

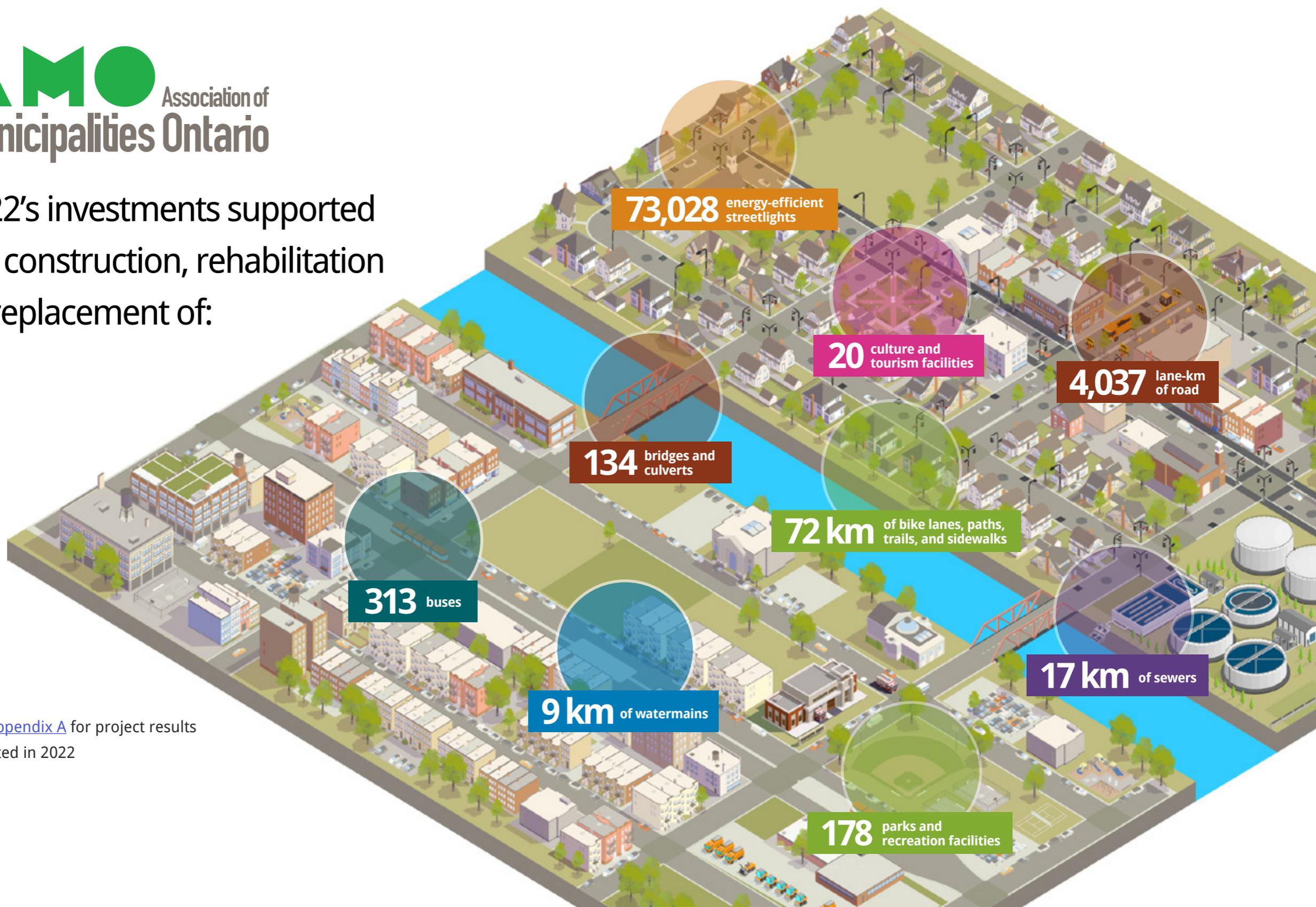


The Canada Community-Building Fund

# 2022 ANNUAL REPORT

PART ONE

2022's investments supported the construction, rehabilitation or replacement of:



See [Appendix A](#) for project results reported in 2022

# Letter from the AMO PRESIDENT



**COLIN BEST**  
PRESIDENT, ASSOCIATION OF  
MUNICIPALITIES OF ONTARIO

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September 29, 2023

Municipal governments and their citizens are living in a challenging era. Climate change, inflated living costs, limited financial resources, and economic instability have all led to uncertainty.

Investment of the Canada Community-Building Fund (CCBF) won't solve all these problems. But it can – and does – help. As described in this report – and [others released previously](#) – municipalities are using the Fund to cut energy consumption, build capacity for densification, and more.

The CCBF is a significant source of federal funding that provides a permanent, predictable transfer to municipalities to fund critical local infrastructure endeavours. The stable nature of the CCBF gives municipal governments certainty. It also provides an opportunity for long-term planning and allows municipalities to invest in the projects that are the highest priority within their communities.

AMO administers the Fund to all municipalities in Ontario except the City of Toronto. The Fund is distributed to Ontario's communities on a per-capita basis. In 2022, municipalities invested over \$788 million in 2,150 projects that made a significant difference for Ontarians.

Municipal governments report the results achieved by each project – the length of road resurfaced, number of arenas constructed, and so on. AMO summarized the results achieved between 2017 and 2021 in an [Outcomes Report](#) released in March of this year. The Report showcases how Ontario's communities benefited from the Fund, and how CCBF investments helped achieve national objectives by promoting economic growth, creating a cleaner environment, and building stronger communities. This report, along with other information about the Fund, is available on [www.buildingcommunities.ca](http://www.buildingcommunities.ca).

The agreement governing the distribution and use of the CCBF ends in March 2024. AMO is currently working with its partners to develop the next iteration of the agreement. I look forward to continuing our collaborative relationship with the Government of Canada for the betterment of our cities and towns across the province.

Sincerely,

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

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This report describes how Ontario’s communities invested and benefited from the Canada Community-Building Fund in 2022. The report is split into two parts. Part I summarizes investments, benefits, and AMO’s approach to the administration of the Fund. [Part II](#) provides detailed financial information, compliance statements, and descriptions of projects supported by the Fund.

Both parts of this report are available at [www.buildingcommunities.ca](http://www.buildingcommunities.ca).



# The Canada Community-Building Fund

## About the Canada Community-Building Fund

The Canada Community-Building Fund (CCBF) provides permanent and stable federal funding for local infrastructure. Communities across Canada receive over \$2 billion each year. Funding is distributed to provinces, territories, and First Nations on a per-capita basis.<sup>1</sup>

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

Municipalities can spread investments of the Fund over several project categories to boost productivity and economic growth, create a cleaner environment, and build stronger cities and communities – key national objectives of the Fund. Eligible project categories are listed below.<sup>2</sup>

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

## Municipalities can use the Fund to:

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



## The Canada Community-Building Fund in Ontario

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

Under the *Administrative Agreement*, AMO distributes funds to all municipalities in Ontario except for the City of Toronto.<sup>3</sup> Funds are distributed to municipalities on a per-capita basis and split 50/50 between upper- and lower-tier municipalities in two-

tier systems. The City of Toronto receives funding directly from the Government of Canada. The Government of Ontario delivers funds to unincorporated areas of the province.

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



## AMO's Role

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

- **Calculating and distributing allocations**  
Allocations are periodically recalculated based on the latest census population counts. The last adjustment was made in 2019. AMO expects to make the next adjustment in 2024 under a renewed agreement.
- **Providing guidance, training, and support**  
AMO disseminates [guidance materials](#) and provides one-on-one training and support as required to help municipal staff understand the opportunities provided by the Fund – and the responsibilities they are expected to fulfill.
- **Creating and maintaining reporting systems**  
Municipalities are required to report their use of the Fund to AMO each year. AMO maintains a [website](#) and other systems to facilitate and monitor municipal reporting. Thousands of projects are reported, updated, and reviewed through these systems each year.
- **Coordinating communications activities**  
AMO works with municipal and federal staff to profile municipalities and their CCBF investments on [www.buildingcommunities.ca](http://www.buildingcommunities.ca), [X](#), [Instagram](#), [LinkedIn](#), and [YouTube](#).
- **Collecting municipal asset management data**  
AMO maintains a database of all municipal asset management plans in Ontario. This database – along with annual questionnaires and independent research – helps AMO report on progress and informs capacity-building activities.
- **Building municipal capacity for asset management**  
AMO works closely with elected officials in building their capacity in asset management. In collaboration with [Asset Management Ontario](#), AMO provides hands-on training and technical assistance to municipal staff.
- **Monitoring and managing compliance risks under 442 municipal funding agreements**  
Municipalities are expected to use the CCBF in accordance with federal requirements and expectations. AMO uses [audits](#) and other techniques to assess and monitor the risk of non-compliance – and provides training, guidance, and other supports to manage risk.
- **Collaborating with program administrators and federal staff**  
The CCBF is a national program. AMO connects with program administrators in other jurisdictions and staff at Infrastructure Canada to ensure a consistent and coordinated approach to the administration of the Fund and to share and build-on better practices. AMO additionally works closely with the Province, the City of Toronto, and the Government of Canada informally and formally through the Oversight Committee and its subcommittees.
- **Preparing reports**  
AMO summarizes the data reported by municipalities – [investments](#) in infrastructure projects and the [outcomes](#) achieved by these investments, for example – in [annual reports](#) like this one. Outcomes are additionally periodically summarized in outcomes reports; the latest reports summarize the [results achieved by CCBF investment](#) and [municipal progress in asset management](#) between 2017 and 2021. AMO also undertakes [research](#) to support implementation of the program.



# Peel Becomes More Cyclist-Friendly

The Region of Peel made its community more cyclist-friendly.

With an allocation of \$260,000 from the Fund, the Region added paved shoulders on Olde Base Line Road between Heart Lake Road and Kennedy Road in the Town of Caledon to be used as cycling paths.

This addition lengthens the Town's existing bicycle route, promotes active living and outdoor exercise, and provides an alternative transportation route for residents.

