

The Federal Gas Tax Fund in 2019



Letter from the AMO President



In 2019, the federal Gas Tax Fund was once again a significant source of infrastructure funding for communities all across Ontario – and in fact it was twice as impactful as it usually is.

That’s because in March of 2019, the federal government announced a one-time doubling of the Fund. This “top-up” funding meant that Ontario’s municipalities received more than \$1.6 billion in federal Gas Tax funding in 2019.

This major commitment from the federal government allowed municipalities to move forward on hundreds of local infrastructure projects, many of which would have been delayed without the additional funding.

This annual report showcases some of the projects that benefited from the top-up funding, and outlines how important investing in municipal infrastructure is to building better communities and improving quality of life across Canada.

As the voice of Ontario’s municipalities, AMO represents almost one in three Canadians. We are proud of our work in administering the federal Gas Tax Fund. Local governments are responsible for so much of the infrastructure that people use every day. From clean drinking water and recreational facilities, to safe roads and bridges – municipalities are at the heart of delivering these services, along with many more.

Clearly, funding provided by the federal Gas Tax Fund is absolutely essential for municipalities to be able to keep providing these vital services. And the knowledge that the Fund is a permanent and predictable source of income for local infrastructure means that municipalities can plan their work and uphold their commitments to residents.

This annual report contains information on the benefits each project has brought to the community, showing how no matter where you live in Ontario, the federal Gas Tax Fund has had a positive impact.


In 2020 the federal government expedited the release of federal Gas Tax funding, distributing the full amount in June rather than in two installments as in previous years. This ensured important projects could continue even as the world was in the grip of uncertainty brought on by the COVID-19 pandemic. This report makes it very clear how important the predictability of this funding is to the people of Ontario.

Sincerely,

A handwritten signature in black ink, which appears to read 'Graydon Smith'. The signature is stylized and cursive.

Graydon Smith - AMO President

In 2019, municipalities invested federal Gas Tax funds in:



Energy-efficient systems
saving over 21 GWh of
energy each year

enough to power
2,300 houses a year



**Over 3,200
lane-km
of local roads**

enough to drive
from Kenora
to Halifax


**About 77 km of bike lanes,
trails, and sidewalks**

opening opportunities
to explore Ontario



**15 km of watermains
and 28 km of sewers**

impacting over 33,000 residents



**Arenas,
playgrounds
and parks**

serving over
2.2 million Ontarians



**17
public
transit
systems**

collectively serving
over 5.1 million
Ontarians

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This report describes how Ontario’s communities invested and benefited from the federal Gas Tax Fund in 2019. 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.gastaxatwork.ca.




The Federal Gas Tax Fund

About the 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.

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

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

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	 Recreation
 Short-Line Rail	 Wastewater	 Sport
 Short-Sea Shipping		 Tourism

¹ 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

Federal Gas Tax funds are distributed to provinces, territories and First Nations on a per-capita basis.² Ontario's communities received \$5.5 billion between 2014 and 2019.³ An additional \$3.4 billion will be transferred between 2020 and 2023.⁴

Administration of the Fund in Ontario is governed by the [Administrative Agreement on the Federal Gas Tax Fund](#). Under the Administrative Agreement, AMO distributes funds to all municipalities in Ontario except for the City of Toronto, which receives funding directly from the Government of Canada. The Government of Ontario delivers funds to unincorporated areas of the province.⁵

AMO flows funds directly to municipalities upon receipt from the Government of Canada.⁶ Funds are distributed on a per-capita basis, with funding split 50/50 between upper- and lower-tier municipalities in two-tier systems. Municipal allocations can be found at www.gastaxatwork.ca/about-the-fund/allocations.

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

Each municipality's use of federal Gas Tax funds is governed by a [Municipal Funding Agreement for the Transfer of Federal Gas Tax Funds](#). Under the Municipal Funding Agreement, municipalities can use funds to:

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

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

Municipal Top-Up

The federal government transferred an additional \$2.2 billion to communities across Canada through the federal Gas Tax Fund in 2019 – doubling 2019's distribution and accelerating critical local infrastructure projects. See narratives scattered throughout this report to learn more about how the top-up is helping municipalities in Ontario meet urgent needs.

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

³ This amount includes the additional \$819.4 million released through Budget 2019 – effectively doubling 2019's distribution of the Fund.

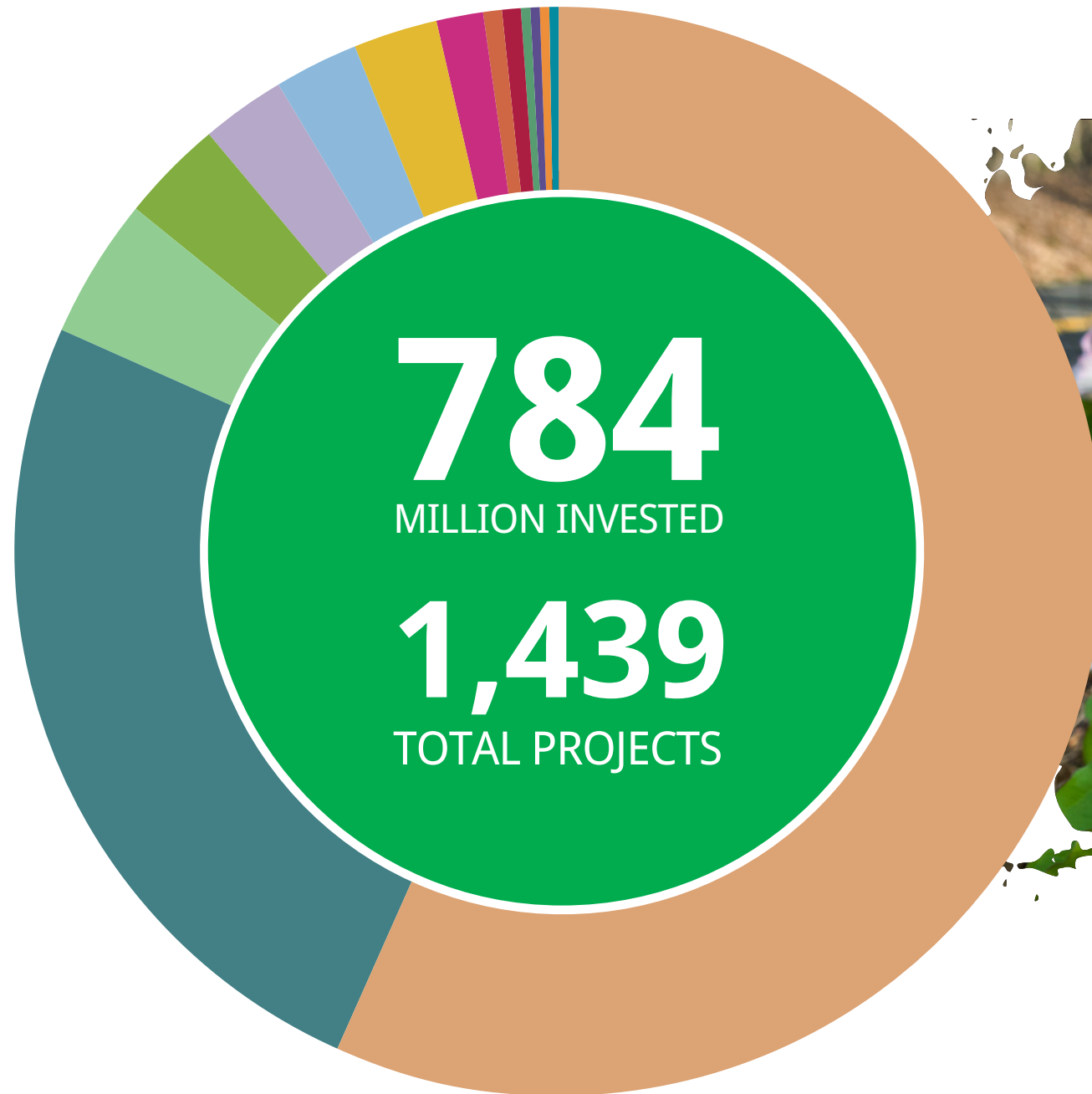
⁴ The Administrative Agreement (see next paragraph) came into effect in 2014 and expires in 2023.

