, widen, or extend local roads and bridges, reflecting the fact that road networks make up the majority of Ontario's municipal infrastructure. The renewal, upgrade and expansion of these networks continue to be a major need for most municipalities.

**Figure 1: Federal Gas Tax Investment (2005-2017)**



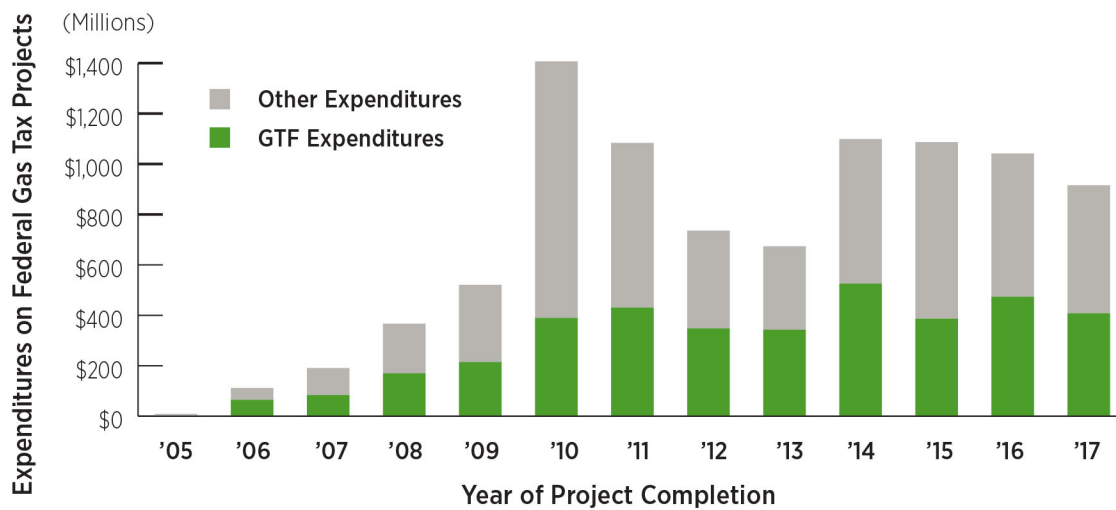
An additional 14% of the total investment was in infrastructure that directly promotes a cleaner environment, including pipes, sewers, energy-efficient retrofits, waste management, and more. Investment in capacity-building initiatives and culture, disaster mitigation, recreation, sports and tourism infrastructure make up the remaining 5% and is helping to build stronger cities and communities across Ontario.



As part of the annual reporting process, municipalities provide the total cost of each project supported by the federal Gas Tax Fund. This information allows AMO to calculate the funding leveraged for each project.

For every \$100 of federal Gas Tax funds invested in projects completed prior to December 31, 2017, municipalities have invested an additional \$141 from other funding sources. This amount varies slightly across projects, between categories, and over time (Figure 2). In 2017, municipalities completed 669 projects with the support of the Fund; on average, \$124 was leveraged for every \$100 of federal Gas Tax investment.

**Figure 2: Federal Gas Tax Fund Leveraging (2015-2017)**



Some of this leveraging can be credited to the Fund’s incrementality requirement. The federal Gas Tax Fund is intended to complement, without replacing or displacing, existing funding for municipal infrastructure. Municipalities cannot use federal Gas Tax funds to reduce municipal taxes or offset municipal infrastructure investments.

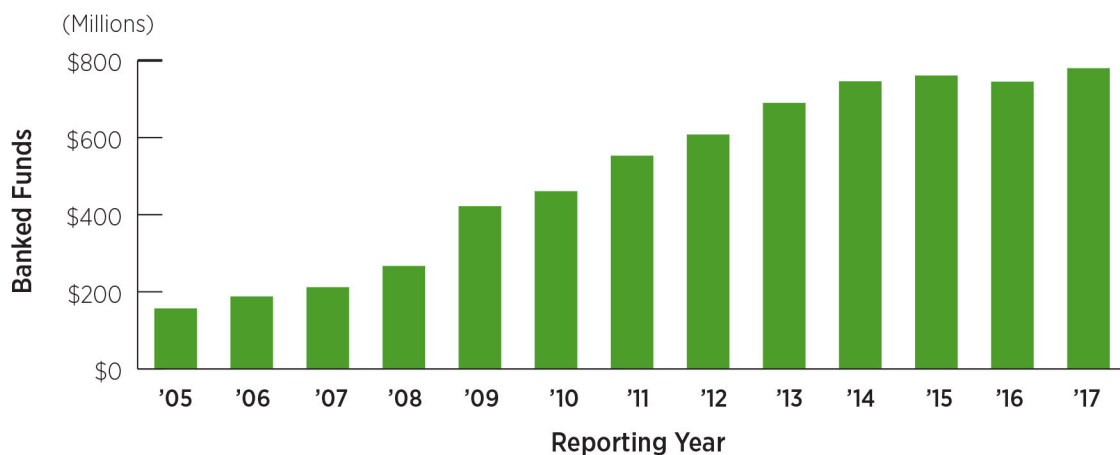
Ontario’s communities have met this requirement by leveraging the Fund – and have consistently invested more in local infrastructure than they did prior to the creation of the Fund. Municipal capital investment averaged \$5 billion per year in the five-year period leading up to the establishment of the Fund and over \$9 billion per year in the five-year period preceding this report.

## Reserves

Municipalities are permitted to save unused federal Gas Tax Funds for up to five years. This practice means that the Fund has a larger impact on a municipality's ability to meet local infrastructure needs than funding delivered on a project-by-project basis. Banking funds gives municipalities the ability to plan for future infrastructure projects and smooths the impact of year-to-year fluctuations in other infrastructure funding. By the end of 2017, Ontario's municipalities had \$780.8 million in federal Gas Tax reserves.