Upgrades in this area included paving a two-metre-wide area of the shoulder for riders, adding a painted buffer to separate the paved shoulder from vehicular traffic, adding signage to identify that section of the road as a dedicated bike lane, and adding directional arrows to connect the Town of Caledon's adjacent routes along Kennedy and Heart Lake Roads.

The construction of these cyclist-friendly paved shoulders will make it much safer for residents and tourists to ride the roads in Caledon.



Local Roads and Bridges



## Region of Peel

Population: 1,451,022

CCBF Allocation: \$260,000





# Road Improvements in South-West Oxford

The Township of South-West Oxford repaved 3.1 km of Dereham Line Road with about \$243,000 from the CCBF.

South-West Oxford is a rural township located in Southern Ontario, just east of the City of London. It has a population of just over 7,500 people, and many rural roads to maintain.

Dereham Line was identified as a priority project. In 2022, the municipality ripped up the old, worn asphalt surface, replaced all the driveway and roadway culverts, regraded the ditches, and repaved the road.

New culverts will help improve drainage, and the freshly paved surface will make the roadway safer for drivers. This project benefits local residents and farmers, along with people who commute to nearby towns along Dereham Road.



Local Roads and Bridges



## Township of South-West Oxford

Population: 7,583

CCBF Allocation: \$243,065





# Bridge Upgrades in Town of the Blue Mountains

The Town of the Blue Mountains invested more than \$395,000 through the Fund to replace two bridges in a rural part of the community.

The Mitchell's Creek Bridges are single-lane concrete structures on 6th Sideroad. Both were built in the 1930s.

The municipality assessed both bridges for structural integrity, and determined they were both in poor condition. Both bridges also had load restrictions, limiting travel to vehicles weighing under ten tonnes.

In 2022, the Town replaced both bridges with new single-lane structures that are slightly wider, and much stronger, than the old ones. New guardrails were also installed.

With no load restrictions and improved safety features, both bridges will be able to accommodate larger, heavier vehicles and more traffic overall.



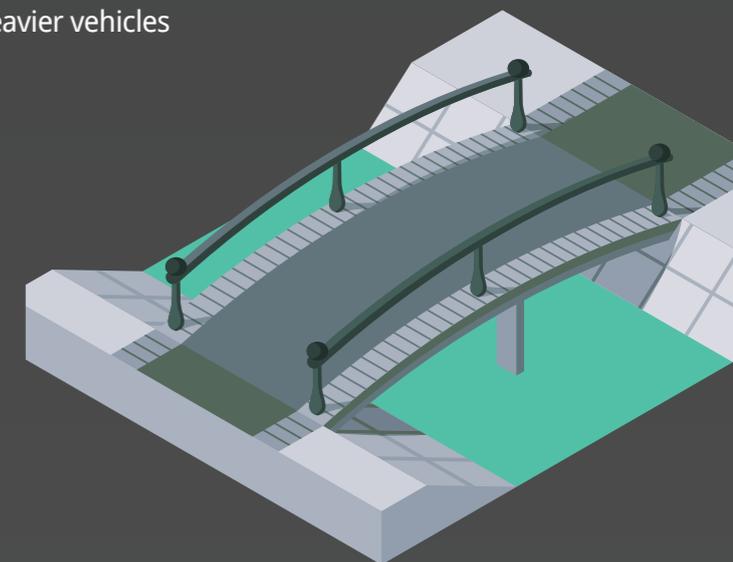
Local Roads and Bridges



## Town of the Blue Mountains

Population: 9,390

CCBF Allocation: \$396,162



# Allocations of the Fund



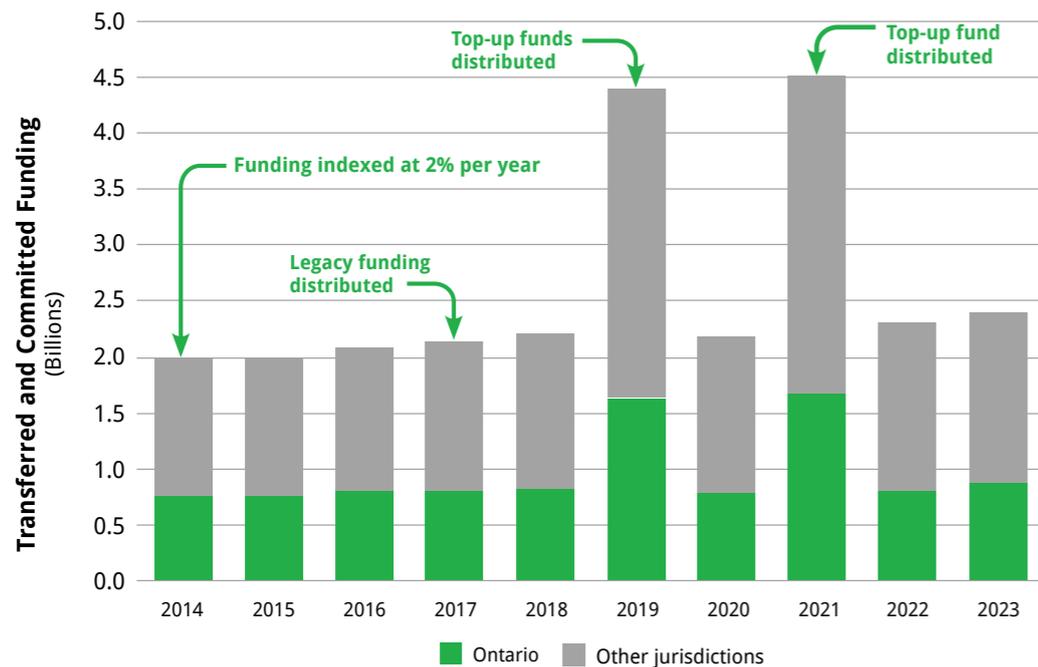
## National Allocations

Canadian communities received \$23.8 billion from the CCBF between 2014 and 2022.<sup>4</sup> [Allocations](#) are scheduled until 2023; an additional \$2.4 billion will be transferred in 2023.

The Fund was indexed at 2% per year in 2014. Increases are applied in \$100 million increments. Scheduled annual allocations therefore grew from \$2.0 billion in 2014 to \$2.3 billion in 2022.

## Ontario's Share

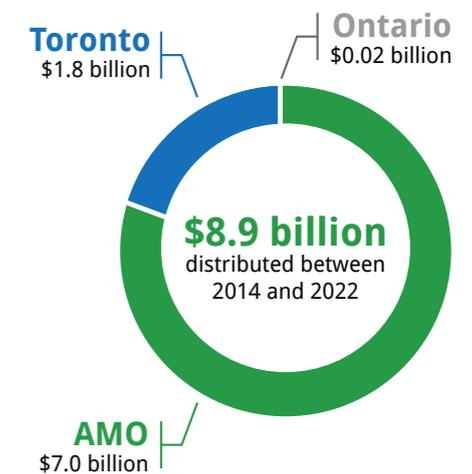
Ontario's communities received nearly \$8.9 billion from the CCBF between 2014 and 2022 – including almost \$0.9 billion in 2022.<sup>5</sup> An additional \$0.9 billion will be transferred in 2023.<sup>6</sup>



## Municipal Funding

AMO distributed over \$7.0 billion between 2014 and 2022 – including nearly \$0.7 billion in 2022.<sup>7</sup> Another \$0.7 billion will be distributed by the end of 2023.

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





# Safety Improvements at Hornepayne's Municipal Airport

Recent investments at the Township of Hornepayne's municipal airport – including an allocation of over \$408,000 from the CCBF – have improved safety for frequent flyers and ensured this community asset remains operational for years to come.

The community of Hornepayne is known for its location as the “geographical centre” of Ontario. It sits midway between Toronto and Winnipeg, making it a central transportation hub. Although it's a small community of only 1,000 people, Hornepayne is a key location for two major industries and the airport serves as an important economic driver in the region.

Each year, the airport welcomes more than 100 flights. In addition to pilots operating personal aircraft, the airport is also used by VIA Rail and Canadian National Railway to fly employees in and out of the region. Air ambulance service provider Ornge also transports patients by air from the Hornepayne airport to healthcare facilities.



Regional and Local Airports



## Township of Hornepayne

Population: 968

CCBF Allocation: \$408,561



**OPEN**  
for **BUSINESS**



Local Roads  
and Bridges



## Municipality of Chatham-Kent

Population: 103,988

CCBF Allocation: \$1.5 million

# Industrial Park Expansion Brings Business to Chatham-Kent

A major industrial park expansion project in the Municipality of Chatham-Kent has helped several new businesses set up shop in the community.

In 2022, Chatham-Kent invested \$1.5 million from the CCBF into the expansion of road, water and sewer services to a 26-acre area of its Bloomfield Business Park.

Chatham-Kent purchased the property that is now Bloomfield Business Park in 2002. Over time, the 120-acre parcel of land has been developed in phases, with each development phase attracting a variety of commercial and industrial employers to the region. Its proximity to the 401 corridor and location in southwestern Ontario have made Chatham-Kent's business park an ideal location for manufacturing, warehousing, and other industrial businesses. Efforts to ensure lots in the park are shovel ready for developers have also helped tremendously.

As part of the expansion of Prosperity Way and Seventh Line West, the Municipality installed a new sanitary and storm sewer, watermain, roadway, curbs and gutters, and sidewalks.

The stability and permanency of the CCBF allowed Chatham-Kent to prioritize the project and, as a result, bring employment and economic benefits to the region through new business and development. With this project being such a success, the Municipality is now planning to develop the remaining 17 acres available in the Bloomfield Business Park.





# New Fire Campus in Brampton a State-of-the-Art Facility

A new 70,000 square-foot centralized fire facility is now operating in the City of Brampton.

The new Williams Parkway Fire Campus is home to Brampton's fire headquarters and fire prevention division, an emergency operations centre, emergency measures office, and indoor and outdoor fire training facilities.