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

⁶ AMO distributed approximately \$4.4 billion between 2014 and 2019 (including additional funding released through Budget 2019) and will distribute an additional \$2.7 billion between 2020 and 2023.

Investment in 2019

	Local Roads and Bridges	\$445.9M
	Public Transit	\$196.5M
	Solid Waste	\$31.9M
	Recreation	\$23.6M
	Wastewater	\$20.6M
	Drinking Water	\$20.2M
	Community Energy Systems	\$19.6M
	Culture	\$9.3M
	Capacity-Building	\$5.1M
	Disaster Mitigation	\$4.8M
	Broadband Connectivity	\$2.4M
	Regional and Local Airports	\$2.4M
	Tourism	\$0.8M
	Sports	\$0.7M



Lakeshore Drive Improvements in Barrie

This project has improved the natural environment and enhanced a key community and economic area in the City of Barrie.

Previously, culverts at Lakeshore Drive were unable to cope with even minor storms, resulting in frequent flooding. Federal Gas Tax funding was invested in the construction of much larger concrete box culverts to safely accommodate significant storms.

The new culverts were constructed as part of a larger project to restore Bunker's Creek and Dymont's Creek to a natural open channel, relocate Lakeshore Drive and create additional waterfront park space. Barrie's waterfront is a community gathering place, home to charity fun runs, festivals, family picnics and more.



Wastewater

A thriving community hub is benefiting from improved flood protection and an enhanced natural environment.



City of Barrie

Population: 141,434

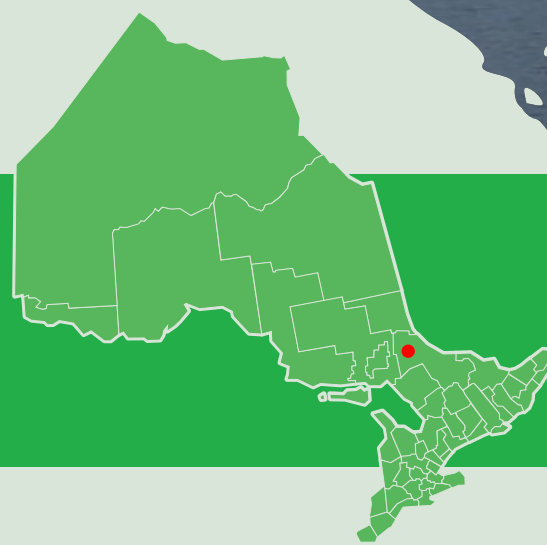
2019 Federal Gas Tax Allocation: \$17,410,050

Small Water System Pump Replacement in Temagami

Top-up funding helped the Municipality of Temagami replace and upgrade pumps in the backwash system at a water treatment facility – accelerating the completion of an urgent investment required to continue the distribution of clean water.

The Ontario Clean Water Agency (OCWA) identified the need for this investment several years ago, and work was initially slated for 2017. But with a population of 802, the municipality hadn't raised enough through water rates to finance the project.

Temagami added a 15% capital levy to their rates in 2019 and was finally able to tackle the project in 2019 thanks to the levy and the top-up funds.



Drinking Water

The continued supply of clean water has been secured by upgraded pumps at a water treatment facility.

Municipality of Temagami

Population: 802

2019 Federal Gas Tax Allocation: \$103,166

Investments of the Federal Gas Tax Fund

Safe and reliable infrastructure is critical to all Canadians

From the water we drink, to the internet we use, to the roads we travel – these assets impact many aspects of our lives. Keeping this infrastructure up to date is a significant undertaking, for which municipalities are largely responsible. Municipalities primarily use federal Gas Tax Funds to ensure their assets are in a state of good repair, which is no surprise given the overwhelming need in this area. In order to maintain and upgrade these infrastructure assets, investments from all levels of government are required.

Ontario has 444 municipal governments, each with its own needs and circumstances. Some are expanding to meet the demands of a growing population, while others are managing existing assets on a shrinking tax base. All communities, however, are adapting to the many changes that 2020 has brought, while continuing to adapt to climate change and extreme weather.

The federal Gas Tax Fund is a direct, permanent source of funding for municipal infrastructure that is designed to meet the needs of communities of all types, locations and sizes. In 2019, communities across the country received a one-time doubling of their annual allocation. The next few pages explain how municipalities used the Fund, and this additional funding, in 2019. The subsequent section, Benefits of the Federal Gas Tax Fund, describes how this investment benefits our communities.



Allocations in 2019

Communities across Canada received \$4.4 billion from the federal Gas Tax Fund in 2019 – an increase of \$2.2 billion over 2018’s distribution. The increase was due to the one-time doubling of the Fund announced in Budget 2019.

Ontario’s share of the Fund came to \$1.6 billion in 2019. AMO delivered nearly \$1.3 billion to municipalities across the province. Municipal allocations in 2019 are listed in [Part II](#) of this report.

Due to operational efficiencies in administering the Fund, AMO distributed an additional \$12 million to communities from its reserves in 2019. This distribution is included in the allocations listed in [Part II](#). Surplus administrative funds are generally distributed every five years.

Communities carried an additional \$832 million in funding forward from 2018. Municipalities therefore had \$2.1 billion in federal Gas Tax funding available for investment in 2019.

Investment in 2019

Ontario’s municipalities invested nearly \$784 million from the federal Gas Tax Fund in 2019.⁷ Investments supported 1,439 local infrastructure and capacity-building projects worth a total of \$8.5 billion. To put this in perspective, municipal investment in infrastructure from all sources of funding totalled \$7.8 billion in 2018 (the latest year for which data is available).⁸ Funds left unused at the end of 2019 were held in municipal reserves to earn interest for future investments, and were largely allocated to ongoing or future projects.

Detailed project information is available in [Part II](#) of this Report. Benefits generated by these projects are summarized in [Appendix A](#).

Federal Gas Tax funds can be invested across 17 project categories, giving municipal governments the flexibility that they need to meet unique local needs. Investments made in 2019 spanned all but three of these categories – brownfield redevelopment, short-line rail, and short-sea shipping – indicating the diversity of infrastructure needs in communities across Ontario.

Transportation infrastructure was the primary beneficiary of federal Gas Tax investment in 2019. Investments in roads, bridges, and public transit infrastructure collectively comprised 82% of 2019’s federal Gas Tax expenditures.⁹ 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.

⁷ Financial information shown on this page was compiled from annual reports submitted to AMO by municipal staff. All but three communities had submitted an annual report to AMO by the time of compilation (August 21, 2020).

⁸ Municipalities (excluding Toronto) reported capital investment of \$7.8 billion in their 2018 Financial Information Returns, 2018 being the most recent year for which nearly complete information is available (two municipalities had not submitted their Returns by the time of publication).

Municipal capital investment is calculated by summing additions and betterments to tangible capital assets (schedule 51A, line 9910, column 3), construction in progress (schedule 51C, line 9910, column 2), and contributed (less donated) capital assets (schedule 53, line 1031, column 1), then subtracting capitalized construction in progress (schedule 51C, line 9910, column 3). See <https://efis.fma.csc.gov.on.ca/fir/Welcome.htm> for more information.

⁹ This number notably does not include investments made by the City of Toronto – which has historically invested the entirety of its federal Gas Tax 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 federal Gas Tax funding dedicated to transportation infrastructure.

Rehabilitation of John Street in Sundridge

The small, rural community of the Village of Sundridge is benefiting from the investment of federal Gas Tax funding in the rehabilitation of a busy main street.

The rehabilitation of John Street has had a substantial impact on the community – both in economic growth and the strength of the community. John Street is home to the only grocery store in the village, as well as the only bank and hardware store. These businesses are vital to the economy and the community. Part of the rehabilitation included widening the street to allow for a new sidewalk.



Local Roads
and Bridges

Rehabilitating a busy main street has improved access for the community and boosted the local economy.



Village of Sundridge

Population: 961

2019 Federal Gas Tax Allocation: \$122,221

Sidewalk and Trail Construction in Richmond Hill

The City of Richmond Hill has seen the number of cyclists more than double since construction of this new 2.25 km sidewalk and multi-use trail. Federal Gas Tax funds were invested in the creation of this route, which forms part of 18 km of recreational and commuter trails that also form part of the Lake to Lake Cycling Route and Walking Trail.