AMO's agreement with each municipality requires unused funds to be stored in interest-bearing accounts or investments. Banked funds are therefore earning interest, and interest revenues have increased with the amount of federal Gas Tax funds in reserves. Ontario's communities reported interest revenues of \$13.4 million in 2017 – and have earned \$125.9 million since 2005. Interest revenues are treated as federal Gas Tax funds and are reinvested in federal Gas Tax projects.

**Figure 3: Federal Gas Tax Funds Held in Reserves (2015-2017)**



*Rehabilitation of Baybridge Road CPR Overhead Bridge in the City of Belleville.*



*Replacement of Red Cross Para Transit Bus in the Town of Collingwood.*

# Benefits of the Federal Gas Tax Fund

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## Measuring Benefits

By reporting on project results, municipal governments demonstrate how federal investment in local infrastructure is helping to meet the national objectives of increased productivity and economic growth, cleaner environment and stronger cities and communities.

AMO, in consultation with municipalities and with the approval of the Fund's Oversight Committee, developed a series of output and outcome indicators to measure the benefits of each infrastructure investment. Municipalities began reporting benefits generated by federal Gas Tax investments under these new indicators in the 2016 reporting year.

## The 2018 Outcomes Report

AMO released an **Outcomes Report** detailing the results achieved by investments of the Fund made between April 2014 and December 2016. A copy of the report is available on our website at [www.amo.on.ca](http://www.amo.on.ca).

Municipal governments completed over 2,000 projects worth a combined \$2.7 billion with the support of the federal Gas Tax Fund during this time. Over \$1.3 billion was financed by the Fund.

The Report details the ways in which infrastructure projects supported by the federal Gas Tax Fund delivered economic, environmental and community benefits across Ontario. Over 9,000 lane-km of local roads were rehabilitated or reconstructed – enough to drive from Kenora to Cornwall and back twice. LED streetlight installations and building upgrades saved enough energy to power over 2,400 houses for a year. Investments in recreation facilities encouraged an additional 1,200 residents to get active in fitness programs.

Significant progress was also made in asset management. Almost all municipalities now have an asset management plan covering at least core infrastructure, as described in the next section of this report. Communities primarily invest federal Gas Tax funds to maintain infrastructure in a state of good repair in alignment with these asset management plans.

## Benefits Generated in 2017

Municipalities continued to rebuild roadways, install energy-saving retrofits, and improve recreation facilities in 2017. Benefits generated by projects completed in 2017 are summarized in Appendix A.



## The Township of Sables-Spanish Rivers' Emiry Road Bridge Replacement

### LOCAL ROADS



Emiry Road services local residents and agricultural businesses, including dairy farms, pick-your-own strawberry farms, and a pumpkin farm. The Emiry Road Bridge had been given a reduced load rating due to the deteriorating condition of the wooden structure. The wooden bridge was replaced with a new pre-engineered steel bridge. The new bridge provides better access for residents and agricultural businesses, which are integral to the local economy.

#### Project Results:

- 180 square metres of replaced bridge
- Average vehicle traffic speed increased by 10 kph during peak hours (from 60 to 70 kph)

## Community Archives of Belleville and Hastings County

### CULTURE



The Community Archives of Belleville and Hastings County preserves the community's history through the records of local governments, individuals, families, businesses, and organizations. The 5,000 square-foot accessible space is housed in the Belleville Public Library and has climate-controlled storage areas packed with high-density mobile shelving that offer lots of room to store future donations to the collection.

Hastings County residents can learn more about local history by attending outreach events led by the Archivist. The Community Archives also attracts tourists to the area with about 5% of visitors coming from out-of-town to learn more about their ancestors.

#### Project Results:

- Increase in number of cultural events held each year (from one event to seven events)
- 66% increase in number of residents participating in cultural activities (from 403 to 669)

# Sector Progress in Asset Management

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## Challenges to Infrastructure Investment

Local infrastructure delivers the water that we drink, connects our families and communities, and brings us together for recreation and play. Much of this infrastructure is over half a century old and in need of upgrade or replacement – but funding is limited, our population is aging, and extreme weather events are increasingly common.

Municipal governments face myriad challenges in delivering services. And while some challenges affect all Ontarians, others are local. Communities with declining populations are expected to maintain a stable pool of infrastructure with a shrinking tax base; rapidly growing municipalities are expected to build new infrastructure to meet surging demand.

These pressures shape each community's approach to local infrastructure investment. Rapidly growing municipalities often turn to development charges and debt to expand services – but are left in the lurch when growth slows or fails to meet expectations. Declining municipalities tend to avoid debt, but rely on transfer payments from other levels of government to maintain infrastructure.

These trends are described in research completed in 2017. Learn more by reviewing the latest **report** on municipal infrastructure investment and financial sustainability. A copy of the report is available on our website at [www.amo.on.ca](http://www.amo.on.ca).

## Asset Management and Financial Sustainability

Communities can draw from a common toolkit to overcome their unique challenges. Strategic use of debt, for example, can ensure that we each pay for a fair share of the infrastructure that we use – now and in the future. Wise use of reserves can smooth year-to-year variations in the availability of funds. A coordinated approach to asset management can ensure that municipalities deliver appropriate levels of service to residents at a sustainable cost.

Asset management is, in fact, essential for financial sustainability. All municipalities manage their assets, of course, and have done so for years; asset management, as a practice, provides a means of managing assets in a structured way so that asset performance, costs, opportunities and risks are balanced with the provision of sustainable levels of service.

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## Asset Management and the Fund

The federal Gas Tax Fund provides critical support to advance municipal asset management practices. Local governments used \$30 million from the Fund between 2014 and 2017 to develop asset management plans, collect data describing the condition of assets, and drive other capacity-building initiatives.

Use of the Fund is also subject to terms and conditions set out in the Agreement – which include requirements for the implementation of asset management systems. Communities were required to develop and implement asset management plans; they are now expected to use these plans to guide infrastructure planning and investment decisions. Municipalities must also demonstrate how federal Gas Tax funds are being invested in priority projects.