Brampton allocated \$32 million in CCBF funding toward the \$54 million project. The property was originally the location of Brampton's fire station 203. In 2016, work began to demolish that building and revamp the property, including adding a brand-new facility.

The additional indoor space means the department can provide training, educational and research opportunities year-round, in the areas of fire prevention, mitigation, preparedness, response and recovery. The campus also includes space for live fire training.

This project has allowed Brampton to accommodate its growing fire department, while ensuring it continues providing reliable fire services to Brampton's residents.



Fire Stations



## City of Brampton

Population: 656,480

CCBF Allocation: \$32 million



# Investment of the Fund

Municipalities primarily use the Fund to renew aging infrastructure – by rehabilitating roads, replacing pipes and sewers, and so on. These activities are necessary, and they make our day-to-day lives easier as we face the challenges before us.

And while infrastructure is often taken for granted, it is essential to nearly everything we do. The CCBF allows municipalities to direct investments to where it is needed the most. Whether it is within a community where population growth is stretching the capacity of infrastructure, or where population decline is constraining the capacity to maintain infrastructure.

The profiles and descriptions scattered throughout this report illustrate how CCBF investment is reshaping communities across Ontario and improving the lives of residents. The pages that follow provide a comprehensive overview of municipal investment of the Fund in 2022.

## Funds Available for Investment

AMO distributed nearly \$0.7 billion to municipalities in 2022. Municipalities additionally carried forward almost \$1.9 billion in funding from 2021 – providing communities with over \$2.5 billion in CCBF funding for investment in 2022. The sections on the following pages explore how municipalities directed these funds to local infrastructure priorities.

**\$788**  
Million Invested

**2,150**  
Total Projects



## Investment

Ontario's municipalities invested over \$788 million from the CCBF in 2022<sup>8</sup> – about 9% of total municipal capital investment.<sup>9</sup> Investments supported 2,150 local infrastructure and capacity building projects worth a total of almost \$14.2 billion.<sup>10</sup> Detailed project information is available in [Part II](#) of this Report and can also be found on our [project map](#). Benefits generated by these projects are summarized in [Appendix A](#).

The CCBF can be invested across 18 project categories, giving municipal governments the flexibility they need to meet unique local needs. Investments made in 2022 spanned all but two of these categories – short-line rail and short-sea shipping – indicating the diversity of infrastructure needs in communities across Ontario.

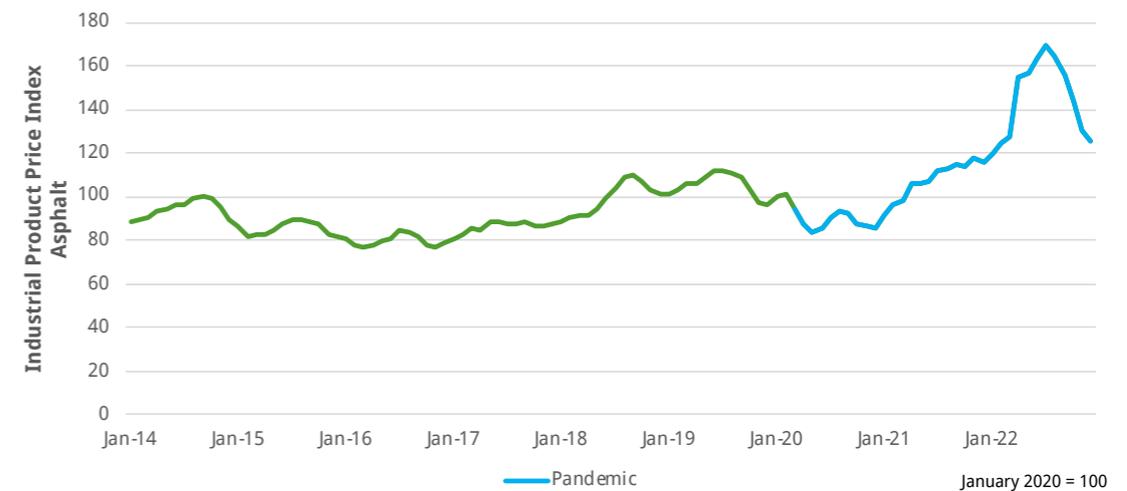
Transportation infrastructure was the primary beneficiary of CCBF investment in 2022 – and has been since the Fund was established in 2005. Investments in roads, bridges, and public transit infrastructure collectively comprised 77% of 2022's CCBF investment.<sup>11</sup> This focus on transportation infrastructure was expected. Ontario's municipalities own an estimated 365,281 lane-km of roads, 44,072 km of sidewalks, and 23,759 bridges, culverts, and tunnels – which collectively require roughly \$25.4 billion to be brought into a state of good repair.<sup>12</sup>

Municipalities also poured CCBF funds into cultural, recreational, and sport infrastructure. Nearly \$90 million was directed to libraries, theatres, recreation centres, and related assets in 2022 – more than twice the amount invested in 2021. Growth was driven by investment in a handful of large projects (with \$45 million allocated to ten projects alone), but municipalities are also turning to the CCBF more frequently to support investments in cultural, recreational, and sport infrastructure; the number of projects receiving funding under these categories has doubled since 2019.

## Recovery from COVID-19

Municipal investment of the CCBF rose in 2022 – as did many of the costs associated with the construction of infrastructure. After a lull in 2020, the price of asphalt, for example, began rising in January 2021 – hitting a peak in July 2022.<sup>13</sup> This is particularly concerning given that investments in roads and bridges typically comprise the bulk of CCBF expenditures each year.

Project costs have increased accordingly. Municipalities reported 362 investments in local roads and bridges that both began and ended in 2022. The median total cost of these projects came to \$338,476 – a 66% increase over the corresponding figure for 2021 (\$203,823).<sup>14</sup>



Asphalt prices fell drastically as the summer construction season ended in 2022. But the cost of non-residential building construction – a proxy for the cost of municipal infrastructure construction – continued to rise throughout the year.<sup>15</sup> This is somewhat worrying, given that municipalities are increasingly investing the CCBF in buildings like recreation centres and libraries.

## Leveraging

The CCBF is intended to complement – without replacing or displacing – other sources of funding for local infrastructure. Many municipalities therefore leverage the Fund by combining the CCBF with other sources of capital financing to stretch each dollar even further. For every \$100 from the CCBF invested in projects completed in 2022, municipalities invested an additional \$129 from other funding sources.

Of course, municipalities also invested heavily in infrastructure projects that were not supported by the Fund – and this investment has increased drastically since the Fund was established. Between 2000 and 2004, municipal capital expenditures averaged \$3.9 billion per year. But over the 2014- 2022 period, municipalities invested over \$8.1 billion per year in infrastructure.<sup>16</sup>

This increased investment is critical to seal the infrastructure investment gap (estimated at \$52.1 billion in 2020).<sup>17</sup> The gap reflects the unfunded investment required to replace infrastructure that has exceeded its intended life, meet annual lifecycle costs, and accommodate growth. Some municipalities have implemented capital levies and turned to other revenue sources to ensure the continued and sustainable delivery of local services. CCBF funding complements these efforts and provides critical support for communities with limited fiscal capacity.

## Banked Funds and Interest

In addition to these substantial investments, municipalities carried almost \$1.8 billion into 2023 at the end of 2022. Nearly all of this funding has already been allocated to priority projects that are underway or expected to begin shortly.

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

Banked funds are held in interest-bearing accounts or investments in accordance with the terms and conditions on the use of the Fund. Municipalities reported interest revenues of nearly \$38.5 million in 2022. Interest revenues are considered CCBF funding and are reinvested in eligible projects.





# Minto Installs New Crosswalk and Sidewalks

The Town of Minto invested \$122,000 from the Fund in pedestrian crossovers at the intersection of Elora Street South and Young Street. Additionally, the Town reconstructed about 200 metres of sidewalks along Young Street East, Queen Street East and Geddes Street West.

The new crosswalk and sidewalks make it safer to walk along and cross busy streets in the downtown, and make the community more walkable for some 9,000 residents. The crosswalk is also highly visible to drivers.

The Town partnered with the Minto Pride Committee for the project.

The Town had received requests from the community in April 2021 to install an additional crosswalk in this location. While being a safe place to cross the street, the new crosswalk is also a symbol of inclusion and acceptance within the community.



Local Roads and Bridges



**Town of Minto**

Population: 9,094

CCBF Allocation: \$122,000





# Roadwork in Neebing Benefits Residents and Visitors

Located just south of Thunder Bay, Sturgeon Bay Road in the Municipality of Neebing is a 15-kilometre stretch of road that connects residents and visitors to destinations between Highway 61 and Lake Superior.

With a mix of agricultural land, heavy forests and lakefront properties, Sturgeon Bay Road sees a lot of tourist traffic, but it is also used by the aggregate and forestry industry as a route for hauling and for operating heavy equipment. Lakefront streets accessed from Sturgeon Bay Road have some of the highest concentrations of residential development in the Municipality, and it's the main access road to a local waterfront resort, and two public boat launches.

Like many of the roads in Neebing, Sturgeon Bay Road was developed from an access route that pre-dates motorized vehicles. Many of the roads in the Municipality were formerly old wagon access routes and trails, meaning they weren't designed to any engineering standards or specifications. Work to improve Sturgeon Bay Road has been ongoing.

The Municipality allocated over \$352,000 from the CCBF to add a layer of chip seal along the entirety of the road. The new surface improves driving conditions for motorists and the 172 property owners along Sturgeon Bay Road. It's estimated that around 200 vehicles travel the road daily, making these investments critical to keeping the road safe and accessible.



Local Roads and Bridges



## Municipality of Neebing

Population: 2,241

CCBF Allocation: \$352,097



# A Beautiful New Park in Lakeshore

Kids are having a blast at the Municipality of Lakeshore's beautiful new park and splash pad.

The Municipality invested \$1.1 million from the Fund into the development of the park as part of its parks master plan.