The multi-use path allows recreational users and commuters to share off-road space, and provides cyclists with physically separated bike lanes that allow for more direct trips. It provides commuters with an active transportation option directly linked to the City's largest business park, promoting a cleaner environment and benefiting local businesses.



Local Roads
and Bridges

More people are enjoying an active, healthy lifestyle thanks to a new recreational trail and sidewalk.



City of Richmond Hill

Population: 195,022

2019 Federal Gas Tax Allocation: \$11,935,955

Investment of 2019's Top-up Funding

Top-up funding released in 2019 is expediting and kickstarting infrastructure projects across Ontario. The additional funding allows municipalities to tackle projects that had been long delayed for lack of funds, invest in innovative new assets, undertake larger-scale projects, accelerate timelines and complete additional projects. Examples of some of the projects that municipalities have already completed using top-up funds are scattered throughout this report.

A significant amount of top-up funds were nevertheless held in municipal reserves and carried into 2020 at the end of 2019. 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, taking into account the condition of assets, council's priorities, community demands for service, and other factors. This planning process can be lengthy – and is critical to effectively target limited resources to long-term needs.

Leveraging Funds

Federal Gas Tax funds are intended to complement – without replacing or displacing – other sources of funding for local infrastructure. Many municipalities therefore leverage the Fund by combining federal Gas Tax funds with other sources of capital financing to stretch each federal Gas Tax dollar even further. For every \$100 of federal Gas Tax funds invested in projects completed between January 1, 2019 and December 31, 2019, municipalities invested an additional \$91 from other funding sources.¹⁰

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 five-year period preceding this report, municipalities invested \$7.6 billion per year in infrastructure.¹¹

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

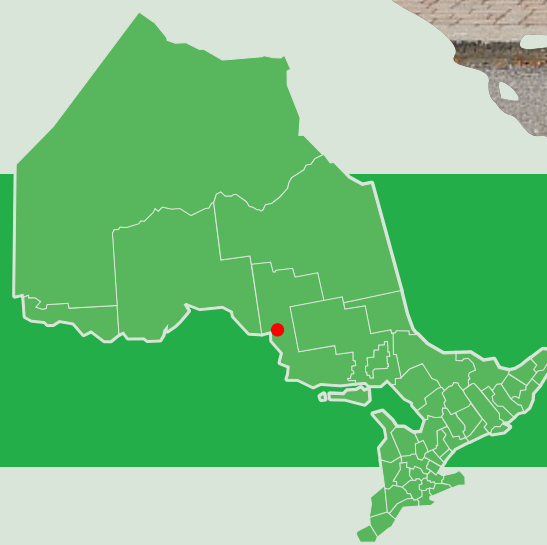
¹⁰ The City of Ottawa completed a \$2.1 billion light rail project in 2019 with \$74.5 million in federal Gas Tax funding. This long-running project began in 2011 and is unrepresentative of the typical project financed by the Fund in 2019. The project was therefore ignored when calculating leveraging above. Inclusion of the project would increase the leveraged amount to \$279 from other funding sources per \$100 from the federal Gas Tax Fund.

¹¹ Under the terms and conditions of the Administrative Agreement, the municipal sector is required to invest federal Gas Tax funds 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.

Elevator Replacement in Wawa Community Centre

The elevator in the Municipality of Wawa's Community Centre has required more frequent repairs in recent years, impacting the accessibility of areas of the important facility. By investing federal Gas Tax funding in the purchase and installation of a vertical platform lift suitable for wheelchairs, the Municipality has ensured Wawa Community Centre can be safely and comfortably used by all members of the community.

Wawa Community Centre is used for a wide range of activities including hockey, dance classes, fitness classes, curling, figure skating and summer youth programs. It is also home to events such as the Wawa Fish Derby and the Winter Carnival.



Recreation

All visitors can safely and comfortably access the popular community centre thanks to a new elevator.

Municipality of Wawa

Population: 2,905

2019 Federal Gas Tax Allocation: \$369,296

Energy-Efficient Equipment Upgrades in Oshawa

Two key municipal recreational facilities in the City of Oshawa have been given energy-efficient upgrades thanks to the federal Gas Tax Fund. First, the Civic Recreation Complex benefited from the replacement and integration of boilers, dehumidification units, lighting control and connection to the building automation systems.

And at the Northview Community Centre – a shared recreation facility with youth and seniors’ groups – the lighting system was upgraded to reflect the latest environmental LED technology, and a high efficiency tankless hot water system was installed.



Community Energy Systems

Recreational facilities have been improved for users with a series of energy-efficient upgrades.

City of Oshawa

Population: 159,458

2019 Federal Gas Tax Allocation: \$9,691,229

Trends from 2014 to 2019

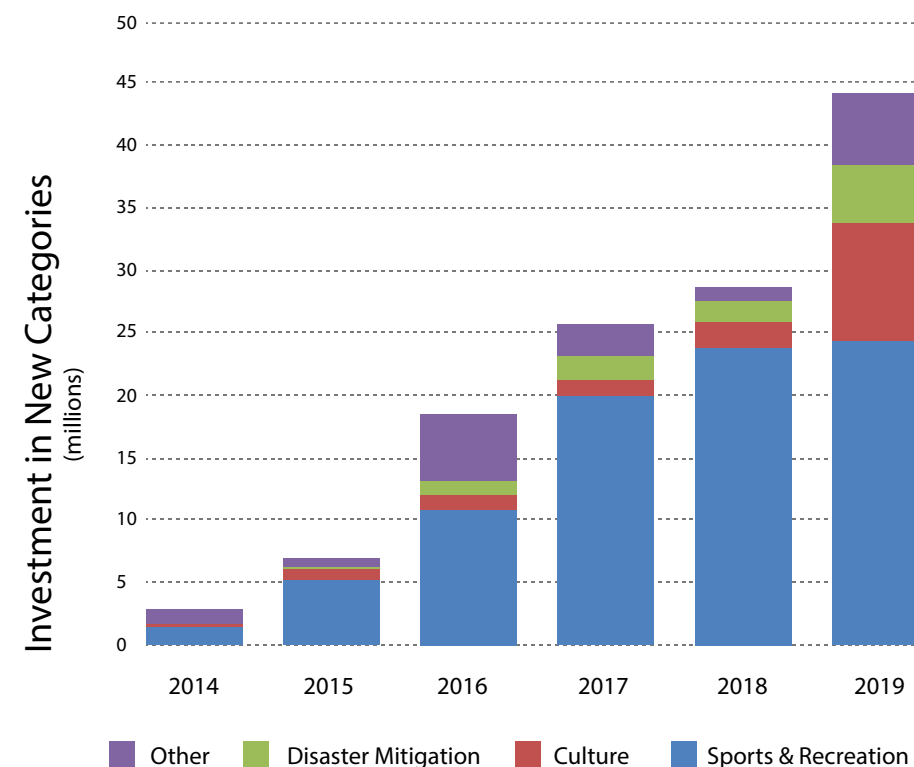
Municipalities have consistently targeted federal Gas Tax funds to transportation infrastructure. Of the \$3.8 billion that municipalities invested over the 2014 to 2019 period, 80% was invested in roads, bridges and public transit infrastructure.¹² This share has been remarkably consistent from year to year, indicating the recurring demand for investment in these assets.

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

Investments in project categories introduced in 2014 have grown more than tenfold over the 2014 to 2019 period – from \$3 million to \$44 million. Growth was initially driven by investment in sports and recreation infrastructure as communities seized the opportunity to renovate arenas and expand recreation centres to deliver better services to residents. Municipalities invested over \$24 million in sports and recreation infrastructure in 2019 – up from less than \$2 million in 2014.

Investments in sports and recreation infrastructure stabilized around 2018, but a few large investments in cultural infrastructure (e.g., community centres and theatres) continued to push investment in new categories higher. Municipalities invested over \$9 million in cultural infrastructure in 2019.

Several communities have additionally invested funds in break walls and shoreline protection measures in recent years. These investments were partially in response to disastrous levels of flooding experienced across the province – 23 municipalities declared emergencies due to flooding in 2019 alone – and partially in preparation for further flooding brought on by climate change.