This guidance and support helped municipalities create and expand asset management plans. A little over half of Ontario's communities had an asset management plan in place by the end of 2013, and these plans typically covered only roads, bridges, pipes and sewers. By the end of 2017, all but one municipality had an asset management plan, and these plans often also covered facilities and other assets. **Research** commissioned by AMO confirms that some communities have more than doubled the scope of their asset management plans since 2013. Learn more by reviewing the research available on our website at [www.amo.on.ca](http://www.amo.on.ca).

## Recent Progress in the Development of Asset Management Systems

Communities are now focusing on the development of asset management systems. In response to AMO's 2017 questionnaire on asset management, prepared in consultation with AMO's asset management working group, municipalities indicated that they are training staff on best practices in asset management, creating governance structure for cross-departmental collaboration, and sharing resources with neighbouring municipalities.

AMO will continue to monitor the municipal sector's progress in the development of asset management systems as required under the Agreement. Research projects described above, along with questionnaires completed by municipalities in 2013 and 2016, are being used as a baseline to assess progress. AMO additionally collected all municipal asset management plans in 2017 and is currently reviewing these plans to identify gaps and determine training needs. AMO will use the insights gained to help municipal staff adopt international best practices and develop asset management systems aligned with their strategic plans.



# Sharing Our Story

AMO works directly with the Government of Canada and municipal governments to ensure that Canadians can access information about how the federal Gas Tax Fund is invested in their communities.

AMO facilitates communications related to the federal Gas Tax Fund in several ways, including maintaining an up-to-date database of investment in Ontario, sharing information through social media, working directly with municipalities to share details about individual projects, and much more. The results of our efforts to share our story with Ontario residents, members of parliament and the media are detailed below.

## Communications in 2017

### News Releases and Media Events

AMO works directly with municipal governments to spread the word about local investment of the federal Gas Tax Fund by issuing news releases and/or organizing media events to announce a local project milestone. In 2017, Infrastructure Canada, AMO and municipal governments worked together to issue 13 news releases and facilitate two media events. This work resulted in local media coverage that recognizes the importance of federal Gas Tax investment in community infrastructure.



*Resurfacing of Whalen Line in the Municipality of South Huron*



## Federal Gas Tax Fund helping the City of Ottawa provide more Accessible transit.

– Ottawa, Ontario | March 31, 2017



With support from the federal Gas Tax Fund, the City of Ottawa was able to replace Para Transpo's aging fleet of minibuses with 82 new vehicles. This important lifeline provides door-to-door transportation services for residents who are unable to use conventional buses.

Investing in public transit is key to connecting communities and providing the middle class with increased opportunities. Every day, Canadians count on accessible and efficient transit systems to get to work, visit loved ones and access community services. With support from the federal Gas Tax Fund, the City of Ottawa was able to replace Para Transpo's aging fleet of minibuses with 82 new vehicles. This important lifeline provides door-to-door transportation services for residents who are unable to use conventional buses.

## Federal Gas Tax supports local road and capital projects in Simcoe County.

– County of Simcoe, | July 10, 2017

The County of Simcoe is pleased to announce that it will receive \$8.4 million from the Government of Canada through the federal Gas Tax Fund (GTF) to support vital community projects in 2017.

Approximately \$5.5 million of the GTF contributions will be applied to enhance nine road rehabilitation projects throughout the County, while \$2.9 million will support two significant roads and transportation capital projects including the Wye River North Bridge Rehabilitation project and the reconstruction of County Road 17 from Severn Falls north to the Big Chute.

## City of London receives \$22.3 million investment from Federal Gas Tax fund.

– Global News | August 26, 2017

GTF funding supports hundreds of local infrastructure projects across Ontario each year. In July, the Government of Canada delivered the first of two annual \$391 million GTF installments to Ontario.

The city will use some of their allocation to fund three important local infrastructure projects.

This includes \$4.5 million for the rehabilitation of Veterans Memorial Parkway, \$5 million for water and sewer replacement projects on Dundas Street, to be followed by road and sidewalk work, and \$2.5 million for the installation of new water, road and pedestrian infrastructure on Byron Baseline. According to the city's media release, the Dundas Street and Byron Baseline projects will also have major enhancements in pedestrian infrastructure and bike lanes.



## Caledon invests Federal Gas Tax funds in local infrastructure.

– Caledon News | October 29, 2017



The Town of Caledon is investing millions of dollars from federal gas tax funding into local infrastructure projects. In 2016 alone, over \$2.3 million was spent to repair bridges, fix sidewalks and restore roads.

"It's good to know that when you fill up your gas tank, a portion of that money is helping to fund critical infrastructure, like roads and bridges, in our Town" said Mayor Allan Thompson. "I want to thank and recognize the efforts of our AMO municipal partners for a successful advocacy campaign which resulted in this funding."



## First phase of Colborne Street construction to be completed by end of year.

– The Wellington Advisor  
September 12, 2017

The reconstruction of Colborne Street from Geddes Street North to Queen Street is underway now and will bring significant improvements to historic downtown Elora, officials say.

With support from the federal Gas Tax Fund, work on Colborne Street will include: - replacement of the water main, sanitary sewers and storm sewers, new concrete curbs and gutters and asphalt paving of the street;

- on-street parking, traffic calming measures, new concrete sidewalks and decorative heritage style street lighting improvements; and

- parking and sidewalk layout that will be arranged to accommodate a large existing ash tree which is undergoing treatment for the emerald ash borer

Construction will be completed by the end of 2017 with the final layer of asphalt to be completed in 2018, township officials say.

The total cost of the project is \$1,348,184 with \$141,500 coming from the federal Gas Tax Fund.

## Federal Gas Tax Fund and the Ontario Community Infrastructure Fund help improve water and sewer systems in Gananoque

– Town News | May 26, 2017

Up-to-date water and wastewater infrastructure is essential for safe drinking water and clean local waterways. With support from the federal Gas Tax Fund and the Ontario Community Infrastructure Fund, the Town of Gananoque has upgraded water, wastewater and storm water systems on Victoria Avenue.