The new community space is a hub for local residents and visitors to Lakeshore. The community where River Ridge Park is located is one of the fastest growing areas in Lakeshore and in Southwestern Ontario, with two local schools and an early years centre.

Improvements to River Ridge Park included trails, shade structures, a year-round washroom/change room area, pickleball courts, a splash pad, landscaping and a larger parking lot.

The park offers accessible amenities for everyone, including exercise equipment for adults and seniors. The trail network links to a community multi-use trail, providing pedestrian-friendly access and connectivity with the regional trail system that leads to Lakeshore's other parks.

Since opening in July of 2022, the park has been a popular gathering place for community members of all ages enjoying the outdoors and cooling off at the splash pad.



Recreation



## Municipality of Lakeshore

Population: 40,410

CCBF Allocation: \$1.1 million



# Benefits Resulting from Investment of the Fund

## Tangible Benefits

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

## Measuring Benefits

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

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

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

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



## The Outcomes Report

AMO released an [Outcomes Report](#) in 2023. The report summarizes the benefits resulting from investment of the CCBF between 2017 and 2021 – and shows how these investments are literally shaping communities across Ontario.

Municipalities completed 3,905 local infrastructure projects between 2017 and 2021 with help from the Fund. These projects resulted in the rehabilitation or replacement of 18,037 lane-km of road, cut energy needs by about 69 GWh per year, improved transit services delivered to nearly 5.9 million Ontarians, and much more. See the report to learn more about the benefits delivered to communities across Ontario through the Fund.

## Benefits Generated in 2022

Municipalities completed 828 infrastructure projects with help from the CCBF in 2022. These projects involved the rehabilitation of roadways, installation of energy-saving retrofits, upgrade of recreation facilities, and more. Benefits generated by projects completed in 2022 are summarized in [Appendix A](#).



# Bridge Rehabilitation in Fort Erie



Local Roads and Bridges



**Town of Fort Erie**

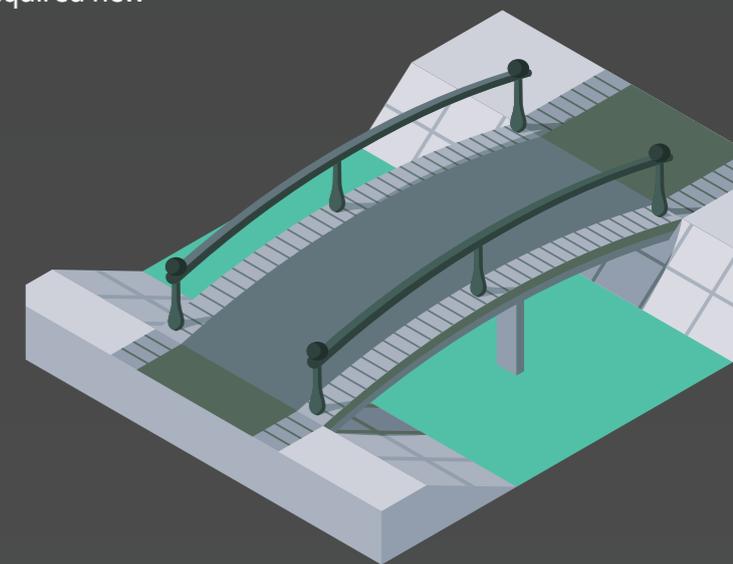
Population: 32,901

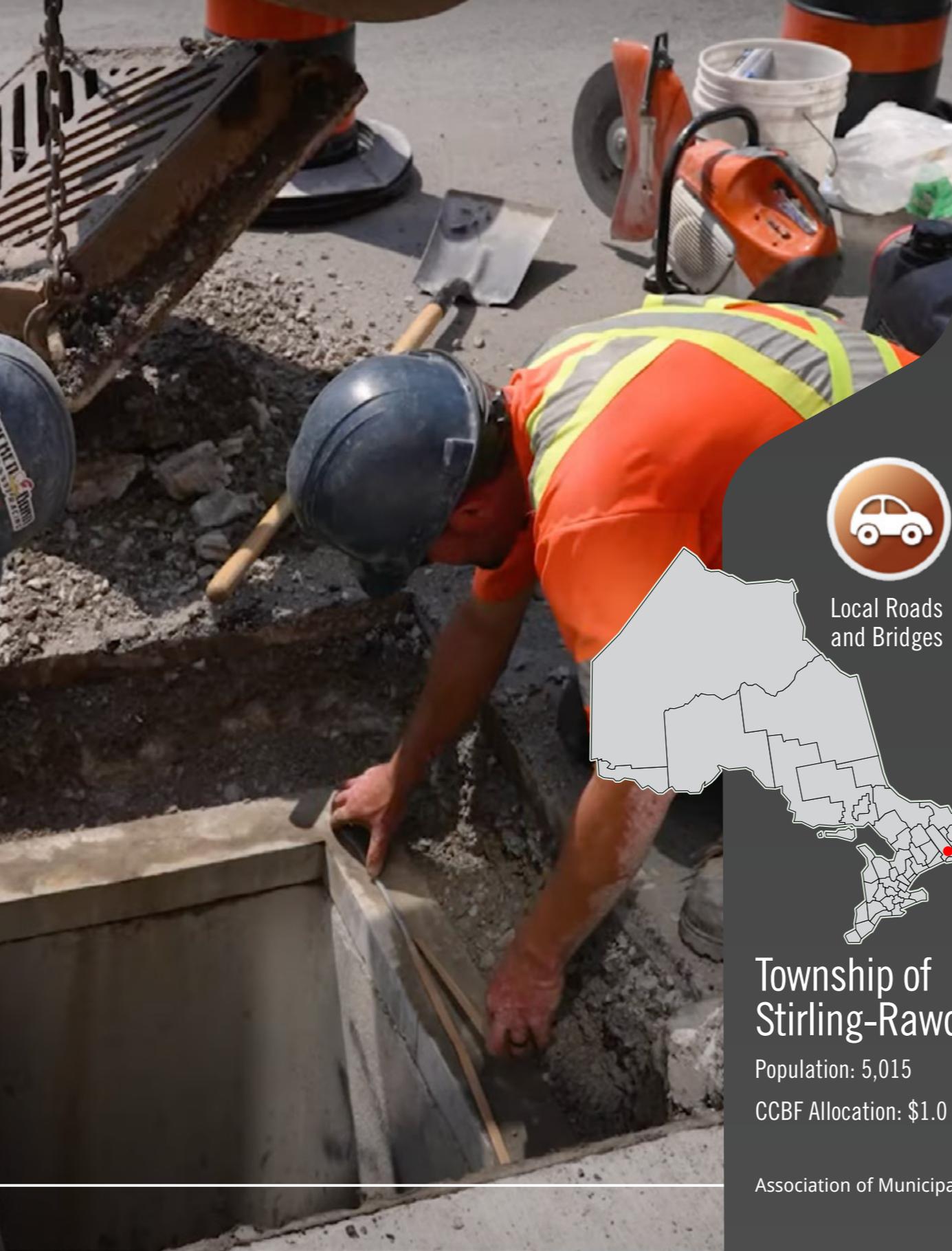
CCBF Allocation: \$2.6 million

The Town of Fort Erie is in the midst of replacing several bridges and culverts on rural roads within the municipality, supported by the CCBF.

Since 2020, the Town has been working on bridge and culvert projects along Ott Road, Pettit Road and Point Abino Road and Black Creek Road.

Through the bridge and culvert inspection process, Fort Erie determined which infrastructure was a priority for replacement or rehabilitation. Corrosion and loss of stone and debris obstructing water movement in the culverts, erosion to the bridge structures, cracks and general wear and tear on the infrastructure were all noted during inspection. Some of the bridges also required new safety features like guide rails.





# Stirling-Rawdon Overhauls Downtown Core

A major infrastructure project in Stirling-Rawdon – supported by nearly \$1 million from the CCBF – will allow for more development in the community and help revitalize the downtown core.

Stirling-Rawdon is a rural Township midway between Toronto and Ottawa. It's a mixture of urban and rural, with the village of Stirling in the most southern end of the municipality.

The Township broke ground on a major water and sewer infrastructure replacement project in 2022, to upgrade water and sewer pipes that were operating beyond capacity, and limiting growth in the village of Stirling. This was especially prevalent in the village's historic downtown, where some of the underground infrastructure dated back to the 1930s and 1950s.

A study completed in 2018 revealed that upgrades to this infrastructure, along with upgrades to Stirling-Rawdon's George Street pumping station, would allow an additional 500 residential units to be hooked up to water and wastewater services.

With investments from the CCBF, the Township is rehabilitating the downtown core to meet today's needs and future residential expansion expected within the next five years.

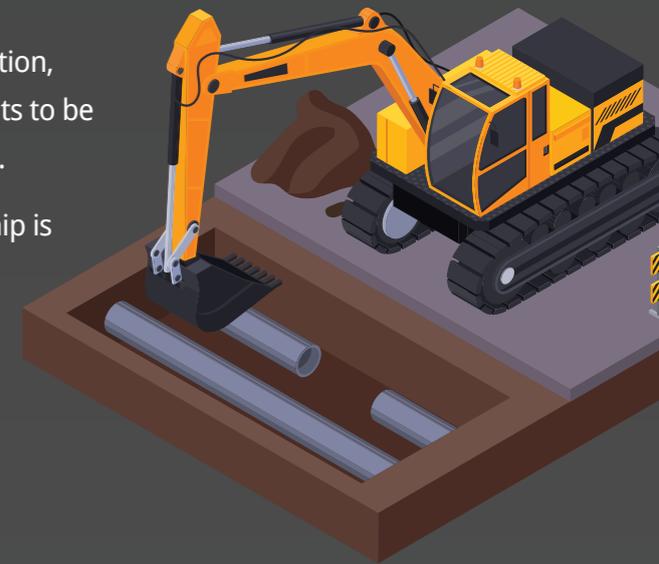


Local Roads  
and Bridges



**Township of  
Stirling-Rawdon**

Population: 5,015  
CCBF Allocation: \$1.0 million





# Parry Sound Rehabilitates Popular Outdoor Space

The Charles W. Stockey Centre for the Performing Arts sits on 3.5 acres on the shores of Georgian Bay. The 27,000 square-foot facility opened in 2003, and houses a 400-seat acoustically sound festival performance hall and an interactive hockey museum celebrating many Northern Ontario sports heroes, including Bobby Orr.