¹² The federal Gas Tax Fund was established in 2005, but the Administrative Agreement – which establishes the requirement to produce this report – governs the use of the Fund from 2014 through to 2023. Trends are therefore discussed only as far back as 2014. See AMO’s website on the federal Gas Tax Fund, www.gastaxatwork.ca, for information regarding the use of the Fund since 2005.

Breakwall Reconstruction in Blind River

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

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



Disaster Mitigation

Urgent work to protect an important boat launch structure was completed following repeated delays.

Town of Blind River

Population: 3,472

2019 Federal Gas Tax Allocation: \$440,943

Breakwall Construction in James

A retaining wall on approximately 90 m of the Montreal River shoreline was failing and in need of urgent replacement. The retaining wall was built in the 1960s and had deteriorated so badly that it created a significant liability issue for the Township of James.

The 2019 federal Gas Tax Fund top-up allowed the failing wall to be replaced by a more modern, permanent solution. The work has reduced the risk of flooding and property damage. Residents and visitors can now walk along the breakwall safely and enjoy the beautiful scenery.



Disaster Mitigation

Properties are protected from flooding following the construction of a new riverside breakwall.

Township of James

Population: 420

2019 Federal Gas Tax Allocation: \$52,995

Benefits of the Federal Gas Tax Fund

Tangible Benefits

Investing the federal Gas Tax Fund boosts productivity and economic growth, creates a cleaner environment, and helps build stronger cities and communities. Municipalities track and report the benefits generated by federal Gas Tax projects to demonstrate the value of these investments to the community.

Measuring Benefits

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 project. Municipalities began reporting benefits generated by federal Gas Tax investments under these new indicators in the 2016 reporting year. Municipalities now report benefits annually. Benefits are reported for each infrastructure project once construction is complete.¹³

Benefits Generated in 2019

Municipalities completed 847 infrastructure projects with help from the federal Gas Tax Fund in 2019. These projects involved the rehabilitation of roadways, installation of energy-saving retrofits, upgrade of recreation facilities, and more. Benefits generated by projects completed in 2019 are summarized in [Appendix A](#).



¹³ Outputs can typically be reported accurately immediately after construction – but many outcomes generally cannot. When resurfacing a road, for example, a community can easily assess the length of road resurfaced (the output) – but perhaps not the impact on traffic flow or usage of the road (the outcomes).

AMO therefore uses a mixture of outcome indicators that speak to both service levels (e.g., the length of road in a good state of repair) and service impacts (e.g., the number of residents benefitting from the investment). The former can typically be measured shortly after construction; the latter cannot. This approach balances the need for timely reporting against the practical constraints imposed by the data available.

Progress in Asset Management

Asset Management and the Fund

Municipalities own and manage local infrastructure to provide essential services that contribute to our quality of life. Asset management is the coordinated activity of municipal staff and elected officials to provide sustainable levels of service to the community.

Under the *Administrative Agreement*, municipalities are required to develop an asset management plan. Municipalities must also use the plan to guide infrastructure planning and investment decisions and to invest federal Gas Tax funds in priority projects.

The federal Gas Tax Fund provides critical support in helping municipalities make progress in the development and implementation of asset management plans. Municipalities have used \$44 million from the Fund to support 237 capacity-building projects focusing on asset management and long-term planning since 2014; 75% of the projects would help communities utilize asset management to identify local priorities for infrastructure investment.

Municipalities are expected to continuously improve and implement their asset management plans according to the requirements of the [Asset Management Planning Regulation](#).

Municipal Progress in Asset Management

Asset management plans are collected and reviewed in order to assess and report on progress and inform current and future capacity-building initiatives. In 2019, an additional 53 municipalities improved their asset management plans.

While municipalities continue to make progress in asset management, very few municipalities identify priority projects in their plans due to lack of:

- Understanding of asset lifecycle costs, levels of service and risk assessment;
- Financial resources to collect and maintain the required data; and
- Adequate staff resources and training.

257 municipalities completed an optional asset management questionnaire in 2019 to report to AMO that they are improving their internal capacity by investing staff resources in training and educational programs, developing asset management governance structures, policies and strategies, improving quality of asset condition data, utilizing technology through use of financial, analytical and GIS software to gather information for better Council decision-making.

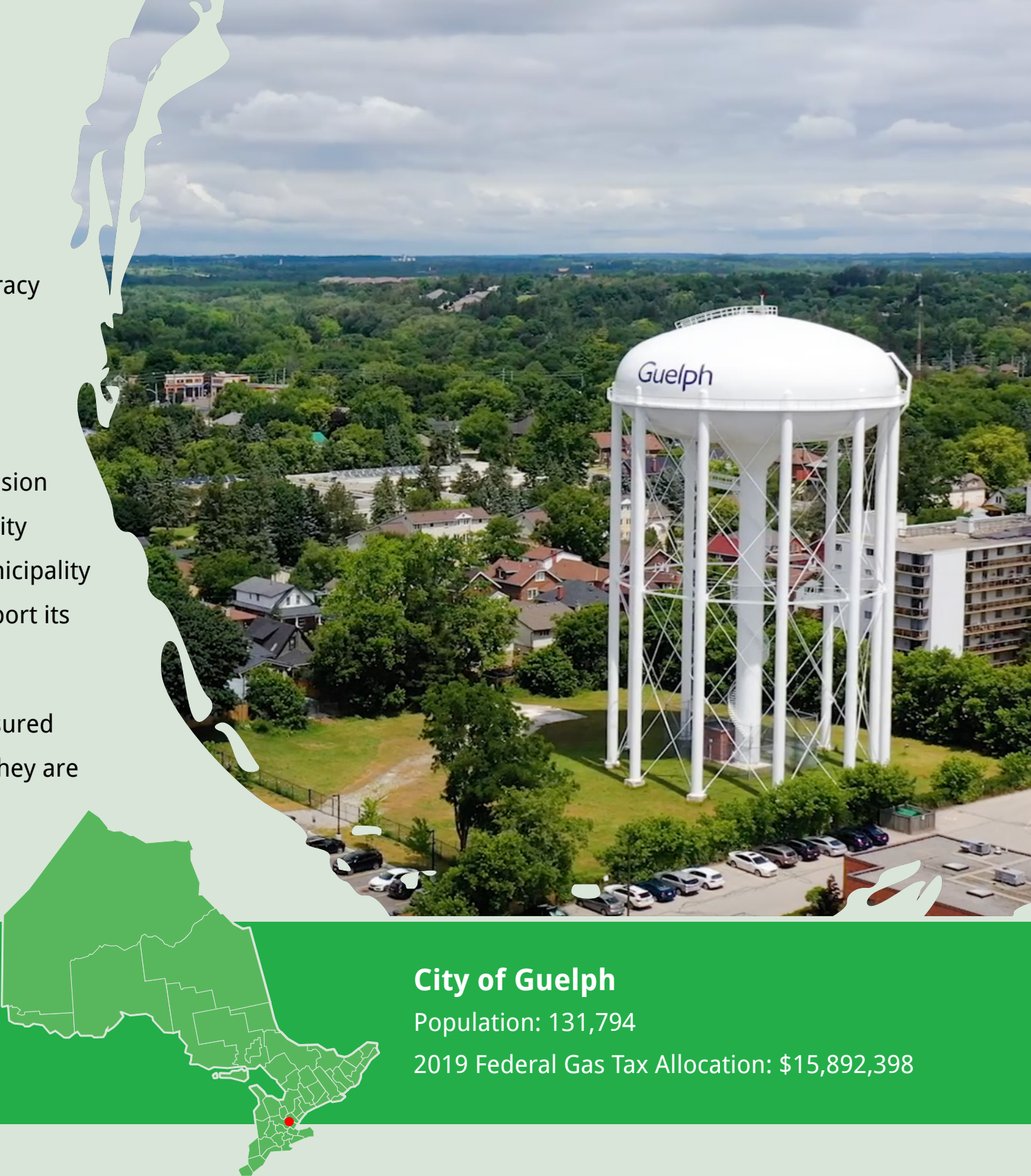
Under the guidance of its asset management working group, AMO will continue to monitor the municipal sector's progress in the development and implementation of asset management plans as required under the *Administrative Agreement*.

Guelph's Asset Management Decision Support System

By fostering an asset management culture which relies on accuracy and completeness of infrastructure data, the City of Guelph has been able to successfully address community needs in a timely and cost-effective way.