Work on Victoria Avenue included replacement of a 100-year old water main and a 70-year old storm sewer system. The existing sanitary sewer and manholes were also replaced and the road was fully reconstructed.

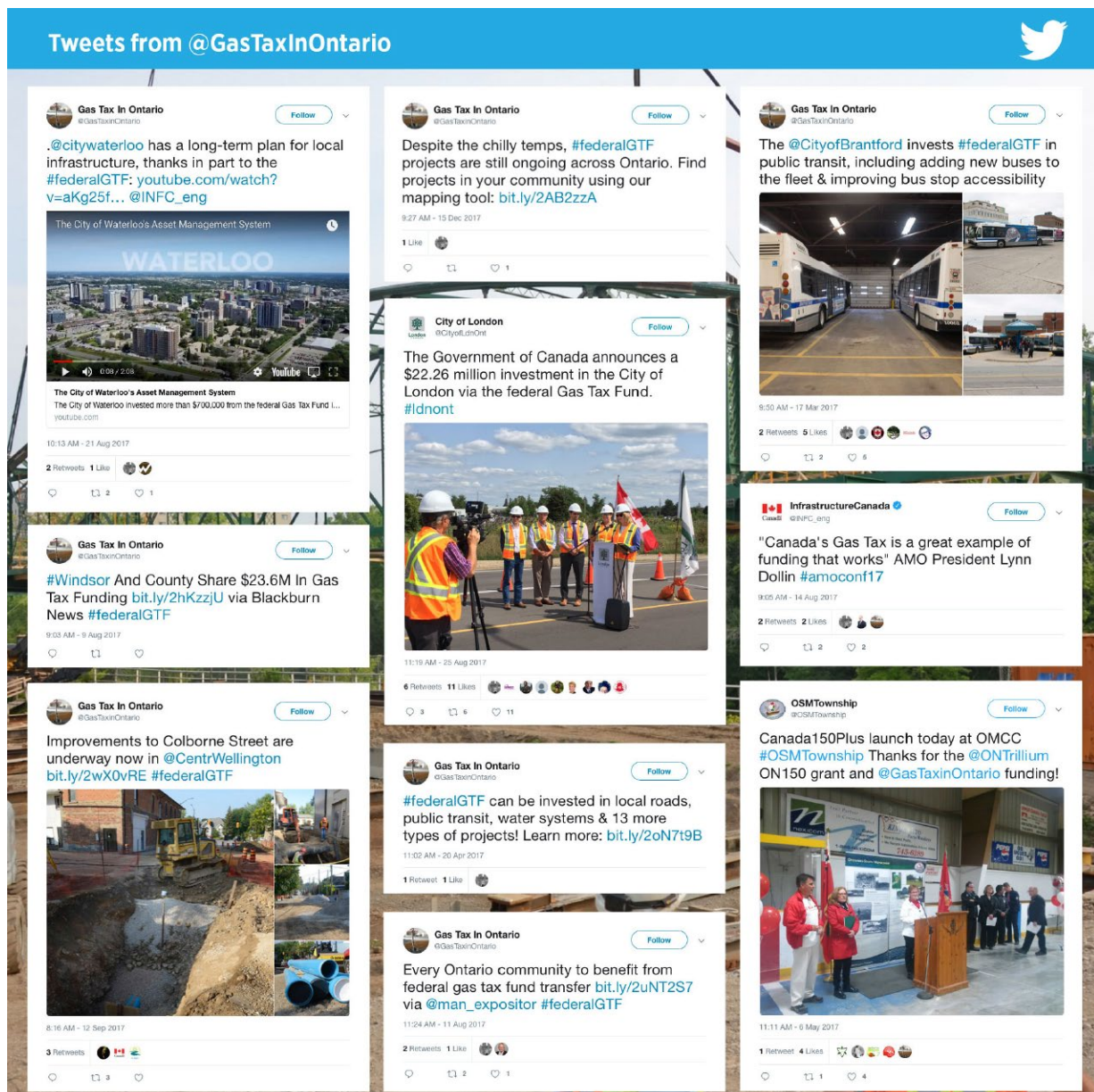


## Social Media

Like many organizations, AMO is focusing more and more on producing social media content to share information about the federal Gas Tax Fund and engage with people online through a dedicated Twitter account, @GasTaxatWork. AMO coordinates its efforts with Infrastructure Canada and individual municipal governments to maximize reach online and spread the word.

In 2017, @GasTaxInOntario earned:

**933** followers | **241** re-tweets, likes and replies | **88** link clicks



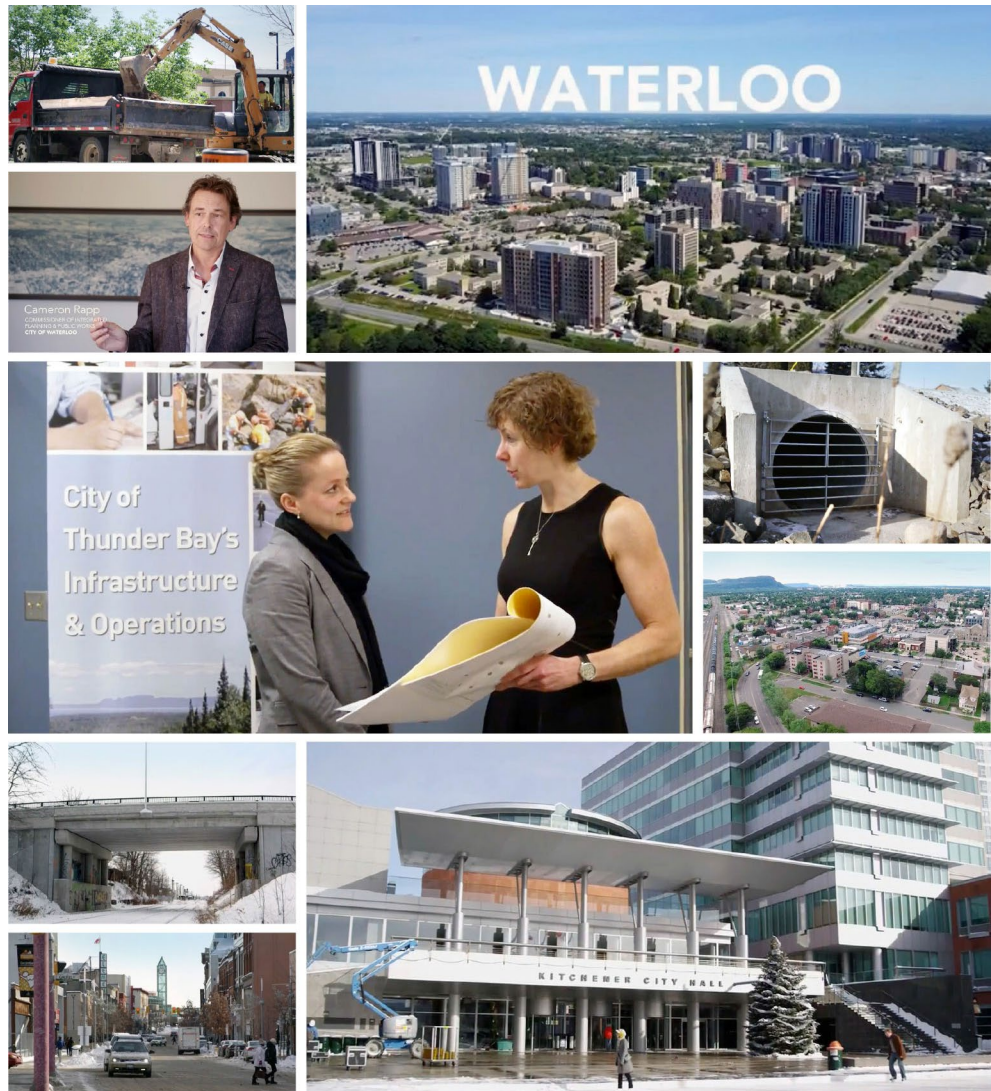


## Videos



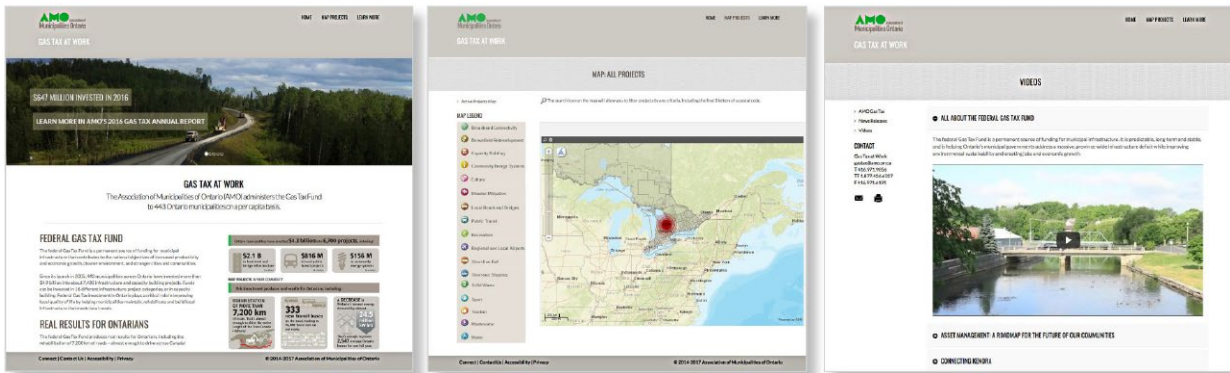
Audiences are consuming content through video more than ever before and AMO has been producing videos to share federal Gas Tax Fund stories since 2013. In 2017 **AMO produced four unique videos** to highlight infrastructure in six Ontario communities:

- The City of Waterloo's Asset Management System
- New Recycling Centre in the City of St. Thomas
- Kincardine's Leachate Treatment Facility
- Tracking our Progress: Reporting on Federal Gas Tax Fund Outcomes (featuring the City of Thunder Bay, the City of Kitchener, and North Frontenac Township)



## Gas Tax at Work

AMO continues to maintain [www.gastaxatwork.ca](http://www.gastaxatwork.ca) – an online database of federal Gas Tax project information. The unique mapping function gives users information about exactly where and how the Fund is invested in Ontario communities. The website also includes general information about the Fund as well as links to videos and news releases. A new website and mapping tool is expected to be launched in 2019.



## Education

Part of AMO's role administering the federal Gas Tax Fund is to ensure that municipal governments have the information that they need to effectively report on local investment, including reporting on project outcomes. This serves as the foundation for AMO's work in sharing the local benefits of the Fund in communications across Ontario.

AMO shares program updates and other information directly through email, through the WatchFile (AMO's weekly e-newsletter), at municipal education forums, by producing videos and on-demand webinars and through social media. Program information and detailed reporting instructions are available 24-7 at [www.amo.on.ca](http://www.amo.on.ca).

In 2017, AMO and Infrastructure Canada delivered a special education session at the AMO Conference in Ottawa. AMO also delivered presentations related to the Fund at conferences for the Canadian Network of Asset Managers (CNAM), the Municipal Finance Officers' Association (MFOA), and many local events across Ontario. AMO staff also participated in several knowledge-sharing sessions with Asset Management Ontario and the Federation of Canadian Municipalities.

# Gas Tax Awards



AMO Gas Tax Awards are given out each year to municipal governments that demonstrate excellence in the use of the federal Gas Tax Fund. The Awards highlight infrastructure projects that make a difference in our communities by addressing local needs, creating economic growth or achieving environmental outcomes. All nominees were evaluated by an Awards Committee based on how the project:

- **Advances national objectives** – by boosting productivity and economic growth, promoting a cleaner environment, or strengthening communities;
- **Supports long-term planning** – by building capacity for planning and asset management, addressing long-term needs, or generating long-lasting benefits;
- **Addresses local needs** – by creating wide-ranging community benefits that meet the diverse needs of multiple residents and businesses; and
- **Leverages the Fund** – by combining federal Gas Tax funds with other sources of funding to achieve greater positive outcomes.