To reflect the unique natural beauty of the area, the building was designed to have the appearance and atmosphere of a Georgian Bay cottage. The use of the area's natural stone and indigenous trees, pine beams and granite from the local quarry add a special intimacy to the interior of the concert hall. This includes an outdoor bayside deck, used for summertime performances and cultural events.

Post-COVID, a number of in-person events resumed at the centre. However, the bayside deck had been separating from the building for a number of years and was in need of rehabilitation.

Parry Sound invested \$98,000 from the CCBF into restoration of the outdoor space in early 2022. Work wrapped up just before the start of the busy performance season.



Culture



## Town of Parry Sound

Population: 6,879

CCBF Allocation: \$98,000



# Progress in Asset Management



## Asset Management and the Fund

Asset management (AM) is a structured approach that helps municipalities objectively determine infrastructure investment priorities while providing a better understanding of long-term financial implications and levels of service. In Ontario, progress in AM is guided by [regulation](#).

Under the [Administrative Agreement](#), municipalities are required to develop and implement an asset management plan (AMP). Successful adoption of AM by Councils as a decision-making tool helps ensure that the CCBF is invested in local priority projects.

AMO works with the municipal sector to collect, assess, and share information regarding municipal progress in AM, while also maintaining a [website](#) with resources. This information is then used to guide capacity-building initiatives. The AM Outcomes Working Group established by AMO – consisting of municipalities across the province, other levels of government and municipal associations – shares information and leverages opportunities for alignment and coordination.

## Asset Management Outcomes Report

In March 2023, AMO released an AM [Outcomes Report](#) that explores the progress the municipal sector in Ontario has made in building internal capacity to adopt best practices in AM. The report was supported by two separate independent research reports.

The first research [report](#), on the state of municipal AM in Ontario, is based on a comprehensive assessment of AMPs. It demonstrates the progress made by Ontario's municipalities, while pointing to a gap in data management strategies and the need for more specific guidance in all asset data areas. The report notes that the momentum in AM maturity must continue in order for the value of AM to be fully realized. It points to the CCBF as a clear enabler of the progress made in Ontario.

The second [report](#) outlines a framework to accelerate progress in AM outcomes for Ontario's municipalities and provides suggestions on how to link emerging issues, such as climate change and community resilience, more clearly.

## Asset Management Outcomes – Current Status

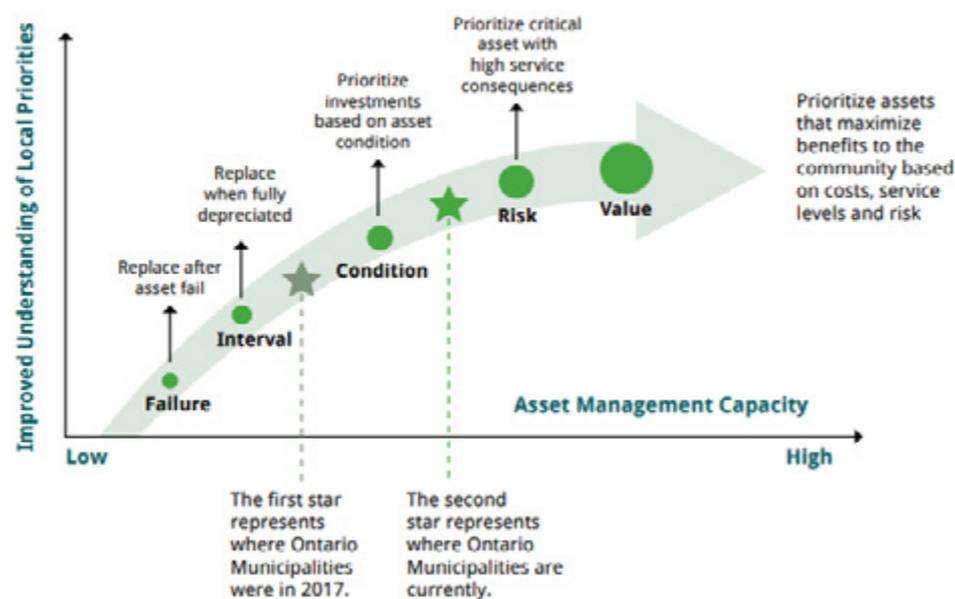
All municipalities in Ontario had developed a baseline AMP by 2017. Several iterations have taken place since then. AMO tracks changes made on an annual basis and maintains an up-to-date inventory of all AM plans.

In 2023, AMO developed a [map](#) that links to the most recent AMP in each municipality.

As of September 2023, over 98% of municipalities have posted their most recent AMP. And of those, nearly 90% were updated post 2019.

In addition to providing the URL for their most recent AMPs in 2023, municipalities were asked a series of questions. Many municipalities expressed challenges with addressing the substantial funding gap while acknowledging a need for continuous improvement. Several small municipalities articulated their struggle with staffing needed to operationalize their AMPs.

The [regulation](#) requires municipalities to have an AMP that covers all non-core assets and includes current service levels by July 2024. Over 10% of municipalities expressed concern that they will not be able to meet this deadline without additional support.

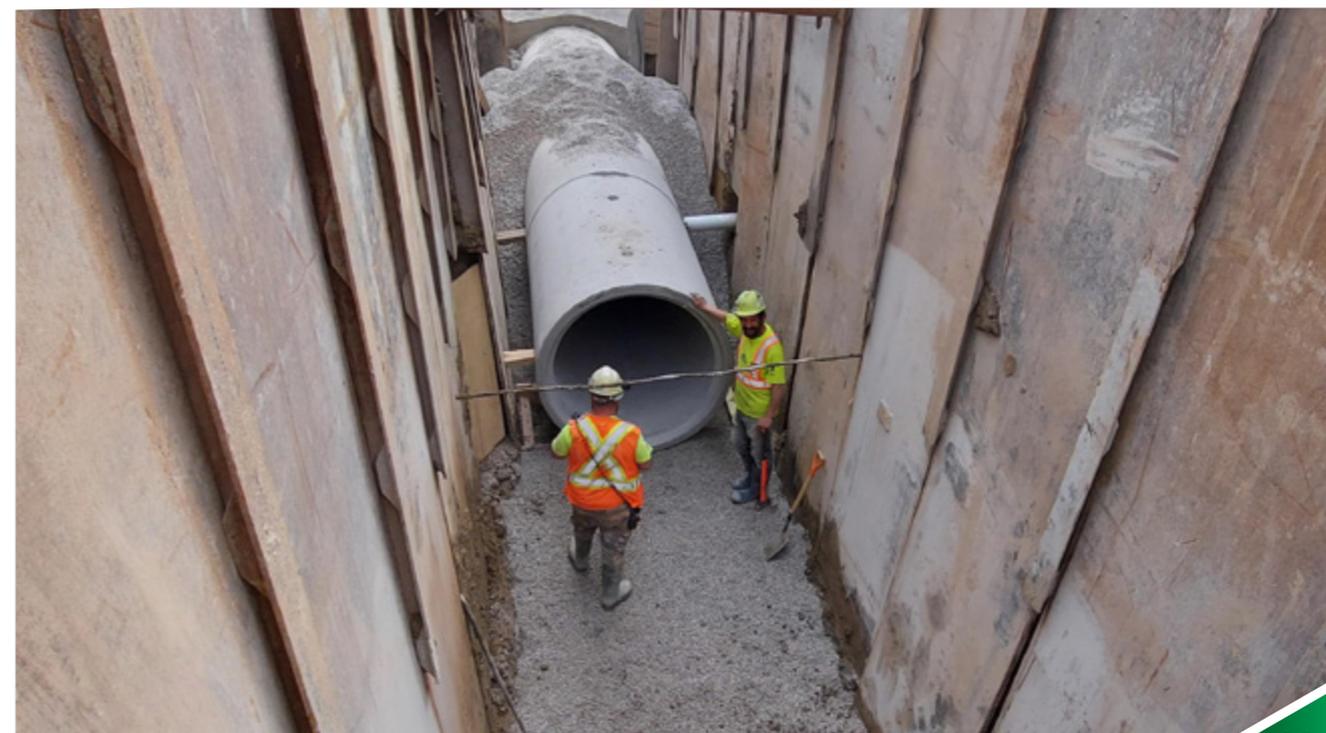


## Building Capacity with the CCBF

The CCBF provides important support to help municipalities make progress in AM. Since 2014, municipalities have used \$57.4 million from the Fund to support 316 capacity-building projects focusing on AM and other initiatives related to long-term planning.

In 2022, \$3.7 million was invested in 62 capacity-building projects worth \$21.3 million. Municipalities of all sizes and types were able to leverage CCBF funding in 2022 to support advancements in AM. For example, several municipalities with a population under 1,000, including the Township of Dorion, Township of Larder Lake, and Town of Latchford, were able to use a combined total of over \$160,000 from the CCBF to update their AMPs in 2022.

Mid-sized municipalities such as the Township of Springwater, Town of Lincoln, and City of Cornwall used a combined total of over \$844,000 in CCBF funds to help address data deficiencies, including condition assessments. And large municipalities, such as the City of Richmond Hill and City of Vaughan, invested a combined total of over \$1.4 million in the development of a corporate asset management policy and plan.



## FCM's Municipal Asset Management Program

Since 2019, AMO has been collaborating with Asset Management Ontario to provide hands-on training and technical assistance to nearly 100 municipalities across the province with diverse challenges and staff capacity. The program is delivered in partnership with the Federation of Canadian Municipalities' [Municipal Asset Management Program \(MAMP\)](#), which is funded by the Government of Canada.