In 2019 the City used federal Gas Tax funds to implement a decision support system used to analyze the impact of funding and priority changes on condition and level of services in real time. The municipality uses the data it collects on costs, risks and service levels to support its budgetary and operational decision-making process.

Guelph describes this approach as a game-changer that has ensured the best outcomes regarding financial sustainability of assets. They are committed to using evidence-based business cases to set priorities for long-term financial planning.



Capacity-building

Long-term financial planning is helping community needs be met in a timely and cost-effective way.

City of Guelph

Population: 131,794

2019 Federal Gas Tax Allocation: \$15,892,398

Technical Assistance for Small Municipalities

In 2019, AMO collaborated with Asset Management Ontario to provide hands-on training and [technical assistance](#) to 17 municipalities across the province. Training and assistance involved educating multi-disciplinary staff and elected officials on key concepts to help participating municipalities progress in the implementation of their asset management plans and establishment of a robust asset management system. The program was delivered in partnership with the Federation of Canadian Municipalities' [Municipal Asset Management Program](#) (MAMP), which is funded by the government of Canada.

Building on the success of the pilot project, AMO will continue to facilitate technical assistance activities in 2020-21 for an additional 33 municipalities with diverse challenges and training needs. AMO's involvement in this initiative leveraged existing support directed at ensuring sector progress in asset management and helped AMO support other associations and organizations (like local communities of practices) more effectively. With MAMP support and successes, there is also stronger advocacy at the federal level.

Municipalities that participated in the technical assistance project were able to successfully demonstrate progress in various competencies like policy and governance and planning and decision-making. Some of the participants were profiled in [AMO's video series](#) on asset management success stories featuring the role of elected officials in fostering a culture of collaboration and long-term thinking across their municipalities.

Online Training for Elected Officials

For a municipality to be successful in asset management, it is critical that both Council and staff are engaged and understand the benefits of asset management. Elected officials are the stewards of public infrastructure and set strategic direction on the allocation of financial resources that affect the quality and delivery of services provided to their communities.

In 2019, AMO launched a new introductory online course on asset management for elected officials. The course provides fundamental information on asset management, clarity on the role of Council, and guidance on the information that Council requires from municipal staff to adopt asset management as a decision-making tool for infrastructure investments. For more information, visit www.gastaxatwork.ca/asset-management/asset-management-elected-officials.

Fulton Street Pump Station Modifications in Halton

The Region of Halton created a 600 m pipeline connecting the newly constructed Fulton Street Pumping Station to the existing regional wastewater collection. Connection of the pipeline allows wastewater from the Town of Milton to be diverted to the Mid-Halton Wastewater Treatment Plant. Diverting this wastewater to the Mid-Halton site meant that the Milton Wastewater Treatment Plant was no longer required. It has since been closed, eliminating the associated operating costs.

The closure of the Milton Wastewater Treatment Plant will positively contribute to reducing greenhouse gas emissions and hydro consumption in treating wastewater. Federal Gas Tax funds were invested in this important work.



Wastewater

A new wastewater pipeline has led to a reduction in greenhouse gas emissions and hydro consumption.

Region of Halton

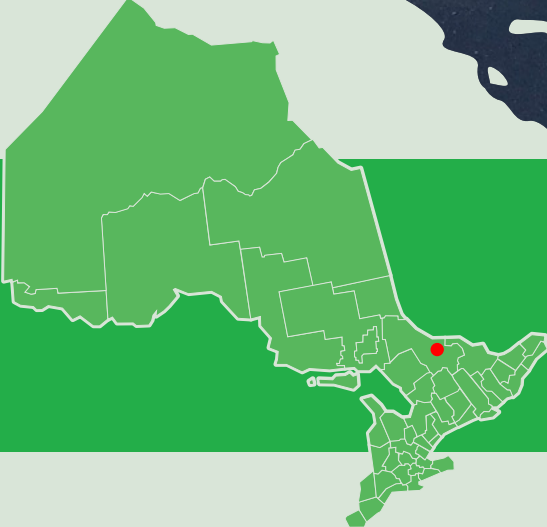
Population: 548,435

2019 Federal Gas Tax Allocation: \$32,913,683

Rehabilitation of Lakeshore Drive in Madawaska Valley

The Township of Madawaska Valley invested federal Gas Tax funds in improving access to its waterfront area. Lakeshore Drive’s road surface was replaced, and landscaping around the construction area has greatly improved access to much of the community’s recreational attractions.

Families are enjoying the new outlook on their way to walking paths, the public beach, play structures in the park, and the tennis club, and the new infrastructure is further encouraging healthy, active lifestyles.



Local Roads and Bridges

Residents and visitors are enjoying improved access to a number of recreational waterfront attractions.

Township of Madawaska Valley

Population: 4,123

2019 Federal Gas Tax Allocation: \$264,002

Communications: Sharing the Benefits of the Federal Gas Tax Fund

Communications in 2019

Over a thousand local infrastructure projects across Ontario benefit from the support of the federal Gas Tax Fund every year. The Fund helps municipalities invest in the things that people rely on most and that improve the quality of life in communities – recreation centres, transit, roads and bridges, water systems and more.

Municipalities are expected to share news of the benefits of their local federal Gas Tax projects with parliament, the media, and their residents. AMO works with local governments and with Infrastructure Canada to help municipalities tell their success stories. In 2019, municipalities directed the Fund to 1,439 projects in Ontario.

AMO increasingly uses digital platforms to spread the word about the federal Gas Tax Fund and its positive impact on communities across the province. Traditional news releases also play a part, and AMO also regularly produces video profiles of various projects. AMO maintains a dedicated federal Gas Tax Fund website, www.gastaxatwork.ca, that is home to an online database of federal Gas Tax project information.

News Releases and Media Events

Despite the move to online platforms, traditional news releases still have a role to play in spreading the word about the federal Gas Tax Fund. News releases can attract local media coverage, a useful way of communicating construction starts and completion and highlighting local project benefits. In 2019, AMO worked with Infrastructure Canada and local governments to issue news releases on project announcements and to promote the top-up of the Fund.

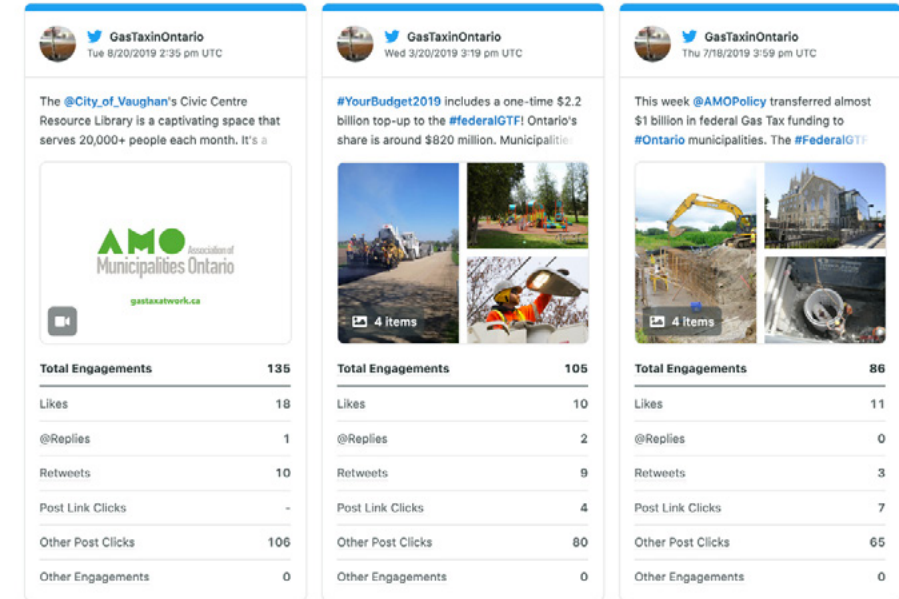


Social Media

With nearly all Canadians using the internet, it's clear that the internet and social media are very effective ways to share news about the benefits of the federal Gas Tax Fund. AMO posts regular Gas Tax updates on dedicated [Twitter](#), [Instagram](#) and [YouTube](#) channels.