*2018 Winner: The Town of LaSalle's Water Meter Replacement Project.*



*2018 Winner: Clearview Township's Public Transit Project.*



## The Township of Clearview's Public Transit Project



Clearview Township invested the federal Gas Tax Fund in launching a new municipal transit service. By launching a transit service now, the small community of 14,500 residents is meeting today's needs while planning for growth that will happen in the future.

Transportation in rural communities can be a challenge for those without regular access to a car. With help from the federal Gas Tax Fund, Clearview has been able to implement an affordable, reliable transit system that gives residents options for getting around town. The bus route was planned so that it serves all major points of interest in the Town of Stayner, including Town Hall, grocery stores, parks, residential areas, retirement homes, schools, medical centres and more. Bus stops are located so that all residents can access them within a 3-5-minute walk.

*"The Government of Canada is committed to working with municipalities to ensure that they are ready for tomorrow's challenges. The federal Gas Tax Fund allows municipalities like the Township of Clearview to invest in public transit infrastructure projects that help build strong, sustainable communities now and for decades to come."*

*- The Honourable François-Philippe Champagne,  
Minister of Infrastructure and Communities*



*From left to right  
Chris Vanderkrays,  
Mayor of Clearview  
Township, Lynn  
Dollin, Immediate  
Past AMO  
President, Gary  
McNamara, Former  
AMO President.*

*"The federal Gas Tax Fund helped Clearview launch its first transit system. Our bus route serves a community of about 4,500 but we already have 600 riders per month. Investing in transit now will allow us to enhance the service over time as our community grows."*

*- Christopher Vanderkrays,  
Mayor of the Township of  
Clearview*



# The Town of LaSalle's Water Meter Replacement Project



The Town of LaSalle invested \$2.2 million from the federal Gas Tax Fund into replacing 85% of its water meters that were not providing accurate readings. The new meters allow staff to identify abnormal water use patterns at any time, leading to early leak detection, less water usage and ultimately, lower water bills.

The Town has also brought utility billing in-house to better serve residents. Water customers now have a one-stop shop for any service or billing requests and can also access their accounts online. This new system is more convenient for residents and allows for better customer service.

*"The Government of Canada is committed to working with Ontario municipalities to ensure they receive the support they need to build strong and vibrant communities. The federal Gas Tax Fund gives municipalities like LaSalle the flexibility to invest in infrastructure projects that address local needs and create a more sustainable future for its residents."*

*- The Honourable François-Philippe Champagne, Minister of Infrastructure and Communities*



*From left to right Lynn Dollin, Immediate Past AMO President, Ken Antaya, Mayor of the Town of LaSalle, Gary McNamara, Former AMO President.*

*"Investing the federal Gas Tax Fund in 10,300 new water meters has led to a better experience for local water customers, and a reduction in water loss due to more accurate billing. We have also decreased our own costs by bringing the meter reading, billing and collection in-house."*

*- Ken Antaya, Mayor of the Town of LaSalle*



# Risk Management and Compliance

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## AMO's Risk Management Framework

The Agreement establishes terms and conditions on municipalities' use of the Fund. 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 federal Gas Tax funds. The framework is reviewed annually. Components evolve as the framework matures.

## Assessing Risk

Municipalities complete a **questionnaire** each year when reporting their use of federal Gas Tax funds. The questionnaire asks if specific financial policies and standard operating procedures relevant to administration of the Fund have been implemented. Responses are used to assess compliance risks and target AMO's efforts to manage risks.

## Monitoring Compliance

A minimum of ten per cent of municipalities receiving federal Gas Tax funds through AMO are selected each year for a compliance audit. Municipalities are randomly selected by AMO's auditor, Grant Thornton LLP, in accordance with established selection criteria. Audits are completed by Grant Thornton LLP or Collins Barrow LLP.

Compliance audits confirm that terms and conditions on municipalities' use of federal Gas Tax funds are met. Auditors additionally attest to the accuracy of responses to the questionnaire described above. Summaries of the compliance audits completed for the 44 municipalities selected in 2017 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, 2017 was completed by Grant Thornton 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.



## The Town of Tecumseh's Sanitary Sewer Extension

### WASTEWATER



The Town of Tecumseh extended a sanitary sewer along Pulleyblank Street, Crowder Court and Moro Drive. This is a multi-year, multi-phase project to transfer local industrial properties from failing septic sewage systems to new sewers. This phase of the project brought new services to 23 properties – all part of a local industrial park. Before this project began, the businesses could not expand over their existing septic tanks, meaning they were unable to grow local operations. This investment in sanitary sewers opens up the possibility for future development, including private expansion on each property.

#### Project Results:

- 2,240 metres of repaired, rehabilitated or replaced stormwater sewers
- 940 metres of new sanitary sewers

## The Township of North Frontenac's Clarendon Miller Community Upgrades

### CAPACITY BUILDING



The Clarendon Miller Community Hall is a gathering place for residents in the rural community of North Frontenac. The Hall is part of the Clar-Mill Community Centre, where residents can access a walking trail, playground, rest area and the Township's war memorial where a Remembrance Day ceremony is held each year.

This project involved paving about 2,700 square metres at the Community Centre property to stop water from running into the park and playground area and provide a smooth surface that is more accessible for people that use wheelchairs. The improvements

have enhanced the overall accessibility of the Community Hall. Residents that were previously unable to attend community events due to accessibility barriers can now access the Clarendon Miller Community Hall with ease.