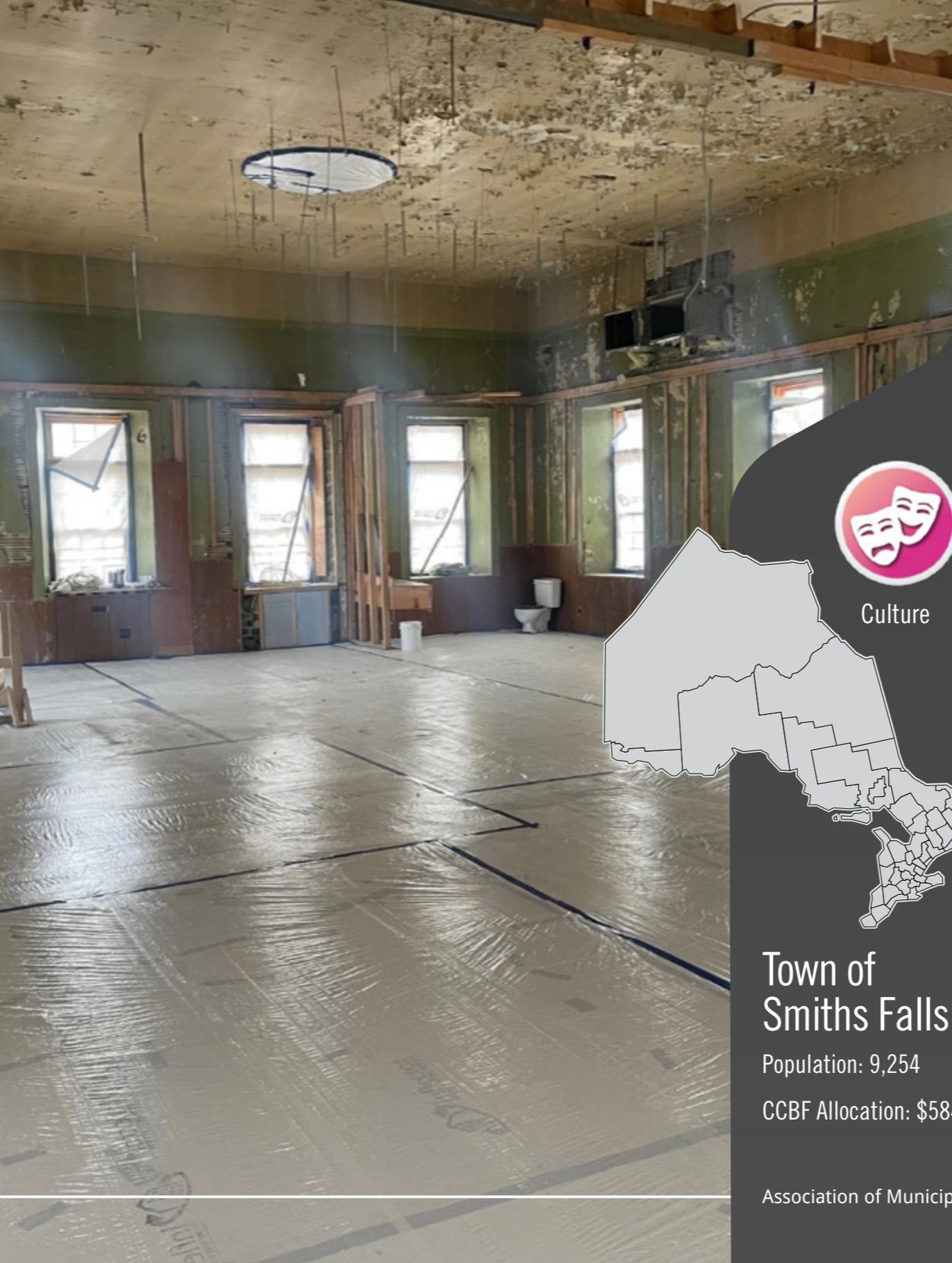
Training activities involve educating municipal staff on key milestones such as data gap analysis, establishing service levels, risk assessments, and financial strategy based on whole lifecycle costing. Participating municipalities complete these milestones by utilizing the provided [materials and templates](#). A series of new tools will be launched in the fall of 2023.

## Support for Elected Officials

AMO provides support for elected officials in understanding asset management. In addition to an online training course and a [primer](#) for elected officials, AMO runs several events. At the 2022 AMO conference, AMO engaged elected officials in a facilitated discussion on the linkage between long-term sustainability, service levels, corporate risks and costs using an asset management framework. At the Rural Ontario Municipal Association conference in 2023, AMO delivered a session attended by over 60 elected officials that discussed how to overcome challenges and develop better leadership practices in AM.

During the spring of 2023, AMO delivered several [sessions](#) throughout the province attended by about 100 elected officials. The sessions examined the role and the effective leadership strategies of local government elected officials and senior staff as it relates to AM, while also speaking to the importance of infrastructure investments like the CCBF.





# Smiths Falls Restores Historic Town Hall

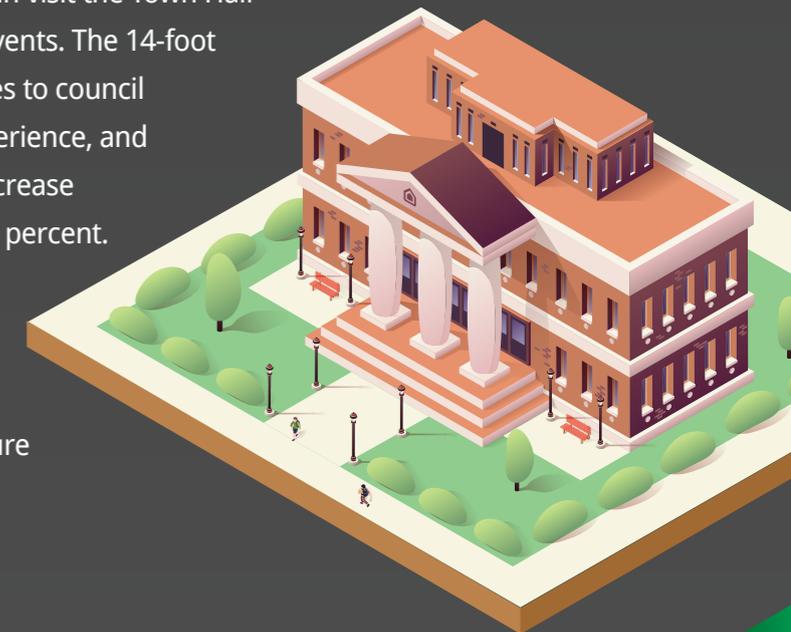
The Town of Smiths Falls modernized a piece of community history while keeping its original charm intact.

The municipality invested nearly \$600,000 from the Fund into upgrades at its Town Hall, an original feature of the community built in 1859. Over its long service life, the building has been a police station, fire hall, and is now the municipality's administrative services building and council chambers.

The last renovations in the Town Hall were completed in the 1970s, and updates were long overdue. Council endorsed a plan to upgrade the entire facility to make it accessible, and update administrative offices, council chambers and council's in-camera meeting space.

Modernization upgrades include new infrastructure to allow live-streaming of council meetings for public viewing, along with an elevator and accessible washrooms to ensure everyone can visit the Town Hall and participate in meetings and events. The 14-foot ceilings, new lighting, and upgrades to council chambers will improve visitor experience, and upgrades to the space will also increase public capacity for meetings by 50 percent.

The upgrades will reduce energy use by 62 percent – and ensure that this critical element of local heritage remains available for future generations to enjoy.



Culture



## Town of Smiths Falls

Population: 9,254

CCBF Allocation: \$584,896



# Greenstone Replaces Culvert on Busy Highway

The Municipality of Greenstone invested \$234,000 from the CCBF to replace a culvert on a main roadway that is crucial to residents living in a nearby community.

Highway 584 provides access to the community of Nakina in Greenstone, and also leads to a nearby airport that is used to access remote First Nations communities to the north. This road is the only route that is maintained year-round for the more than 1,500 people living in the area.

A series of six culverts ran along a portion of Highway 584 that is prone to spring flooding. The culverts were critical to keep the road in good working order.

In 2022, a sink hole formed over one of the culverts, restricting the highway to one lane of traffic. A replacement solution for all six culverts was designed and – with investment from the Fund – two new overflow culverts with increased capacity for significant weather events were installed.

The completion of this project ensures the road will remain open year-round – keeping residents connected to essential goods and services.



Local Roads and Bridges



## Municipality of Greenstone

Population: 4,309

CCBF Allocation: \$234,553





# Ready to Play Ball in Tecumseh

Baseball has been a source of community pride in the Town of Tecumseh for more than six decades.

The community's historical Lacasse Park baseball diamond was upgraded with investments from the Canada Community-Building Fund in 2022.

Considered one of the best baseball fields in the country, Lacasse park attracts thousands of people to its grandstands each year to watch competitive amateur baseball games and to cheer for their favourite teams.

The field has the ambience of an old-time baseball experience, with a timber grandstand and a concession stand. The covered grandstand was first added to the park in 1949, and upgraded in 1997, and accommodates a crowd of around 800 people.

Lacasse Park is home to the Tecumseh Thunder and St. Claire College Saints baseball clubs. Tecumseh's baseball club was formed in the 1940s, with Lacasse Park being its home field. The St. Claire College team has been using the field since 2012.

Both organizations pledged financial contributions to help with the upgrades, making this a true community effort.

The Town of Tecumseh has allocated \$1 million from the CCBF to this rehabilitation project, which includes a full-rebuild of the covered grandstand.

Preparations for this began in 2022 with new footings, with the rest of the new grandstand installed in early 2023. A new backstop behind home plate was also installed.

In 2024, Tecumseh will host Baseball Canada's senior men's national championships.