The [@GasTaxInOntario](#) Twitter account was more active in 2019 than in 2018, with a 20% increase in total posts, a 275% increase in video posts, and a 7% increase in published links. Analytics reveal that video posts are most popular. The account also saw a 2.6% increase in followers in 2019.



In 2019, AMO launched an Instagram account to showcase the federal Gas Tax in Ontario. While this is still a relatively new account, statistics show that videos shared on the [@federalgastaxontario](#) account are often more popular than photos.



Videos

Video is an extremely effective way to promote a message, with social media users often unwilling to dedicate time to reading reports or articles. AMO produces video profiles of projects funded by the federal Gas Tax Fund. These are hosted on [YouTube](#), and can also be embedded directly on [Twitter](#) and [Instagram](#), as well as shared with municipalities for use on their own online platforms. The videos are also included in project profile articles hosted on the www.gastaxatwork.ca website.

AMO produced five Gas Tax videos in 2019.

- Central Huron's New Storm Drain
- Vaughan's Civic Centre Resource Library
- Brampton's Investment in Public Transit
- North Perth's Steve Kerr Memorial Complex
- 2019 Gas Tax Awards

The videos were viewed 814 times directly on YouTube. On Twitter, the videos were viewed 4,081 times in total.



Gas Tax At Work

AMO's dedicated [Gas Tax At Work](#) website features a mapping tool with information about exactly where and how the Fund is invested in Ontario's communities. In 2018, AMO began working on a complete website overhaul, including updating the mapping tool and giving the site an entirely new look and feel. The new site launched in spring 2019, and includes regular updates in the form of project profiles, a blog, and news releases.

The website also hosts Annual Reports and a large amount of useful information on the Fund. After launching in the spring, the website attracted 13,500 views up to the end of 2019.

Education

As an administrator of the Fund, AMO works directly with municipal governments to ensure that reporting and other requirements are met. AMO communicates program information through email, the WatchFile (AMO's weekly e-newsletter), at municipal education forums, by producing informational videos and through social media. Program information is always available on AMO's federal Gas Tax website, www.gastaxatwork.ca and our online reporting system includes detailed instructions.

AMO delivered a workshop on asset management and provided an update on the Fund at the 2019 AMO Conference in Ottawa, a gathering of roughly 2,400 municipal elected officials and staff. The workshop focused on the role of asset management as a decision-making tool for councils to help with identifying infrastructure priorities. Information about the federal Gas Tax Fund was also presented at the Municipal Finance Officers' Association (MFOA) and the Rural Ontario Municipal Administrators (ROMA) conferences in 2019.



Broadband Infrastructure Installation in Pickering

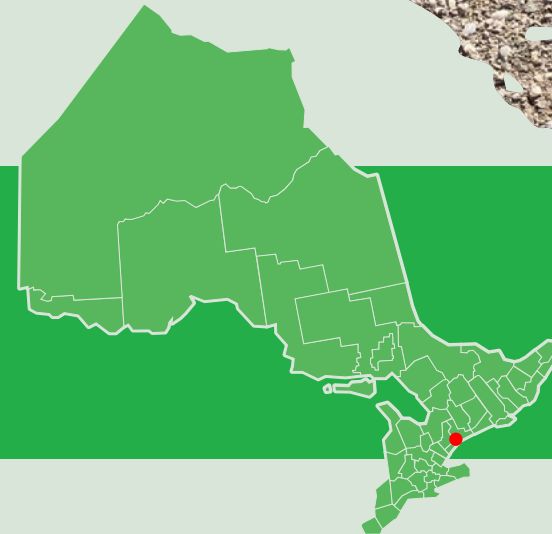
The City of Pickering invested federal Gas Tax funds in providing broadband infrastructure for a new business and housing development, Seaton Lands. Conduit and fiber optic cable was laid along the road as part of the work.

More than 300 households in the new development benefited from the broadband investment, with almost 10,000 more homes due to be built on the site by 2023. These new homes will also benefit from this project, as will commercial and business properties included in the plans for part of Seaton Lands.



Broadband
Connectivity

Businesses and thousands of homes will benefit from investment in broadband infrastructure.



City of Pickering

Population: 91,771

2019 Federal Gas Tax Allocation: \$5,662,465

Installation of a Rink Cover in The North Shore

The Township of The North Shore's outdoor ice rink was built in the early 1990s, but had become difficult to maintain in the changing seasons. As well as problems with the ice surface, the change room facilities were in need of upgrades.

The new ice rink cover has made the ice surface easier to manage, and has allowed the area to be used in the summer for a range of activities including roller skating, markets and fairs. The top-up fund allowed for new energy-efficient LED lighting to be installed, improving energy efficiency at the facility. And the change rooms also now benefit from better insulation, heating and lighting.



A new rink cover has improved a well-used facility and made it suitable for additional events.

Township of The North Shore

Population: 497

2019 Federal Gas Tax Allocation: \$63,182

Gas Tax Awards

The AMO Federal Gas Tax Awards celebrate projects that demonstrate excellence in the use of the federal Gas Tax Fund and honour the communities that administer them. Between 2008 – when the Awards were established – and 2019, 29 municipalities received an award or honourable mention, representing communities of all sizes across Ontario. Applicants are evaluated by AMO’s Awards Committee, which considers the extent to which projects:

Advance national objectives - by boosting productivity and economic growth, promoting a cleaner environment, or strengthening the community;

Support long-term planning – by building capacity for planning and asset management, addressing long-term needs, or generating long-lasting benefits;

Address local needs – by creating wide-ranging community benefits that meet the diverse needs of multiple residents and businesses; and

Demonstrate excellence – in design or execution, by adopting an innovating, efficient or effective approach to address local needs and achieve outcomes.



Region of Niagara's Trunk Sewer Rehabilitation

At the AMO Conference in August 2020 – held online for the first time due to the COVID-19 pandemic – AMO Past President Jamie McGarvey announced Niagara Region as the Gas Tax Award winner. The Hon. Catherine McKenna, Canada's Minister of Infrastructure and Communities, also recognized the project's innovation in her address to the Conference.

Niagara Region used an innovative engineering approach when replacing 2,300 m of trunk sanitary sewer in the City of Niagara Falls. Faced with a report that recommended immediate rehabilitation of the sewer, the Region was determined to keep costs down while minimizing disruption and any risk to the environment.

Federal Gas Tax funding was invested in the project, which utilized a trenchless method over the traditional open cut construction method, because of the overwhelming social, economic, environmental, and cost-savings benefits of using this technology. Thanks to this approach, the City's tourism sector was largely unaffected and the risk of sewage spills and flooding was avoided.

The project was featured in a [video](#) unveiled at the Gas Tax Awards ceremony, as part of the AMO Annual Conference.



AMO's annual Gas Tax Award is such a wonderful way to showcase the great work being done across the province. It really highlights the value and the impact of the federal Gas Tax Fund. Congratulations to this year's winner, Niagara Region. You combined innovation and environmentally-friendly engineering and supported long-term planning with your sewer pipeline project. And you did a great job keeping the impact on the busy Niagara Falls tourism sector minimal. Very impressive work.

The Hon. Catherine McKenna, Canada's Minister of Infrastructure and Communities

Since 2008 we have recognized projects that demonstrate excellence in the use of federal Gas Tax funds. This year, we had a dozen entries from all over the province, from municipalities both large and small. I know that the committee had a hard time choosing the winner. Congratulations to Niagara Region on their success.

Jamie McGarvey, AMO Past President

It's great to get recognition for the innovation that went into this project. The federal Gas Tax Fund played a very big role in making this happen.

Jim Bradley, Regional Chair Niagara Region

Energy-Saving Retrofits in Harris

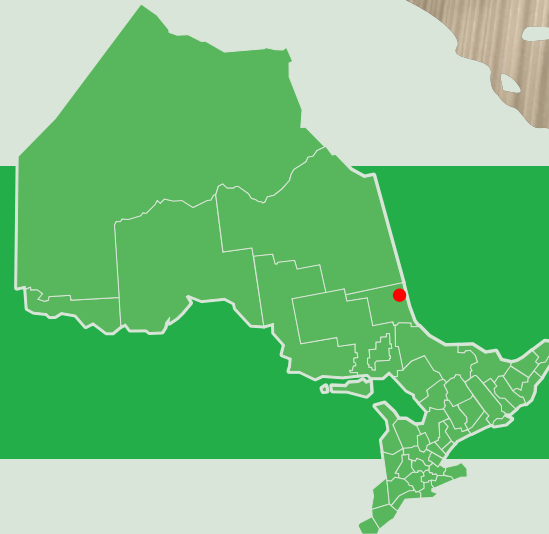
The Township of Harris invested federal Gas Tax funds in a project that has increased energy efficiency in a key building in the community. The Township's municipal hall is now fitted with a new, energy-efficient furnace.