#### Project Results:

- 1,800 residents will benefit from the investment in recreational infrastructure
- Increase in annual number of visitors to the community (from 1,000 to 2,000)

# Appendix A: Project Results Reported in 2017

## Investment in Completed Projects

Municipalities completed 622 infrastructure projects in 2017. The table below illustrates the distribution of these projects – and the funds that supported them – across project categories.<sup>3</sup>

Category	Completed Projects	Cumulative Federal Gas Tax Investment	Cumulative Project Costs
 <b>Brownfield Redevelopment</b>	2	\$3,388,121	\$9,661,042
 <b>Community Energy Systems</b>	42	\$11,456,320	\$14,361,598
 <b>Culture</b>	4	\$197,823	\$1,369,006
 <b>Drinking Water</b>	31	\$16,007,797	\$55,069,537
 <b>Local Roads and Bridges</b>	439	\$258,957,997	\$541,948,222
 <b>Public Transit</b>	18	\$55,304,231	\$89,653,418
 <b>Recreation</b>	31	\$6,305,417	\$29,379,893
 <b>Regional and Local Airports</b>	3	\$294,275	\$311,537
 <b>Solid Waste</b>	12	\$177,942,166	\$230,367,349
 <b>Sports</b>	1	\$500,000	\$650,000
 <b>Wastewater</b>	39	\$29,466,192	\$111,508,059
<b>Total</b>	<b>622</b>	<b>\$559,820,341</b>	<b>\$1,084,279,661</b>



*Municipality of North Perth's Steve Kerr Memorial Complex.*



*Streicher Line Paving Project in the Township of Wellesley.*



*LED Streetlight Conversion in the City of St. Catherines.*

<sup>3</sup> Cumulative federal Gas Tax investment is shown to the end of December 31, 2017 – but financing is ongoing for 31 of the 622 projects that completed construction in 2017.

## Project Results

Municipalities report results achieved by infrastructure projects supported by the federal Gas Tax Fund when construction is completed. Results achieved by the 622 infrastructure projects that completed construction in 2017 are described in the tables below.

<b>BROWNFIELD REDEVELOPMENT</b>	<b>Projects</b>	<b>Total</b>
Area remediated, decontaminated or redeveloped (ha)	1	6
Volume of contaminated soil removed (m <sup>3</sup> )	1	250
Volume of contaminated water removed (ML)	1	19

<b>COMMUNITY ENERGY SYSTEMS</b>	<b>Projects</b>	<b>Total</b>
Number of buildings retrofitted	25	32
Number of buildings built with energy-efficient materials or systems	2	3
Number of LED street lights installed	12	10,722
Increase in annual energy generation (kWh)	1	509
Reduction in annual energy consumption (GWh)	29	7
Reduction in annual fossil fuel consumption (ML)	8	106,826
Reduction in annual greenhouse gas emissions (tonnes of CO <sub>2</sub> e)	2	108

<b>CULTURE</b>	<b>Projects</b>	<b>Total</b>
Number of new, renovated or upgraded arts facilities, libraries and museums	3	5
Number of renovated heritage sites or buildings	1	1
Increase in annual number of visitors to the community	1	31
Increase in number of cultural events held annually	3	12
Increase in number of residents participating in cultural activities	4	1,319
Number of businesses positively affected	1	10

<b>DRINKING WATER</b>	<b>Projects</b>	<b>Total</b>
Length of new watermains (km)	8	6
Length of rehabilitated or replaced watermains (km)	23	22
Reduction in average daily water leakage (ML)	1	1
Reduction in days in which boil water advisory was issued in a year	1	2
Increase in number of households with water meters / transmitters	2	10,320
Reduction in annual number of watermain breaks	11	24
Increase in number of properties connected to fire hydrants and/or with fire protection	6	102
Number of residents with access to new, rehabilitated or replaced water distribution pipes	21	6,334
Volume of drinking water treated to a higher standard (ML)	1	108

<b>LOCAL ROADS AND BRIDGES</b>	<b>Projects</b>	<b>Total</b>
<b>Local Roads</b>		
Length of new paved roads and gravel roads converted to paved roads (lane-km)	47	183
Length of new unpaved roads (lane-km)	5	18
Length of rehabilitated unpaved roads (lane-km)	46	371
Length of rehabilitated or replaced paved roads (lane-km)	269	2,346
Length of roads with improved drainage (lane-km)	116	543
Increase in length of paved roads rated as good and above (lane-km)	264	1,937
Increase in length of unpaved roads rated as good and above (lane-km)	39	284
Average change in average vehicle traffic speed during peak hours (%)	85	31
Increase in capacity of sand or salt storage sites (tonnes)	2	6,044
Number of intersections with advanced traffic management systems	11	24
Number of residents with access to new, rehabilitated or replaced roads	144	1,404,566
Number of residents with improved access to highways or neighbouring municipalities	81	737,330
<b>Bridges and Culverts</b>		
Number of new bridges and culverts	6	9
Number of rehabilitated or replaced bridges and culverts	59	195
Surface area of new bridges and culverts (m <sup>2</sup> )	6	4,011
Surface area of rehabilitated or replaced bridges and culverts (m <sup>2</sup> )	50	13,987
Increase in surface area of bridges and culverts with condition of the primary component rated as good and above (m <sup>2</sup> )	53	14,565
Number of residents with access to new, rehabilitated or replaced bridges and culverts	35	697,183
<b>Active Transportation</b>		
Length of new bike lanes (m)	1	86,415
Length of new sidewalks (m)	8	3,258
Length of new walking trails (m)	1	126
Number of rehabilitated or replaced pedestrian bridges	1	4
Length of rehabilitated or replaced sidewalks (m)	11	24,665
Length of rehabilitated or replaced walking trails (m)	1	60
Length of rehabilitated or replaced multi-use trails (m)	1	957
Surface area of rehabilitated or replaced pedestrian bridges (m <sup>2</sup> )	1	120
Number of residents with access to new, rehabilitated or replaced bike lanes, sidewalks, hiking and walking trails, and/or pedestrian bridges	22	981,986

<b>PUBLIC TRANSIT</b>	<b>Projects</b>	<b>Total</b>
Number of new public transit vehicles	7	51
Number of rehabilitated, refurbished or replaced public transit vehicles	7	148
Increase in number of accessible vehicles	4	33
Increase in number of accessible transit facilities	1	1
Average increase in annual number of regular service passenger trips on conventional transit per capita	2	1
Average increase in annual revenue vehicle kilometres per capita	3	11
Decrease in average age of fleet (%)	5	27
Number of residents with improved access to transit facilities	1	4,029
Number of transit facilities with accessibility or service upgrades/enhancements	4	17
Number of transit vehicles with accessibility or service upgrades/enhancements	5	61