Sports



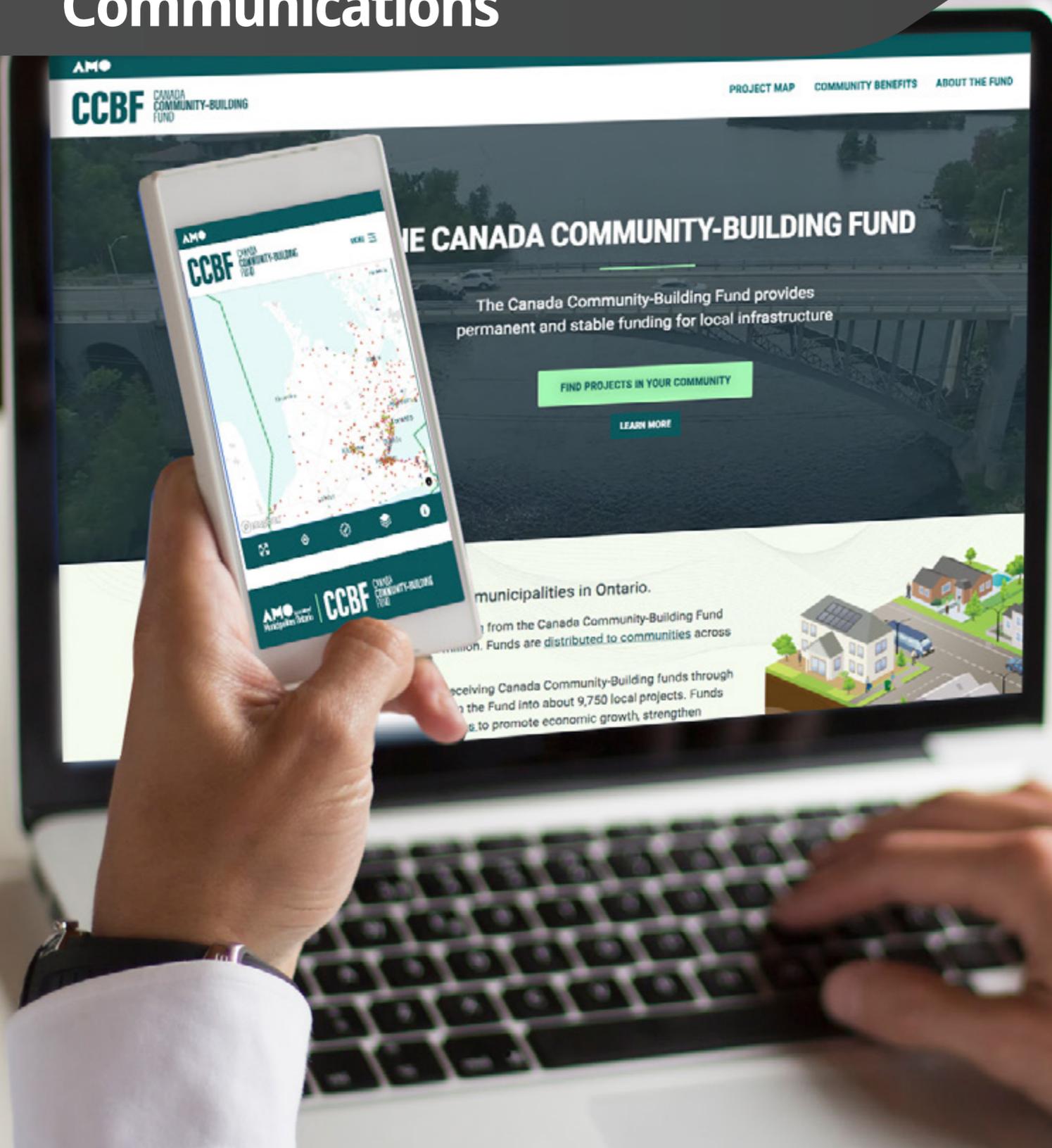
## Town of Tecumseh

Population: 23,300

CCBF Allocation: \$1.0 million



# Communications



## Sharing the Benefits of the Canada Community-Building Fund

AMO works with local governments and the Government of Canada to ensure that Canadians can access information about how the CCBF is invested in Ontario's communities.

AMO tells the stories of these local infrastructure investments in many ways. This includes AMO's dedicated CCBF website, sharing information on social media, collaborating with municipalities to plan in-person events, sharing CCBF achievements at the annual AMO Conference, and more. Included in this section are all the meaningful ways in which AMO works to spread the word about the success of the Fund.

## Online Project Profiles

AMO develops [project profiles](#) in collaboration with municipalities. These profiles help spread the word about the Fund and provide local governments with content to share on their own online social media accounts and websites. They're also a tool for municipalities to showcase the direct impact of their investments, speaking to the benefit these investments have had on their community. AMO published 67 profiles in 2022, and several hundred in the past few years.

## Videos

AMO uses videos to show how investments in local infrastructure impact the everyday lives of Ontarians. Videos are published on [YouTube](#) and [X](#) and are shared with municipalities for their own distribution online. In 2022, AMO produced two videos as part of its [asset management leadership series](#) and four videos highlighting CCBF investments in the:

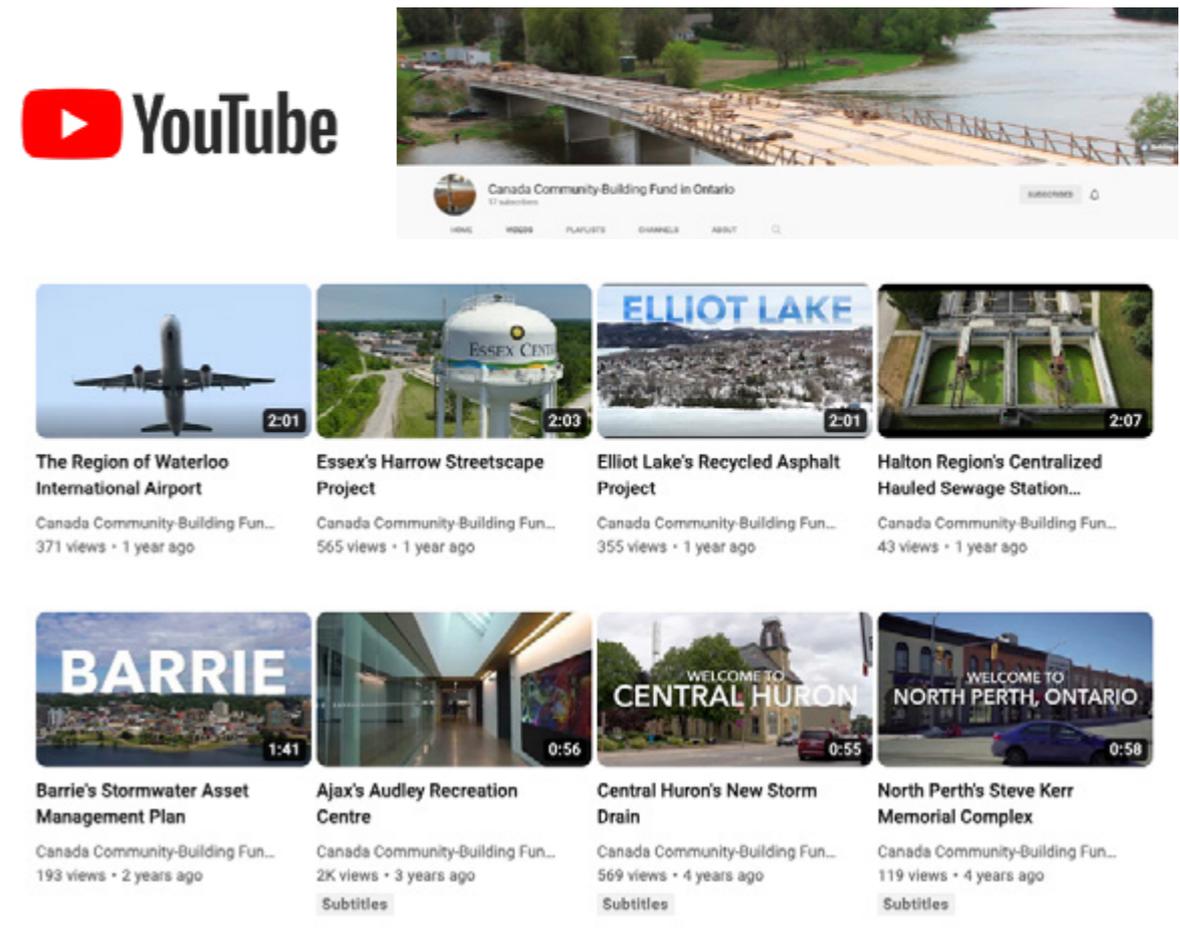
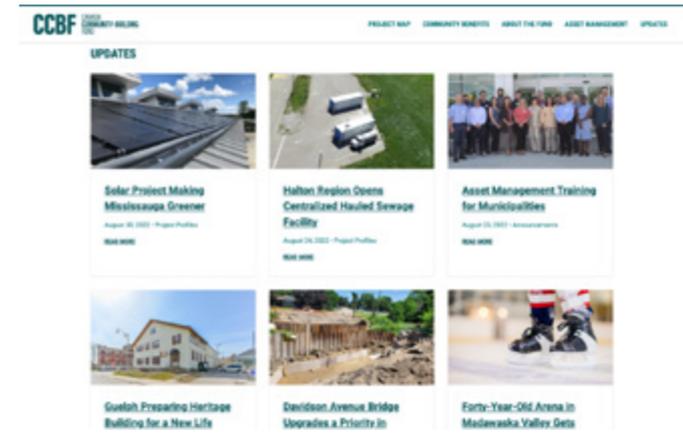
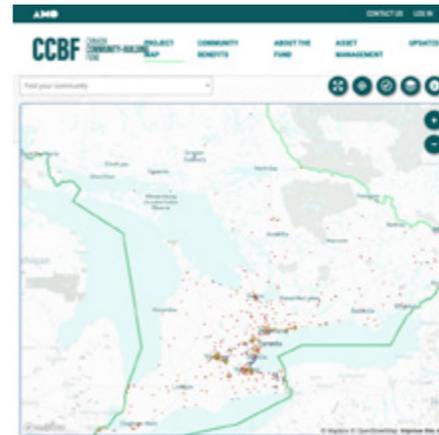
**[Region of Waterloo:](#)** the Region expanded the terminal at the Region of Waterloo International Airport to welcome more incoming flights and visitors.