Also, the energy-efficient upgrades extended to the municipal hall's garage, where upgraded insulation was installed and old wooden doors were replaced with modern alternatives. These upgrades have resulted in a reduction of approximately 40% in annual energy used to heat the Hall, benefiting the environment and allowing the Township to reduce their operating costs.



Community
Energy Systems

Annual energy costs have been reduced by 40% at a key municipal building following upgrade work.



Township of Harris

Population: 545

2019 Federal Gas Tax Allocation: \$67,003

Risk Management and Compliance

AMO's Risk Management Framework

The *Administrative Agreement* establishes terms and conditions on the use of federal Gas Tax funds. 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 when reporting their use of federal Gas Tax funds to AMO. The questionnaire asks if specific financial policies and standard operating procedures relevant to administration of the Fund have been implemented. Sample policies and procedures are available to municipalities through AMO's online federal Gas Tax reporting tool. Responses to the risk management questionnaire are used to assess compliance risks and target AMO's efforts to manage risks. See [Part II](#) of this report for a copy of the 2019 questionnaire.

Monitoring Compliance

At least 10% 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, BDO Canada LLP, in accordance with established selection criteria. Audits are completed by BDO Canada LLP or Baker Tilly KDN LLP.

Compliance audits confirm that terms and conditions on municipalities' use of federal Gas Tax funds, as set out in the *Municipal Funding Agreement*, 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 2019 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, 2019 was completed by BDO Canada LLP. The audit confirms that AMO has complied with terms and conditions set out in the *Administrative Agreement*. A copy of the audit is included in [Part II](#) of this report.

Runway Rehabilitation in North Bay

YYB North Bay Jack Garland Airport is an important regional economic development asset and important logistical and engineering support hub that requires reliable and consistent air service.

The City of North Bay invested federal Gas Tax funds in the rehabilitation of the 4,500 foot crosswind runway, which will help retain existing agreements with carriers while also allowing for future expansion. The airport attracts industrial and commercial investments to the region and also serves routes to winter vacation destinations.



Regional and Local Airports

Existing agreements with key airline carriers have been secured thanks to the rehabilitation of a runway.



City of North Bay

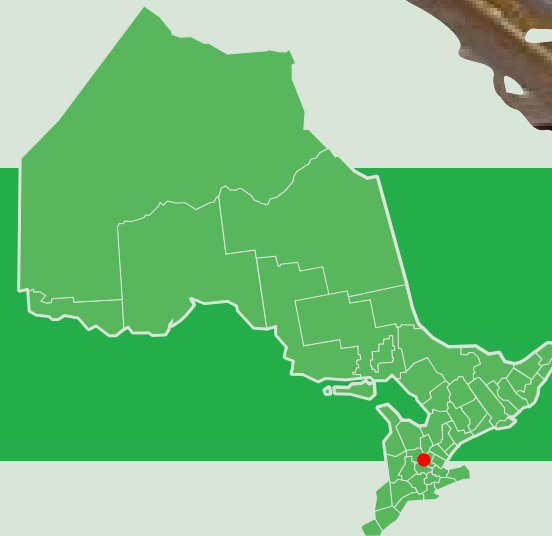
Population: 51,553

2019 Federal Gas Tax Allocation: \$6,609,171

Arena Roof Surface Replacement in Wellesley

Wellesley Arena in the Township of Wellesley is a busy community facility, home to an ice rink, fitness centre, skate park, meeting rooms and more. The arena is more than 40 years old and has had ongoing problems with its roof. Federal Gas Tax funding was invested in replacing the roof, including coating and removal of interior low-e ceiling and insulation.

If this work was not done, Council would have had to close the facility due to structural concerns identified by two independent engineering firms. The roof was leaking and the weight of the insulation, which was by now absorbing large amounts of water, was deemed a hazard.



Recreation

The life of a busy community asset has been extended thanks to vital improvements to its roof.

Township of Wellesley















Population: 11,260

2019 Federal Gas Tax Allocation: \$689,160

Appendix A: Project Results Reported in 2019

Investment in Completed Projects

Municipalities completed 847 infrastructure projects in 2019. The table below illustrates the distribution of these projects – and the funds that supported them – across project categories.¹⁴

Project Category	Completed Projects	Cumulative Federal Gas Tax Investment	Cumulative Project Costs
 Broadband Connectivity	3	\$ 2,250,711	\$ 2,880,437
 Brownfield Redevelopment	1	541,290	5,000,000
 Community Energy Systems	43	21,074,659	48,142,294
 Culture	13	6,909,619	26,419,001
 Disaster Mitigation	4	456,647	2,913,100
 Local Roads and Bridges	620	476,075,542	949,759,128
 Public Transit	24	492,408,375	2,771,758,205
 Recreation	41	13,027,739	26,627,857
 Regional and Local Airports	5	4,372,310	11,344,412
 Solid Waste	7	19,457,286	25,650,803
 Sports	4	898,035	1,580,834
 Tourism	3	1,415,168	2,196,663
 Wastewater	35	35,210,967	84,780,011
 Water	44	28,471,734	92,709,184
Total	847	\$ 1,102,570,081	\$ 4,051,761,927

¹⁴ Cumulative federal Gas Tax investment is shown to the end of December 31, 2019 – but financing is ongoing for 54 of the 847 projects that completed construction in 2019.

¹⁵ Quantitative results were not available for 44 of the 847 infrastructure projects that completed construction in 2019.



Project Results

Municipalities report results achieved by infrastructure projects supported by the federal Gas Tax Fund when construction is completed. Results achieved by the 847 infrastructure projects that completed construction in 2019 are described in the tables below.¹⁵



Broadband Connectivity	Projects	Total
Number of businesses positively affected	2	2,011
Number of households with improved broadband access (≥10 Mbps)	2	7,590



Brownfield Redevelopment	Projects	Total
Area remediated, decontaminated or redeveloped (ha)	1	5,524
Volume of contaminated soil removed (m³)	1	5,260



Community Energy Systems	Projects	Total
Number of buildings retrofitted	25	83
Number of buildings built with energy-efficient materials or systems	1	1
Number of LED street lights installed	4	16,126
Number of new or upgraded municipal electric vehicle charging stations	1	23
Number of new or upgraded solar power systems in municipal buildings	2	5
Increase in annual energy generation (MWh)	2	493
Reduction in annual energy consumption (GWh)	29	21
Reduction in annual fossil fuel consumption (ML)	4	153
Reduction in annual greenhouse gas emissions (tonnes of CO ₂ e)	3	356



Culture	Projects	Total
Number of new, renovated or upgraded arts facilities	1	1
Number of new, renovated or upgraded libraries	3	3
Number of new, renovated or upgraded memorial buildings or structures	1	1
Number of renovated heritage sites or buildings	3	3
Increase in number of cultural events held annually	3	118
Increase in annual number of residents participating in cultural activities	4	25,609
Increase in annual number of visitors to the community	5	32,274
Number of businesses positively affected	7	539



Solid Waste	Projects	Total
Number of new garbage or recycling trucks	1	1
Number of new blue bins	1	417
Number of new landfill facilities	1	1
Number of rehabilitated or expanded landfill facilities	3	3
Increase in number of households participating in recycling collection	1	61
Increase in total waste collected, disposed in landfills, incinerated and diverted from landfills annually (tonnes)	1	3,531



Disaster Mitigation	Projects	Total
Reduction in area at risk of damage from natural catastrophes (ha)	4	2
Reduction in projected annual emergency response cost	2	\$45,300