<b>RECREATION</b>	<b>Projects</b>	<b>Total</b>
Number of new, renovated or rehabilitated comfort stations, picnic shelters and playground structures	11	29
Number of new, renovated, rehabilitated or upgraded arenas, community centres, fitness facilities, pools, sports fields and sport-specific courts	18	32
Increase in annual number of visitors to the community	3	525
Increase in annual number of registered users	5	5,201
Capacity of new, renovated, rehabilitated or upgraded fitness facilities, arenas and community centres	6	10,762
Number of businesses positively affected	14	340
Number of residents who will benefit from the investment	25	413,412

<b>REGIONAL AND LOCAL AIRPORTS</b>	<b>Projects</b>	<b>Total</b>
Number of businesses positively affected	3	220

<b>SOLID WASTE</b>	<b>Projects</b>	<b>Total</b>
Number of new blue bins	2	2,808
Number of new garbage or recycling trucks	1	1
Number of new landfill facilities	1	1
Number of new waste incineration facilities	1	1
Number of rehabilitated or expanded landfill facilities	2	2
Increase in number of households participating in recycling or organics collection	4	11,139
Increase in total waste collected, disposed in landfills, incinerated and diverted from landfills annually (tonnes)	4	108,366
Increase in volume of methane gas captured annually (m <sup>3</sup> )	1	1,315,948

<b>SPORTS</b>	<b>Projects</b>	<b>Total</b>
Number of businesses positively affected	1	4

<b>WASTEWATER</b>	<b>Projects</b>	<b>Total</b>
Length of new sanitary sewers (m)	3	1,798
Length of new stormwater sewers (m)	12	7,639
Length of rehabilitated or replaced sanitary sewers (m)	17	11,613
Length of rehabilitated or replaced stormwater sewers (m)	18	10,785
Change in reserve sewage treatment plant capacity (ML)	1	511
Change in serviced area protected by green infrastructure (ha)	1	2
Change in number of residents serviced by stormwater/sanitary infrastructure	20	3,053
Reduction in energy used by treatment system per ML of wastewater treated (kWh)	1	4
Reduction in annual number of sanitary sewer backups	8	35

# Appendix B: Financial Statements



## 2017 Financial Statements - AMO Year End Balance

December 31, 2017

	<b>2017</b>	<b>2014 - 2017</b>
<b>Opening Balance</b>	<b>\$889,012</b>	
<b>Revenues</b>		
Received from Canada	\$631,326,358	\$2,433,435,282
Interest Earned	\$226,995	\$1,116,006
<b>Net</b>	<b>\$631,553,353</b>	<b>\$2,434,551,288</b>
<b>Expenditures</b>		
Transferred to Municipalities	\$(628,224,368)	\$(2,437,512,952)
Administration Costs	\$(3,101,991)	\$(12,112,535)
<b>Net</b>	<b>\$(631,326,359)</b>	<b>\$(2,449,625,487)</b>
<b>Closing Balance</b>	<b>\$1,116,006</b>	

## 2017 Financial Statements - Municipal Aggregate Annual Expenditure Report

December 31, 2017

	<b>2017</b>	<b>2014-2017</b>
<b>Opening Balance</b>	<b>\$745,765,133</b>	
<b>Revenues</b>		
Allocations Received from AMO	\$628,224,368	\$2,437,014,790
Proceeds from the Disposal of Assets	\$32,500	\$136,488
Interest Earned	\$13,386,229	\$54,109,248
<b>Net</b>	<b>\$641,643,097</b>	<b>\$2,491,260,526</b>
<b>Transfers</b>		
In	\$39,580,937	\$150,817,826
Out	\$(39,580,937)	\$(150,817,826)
<b>Net</b>	<b>-</b>	<b>-</b>
<b>Expenditures on Eligible Projects</b>		
Broadband Connectivity	-	\$(25,864)
Brownfield Redevelopment	\$(489,716)	\$(5,329,506)
Capacity-Building	\$(5,132,852)	\$(29,998,169)
Community Energy Systems	\$(21,078,363)	\$(78,148,506)
Culture	\$(1,418,072)	\$(3,698,609)
Disaster Mitigation	\$(1,855,040)	\$(3,094,379)
Drinking Water	\$(13,208,081)	\$(63,348,468)
Local Roads and Bridges	\$(373,038,453)	\$(1,463,546,252)
Public Transit	\$(118,818,378)	\$(475,018,997)
Recreation	\$(19,289,672)	\$(35,388,240)
Regional and Local Airports	\$(1,150,141)	\$(3,131,334)
Short-line Rail	\$(201,225)	\$(201,225)
Short-sea Shipping	-	-
Solid Waste	\$(20,445,926)	\$(91,242,310)
Sports	\$(653,083)	\$(1,704,783)
Tourism	\$(619,463)	\$(966,295)
Wastewater	\$(29,215,237)	\$(145,839,009)
<b>Net</b>	<b>\$(606,613,701)</b>	<b>\$(2,400,681,946)</b>
<b>Closing Balance</b>	<b>\$780,794,529</b>	



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**Through the federal Gas Tax Fund, national investment in local infrastructure is helping to grow Canada's economy, improve the environment, and build stronger communities.**

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[www.infrastructure.gc.ca](http://www.infrastructure.gc.ca)



Compared with other industry products made with 100% virgin fiber, printing this annual report saved:



Photography: Thank you to all of the municipalities that contributed photos of their local infrastructure projects. Others taken by Rick Chard, [www.rickchard.com](http://www.rickchard.com)  
 Photos of the City of London's Blackfriar Bridge taken by MJ Idzerda.  
 Photos of the City of Kitchener's Kiwanis Park Pool taken by Emily Lambe Photography.