Drinking Water	Projects	Total
Length of new watermains (km)	5	2
Length of rehabilitated or replaced watermains (km)	20	13
Increase in capacity of water storage tanks and reservoirs (ML)	2	33
Reduction in annual number of watermain breaks	16	125
Increase in number of properties connected to fire hydrants and/or with fire protection	5	288
Number of residents with access to new, rehabilitated or replaced water distribution pipes	22	15,290
Reduction in number of annual adverse water quality test results	3	8
Volume of drinking water treated to a higher standard (ML)	4	5,314



Public Transit	Projects	Total
Number of new conventional buses	6	387
Number of new para transit vehicles	3	22
Number of new street cars or rail cars	1	17
Number of rehabilitated, refurbished or replaced conventional buses	1	3.0
Number of rehabilitated, refurbished or replaced para transit vehicles	3	24.0
Increase in number of accessible vehicles	7	316
Increase in number of accessible transit facilities	2	145
Average increase in annual number of regular service passenger trips on conventional transit per capita	2	7
Average increase in annual revenue vehicle kilometres per capita	2	1
Decrease in average age of fleet (%)	5	9
Number of residents with improved access to transit facilities	6	1,545,960
Number of transit facilities with accessibility or service upgrades/enhancements	8	181.0
Number of transit vehicles with accessibility or service upgrades/enhancements	8	321.0



Regional and Local Airports	Projects	Total
Increase in number of annual aircraft take-offs or landings at the airport	1	300
Increase in number of annual airline passengers	1	790
Number of businesses positively affected	3	36



Local Roads and Bridges – Roads

	Projects	Total
Roads		
Length of new paved roads and gravel roads converted to paved roads (lane-km)	35	162
Length of new unpaved roads (lane-km)	2	3
Length of rehabilitated unpaved roads (lane-km)	45	392
Length of rehabilitated or replaced paved roads (lane-km)	382	2,844
Length of roads with improved drainage (lane-km)	128	843
Increase in length of paved roads rated as good and above (lane-km)	357	2,532
Increase in length of unpaved roads rated as good and above (lane-km)	43	253
Increase in capacity of sand or salt storage sites (tonnes)	1	50
Number of intersections with advanced traffic management systems	16	36
Number of residents with access to new, rehabilitated or replaced roads	172	1,733,893
Number of residents with improved access to highways or neighbouring municipalities	94	1,029,146
Bridges and Culverts		
	Projects	Total
Number of new bridges	5	5
Number of new culverts	2	2
Number of rehabilitated or replaced bridges	43	59
Number of rehabilitated or replaced culverts	25	50
Increase in surface area of bridges with condition of the primary component rated as good and above (m ²)	38	15,575
Increase in surface area of culverts with condition of the primary component rated as good and above (m ²)	19	2,512
Surface area of new bridges (m ²)	6	2,842
Surface area of new culverts (m ²)	2	30
Surface area of rehabilitated or replaced bridges (m ²)	41	20,745
Surface area of rehabilitated or replaced culverts (m ²)	17	1,229
Number of residents with access to new, rehabilitated or replaced bridges	32	749,239
Number of residents with access to new, rehabilitated or replaced culverts	24	765,699
Active Transportation		
	Projects	Total
Length of new bike lanes (km)	6	9
Length of new sidewalks (km)	24	15
Length of new trails (km)	14	15
Number of new pedestrian bridges	2	4
Length of rehabilitated or replaced sidewalks (km)	23	33
Length of rehabilitated or replaced trails (km)	5	5
Number of rehabilitated or replaced pedestrian bridges	2	9
Surface area of new pedestrian bridges (m ²)	2	588
Surface area of rehabilitated or replaced pedestrian bridges (m ²)	1	88
Increase in surface area of pedestrian bridges with condition of the primary component rated as good and above (m ²)	1	233
Number of residents with access to new, rehabilitated or replaced bike lanes, sidewalks, hiking and walking trails, and/or pedestrian bridges	45	2,596,705



Recreation

	Projects	Total
Number of new, renovated or rehabilitated comfort stations	3	13
Number of new, renovated or rehabilitated picnic shelters	3	3
Number of new, renovated or rehabilitated playground structures	4	5
Number of new, renovated, rehabilitated or upgraded arenas	10	10
Number of new, renovated, rehabilitated or upgraded community centres	8	9
Number of new, renovated, rehabilitated or upgraded fitness facilities	1	1
Number of new, renovated, rehabilitated or upgraded sport-specific courts	1	7
Number of new, renovated or upgraded public swimming pools	4	5
Length of recreational paths or trails constructed or improved	5	3,169
Increase in annual number of visitors to the community	5	45,018
Increase in annual number of registered users	3	2,807
Capacity of new, renovated, rehabilitated or upgraded arenas	2	1,350
Capacity of new, renovated, rehabilitated or upgraded community centres	1	3,000
Number of businesses positively affected by the investment in recreational infrastructure	6	173
Number of residents who will benefit	33	2,204,848



Sports

	Projects	Total
Increase in annual available ice/field time (h)	1	1,600
Number of businesses positively affected	1	4
Increase in annual number of visitors to the community	3	24,518
Increase in number of registered users in a year	1	150
Increase in sporting events held annually	1	10



Tourism

	Projects	Total
Number of businesses positively affected	3	45



Wastewater

	Projects	Total
Length of new sanitary sewers (km)	3	2
Length of new stormwater sewers (km)	8	4
Length of rehabilitated or replaced sanitary sewers (km)	9	7
Length of rehabilitated or replaced stormwater sewers (km)	16	15
Increase in reserve sewage treatment plant capacity	1	39
Change in number of residents serviced by stormwater/sanitary infrastructure	9	18,464
Reduction in energy used by treatment system per ML of wastewater treated (kWh)	2	28
Reduction in annual number of sanitary sewer backups	6	25

Appendix B: Financial Statements



	2019	2014 - 2019
Opening Balance	\$1,457,756	
Revenues		
Received from Canada	\$1,297,872,568	\$4,381,248,773
Interest Earned	\$867,425	\$2,325,181
Transferred from the original program	\$0	\$16,190,205
Transfer from AMO's reserves	\$8,794,577	\$8,794,577
Net	\$1,307,534,570	\$ 4,392,368,531
Expenditures		
Transferred to Municipalities	\$(1,303,427,490)	\$(4,387,631,660)
Administration Costs	\$(3,239,655)	\$(18,601,895)
Net	\$(1,306,667,145)	\$(4,406,233,555)
Closing Balance	\$2,325,181	

Ultimate Recipients

	2019	2014 - 2019
Opening Balance	\$831,512,032	
Revenues		
Allocations Received from AMO	\$1,303,427,490	\$4,387,133,498
Proceeds from the Disposal of Assets	\$65,000	\$266,488
Interest Earned	\$24,894,759	\$94,509,660
Net	\$1,328,387,249	\$4,481,909,646
Transfers		
In	\$79,792,243	\$271,840,393
Out	\$(79,792,243)	\$(271,840,393)
Net	-	-
Expenditures¹⁶		
Broadband Connectivity	\$(2,362,898)	\$(2,388,762)
Brownfield Redevelopment	-	\$(5,697,411)
Capacity-Building	\$(5,081,371)	\$(43,726,929)
Community Energy Systems	\$(19,590,152)	\$(112,055,281)
Culture	\$(9,323,483)	\$(15,091,482)
Disaster Mitigation	\$(4,797,575)	\$(9,465,735)
Drinking Water	\$(20,213,223)	\$(99,279,607)
Local Roads and Bridges	\$(445,896,310)	\$(2,306,936,038)
Public Transit	\$(196,482,204)	\$(770,153,820)
Recreation	\$(23,585,450)	\$(82,916,208)
Regional and Local Airports	\$(2,442,311)	\$(5,769,810)
Short-line Rail	-	\$(215,000)
Short-sea Shipping	-	-
Solid Waste	\$(31,945,099)	\$(144,381,937)
Sports	\$(709,073)	\$(3,002,893)
Tourism	\$(834,682)	\$(2,225,263)
Wastewater	\$(20,616,907)	\$(193,665,845)
Net	\$(783,880,738)	\$(3,796,972,022)
Closing Balance	\$1,376,018,543	

¹⁶ Financial information shown in this table was compiled from annual reports submitted to AMO by municipal staff. All but three communities had submitted an annual report to AMO by the time of compilation (August 21, 2020).



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Part I and II of this report can be downloaded at AMO's website.