**[Town of Essex:](#)** the Town revitalized the community of Harrow by expanding water and sewer infrastructure and improving streets and sidewalks.

**[City of Elliot Lake:](#)** the City paved the parking lot at its municipally operated ski hill, Mount Dufour, with recycled asphalt stockpiled from roadwork projects.

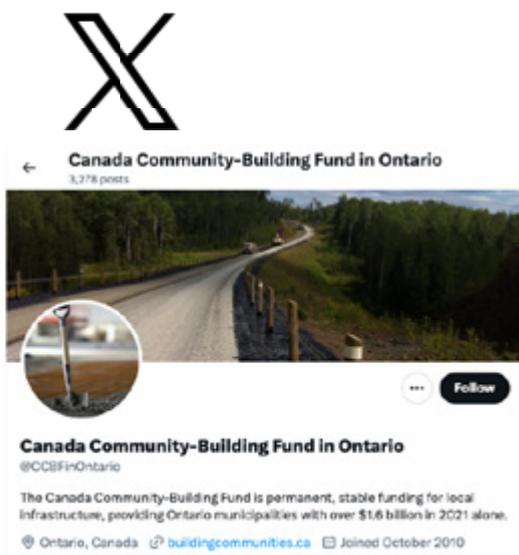
**[Halton Region:](#)** the Region created a centralized hauled sewage station that was easily accessed from major highways in the region to divert waste trucks from residential areas.

Collectively, these videos were viewed more than 3,500 times on AMO's YouTube and X accounts.



## Social Media

AMO shares information and stories about the Fund – project profiles, announcements, and other updates – through [X](#), [Instagram](#) and [LinkedIn](#). About 85 posts were shared with over 1,100 followers through these channels in 2022. These posts helped attract roughly 40 new followers on each platform throughout the year – extending the reach of AMO’s communications and keeping more Canadians in the loop regarding CCBF investments in Ontario.



## Building Communities Website

AMO’s dedicated CCBF website, [www.buildingcommunities.ca](http://www.buildingcommunities.ca), continues to evolve and provide accessible, up-to-date information for visitors. The site contains project profiles and other updates, maps of projects and profiles, reports and allocations, and information about the Fund. Traffic to the site has steadily increased since it was established in 2019, with average monthly pageviews up 72% from 1,688 in 2019 to 2,900 in 2021.

## Media Releases

Media releases help communities attract local media attention to their project and are an effective tool for spreading the word in the community. In 2022, AMO worked with Infrastructure Canada and local governments to organize events and/or press releases for the Region of Waterloo, City of Belleville, and Halton Region.

## Education

AMO regularly hosts educational sessions on specific CCBF-related topics. This includes sessions on specific compliance issues for hundreds of municipal staff, and awareness and technical assistance on asset management for both staff and elected officials. Issues discussed are informed by feedback provided in AMO’s CCBF reporting website. In 2023 AMO also held feedback sessions with staff pertaining to the design and development of a new reporting site to be launched by 2024.

AMO held sessions on CCBF at its annual conference and the Rural Ontario Municipal Association’s (ROMA) annual conference, and shares program information through email, the AMO website, [www.amo.on.ca](http://www.amo.on.ca), and through AMO’s weekly e-newsletter, the WatchFile.

# York Region Internet Upgrades Help to Close the Digital Divide

Municipalities across the province need access to fast, reliable broadband services to help local governments, service providers and local businesses operate efficiently, and to allow residents flexibility to work remotely.

Through its own fibre network, operated and managed by [YorkNet](#), York Region is investing in a multi-year project to grow its fibre network. This growth will enhance the delivery of Regional services such as traffic management, transit systems, water/waste water control management, security monitoring, and emergency services. It will also make online services more readily available to the Region's 1.2 million residents.

Between 2018 and 2022, York Region expanded broadband services in its nine cities and towns, and installed hundreds of kilometres of dark fibre. While most of this cable is buried, some is suspended overhead, and some travels underwater in Lake Simcoe.

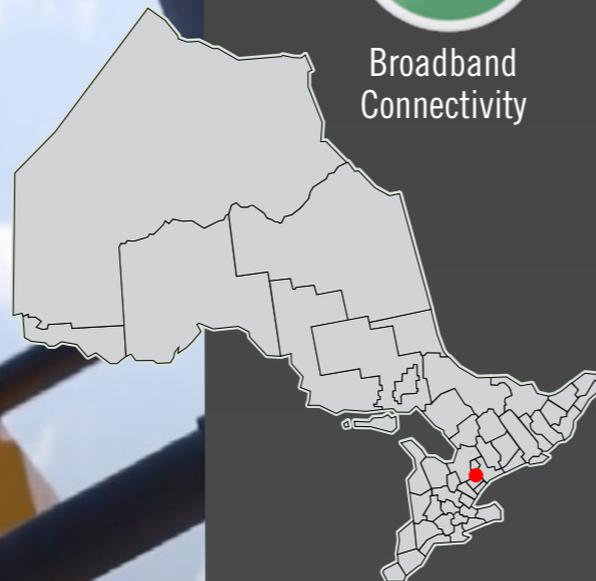
The CCBF provided over \$20 million to support the installation of more than 300 km of network between 2018 and 2022. When construction of the network is complete, an additional 1,152 km of fibre will be added, for a total network of 1,605 km.

The connectivity advancements made by YorkNet improve and optimize travel for everyone who uses the Region's roads. It enables services like digital signage at the Region's bus stops and supports intuitive technology to some of the Region's 870 traffic controls. These are just a few of the ways drivers, first responders, public transit operators, road maintenance crews and pedestrians are all getting to where they are going safely and efficiently. Internet Service Providers can also connect to YorkNet's fibre network to support citizens and businesses by providing them with high-speed internet.

York Region's investments have helped close the digital divide by providing equitable broadband services to the entire region.



Broadband  
Connectivity



## York Region

Population: 1,173,103

CCBF Allocation: \$20 million



# Getting Charged up in Dufferin and Bruce Counties

Dufferin and Bruce Counties have added new electric-vehicle charging stations to their growing network of EV charging infrastructure, with \$450,000 from the CCBF.

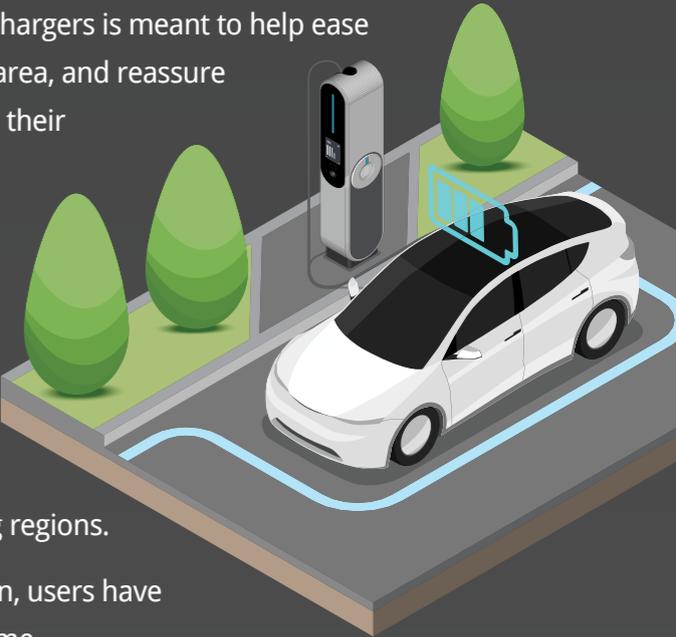
Since 2020, Dufferin County has invested the Fund in more than 20 public and municipal fleet charging stations. Dufferin has a mix of charging stations, including level two chargers, perfect for overnight charging or top-ups. One hour of charging at a level two station provides an average of 30 kilometres of driving range. Additional stations are level three fast chargers that give drivers a 250-kilometre driving range after just an hour of charge time.

Four level two and three chargers have also been installed in Bruce County with an additional five chargers planned, ensuring people can travel throughout both regions with ease.

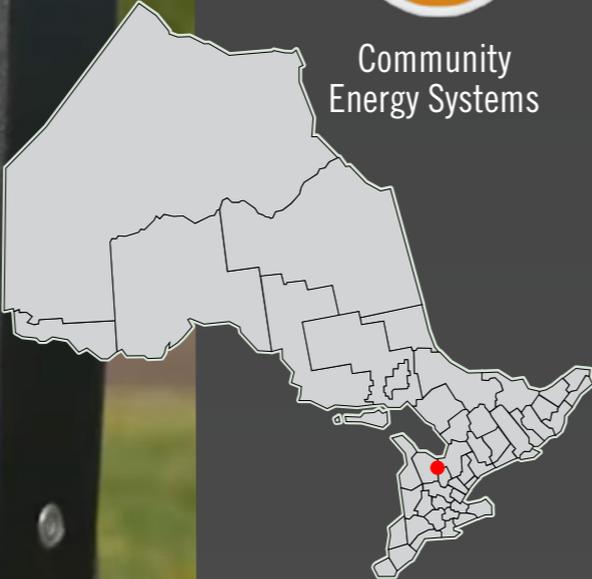
The stations in both Counties are located at various municipal offices, recreation, and culture centres. The placement of the chargers is meant to help ease anxiety about driving an EV in a large rural area, and reassure drivers and visitors they can stop to charge their vehicle in remote destinations with ease.

Dufferin reports that 49% of its local greenhouse gas emissions comes from the transportation sector. This investment in EV charging stations, and promoting the switch to electric vehicles, is part of Dufferin's Climate Action Plan, and part of a collaborative approach with neighbouring regions.

Since the EV charging station initiative began, users have clocked more than 8,000 hours of charge time.



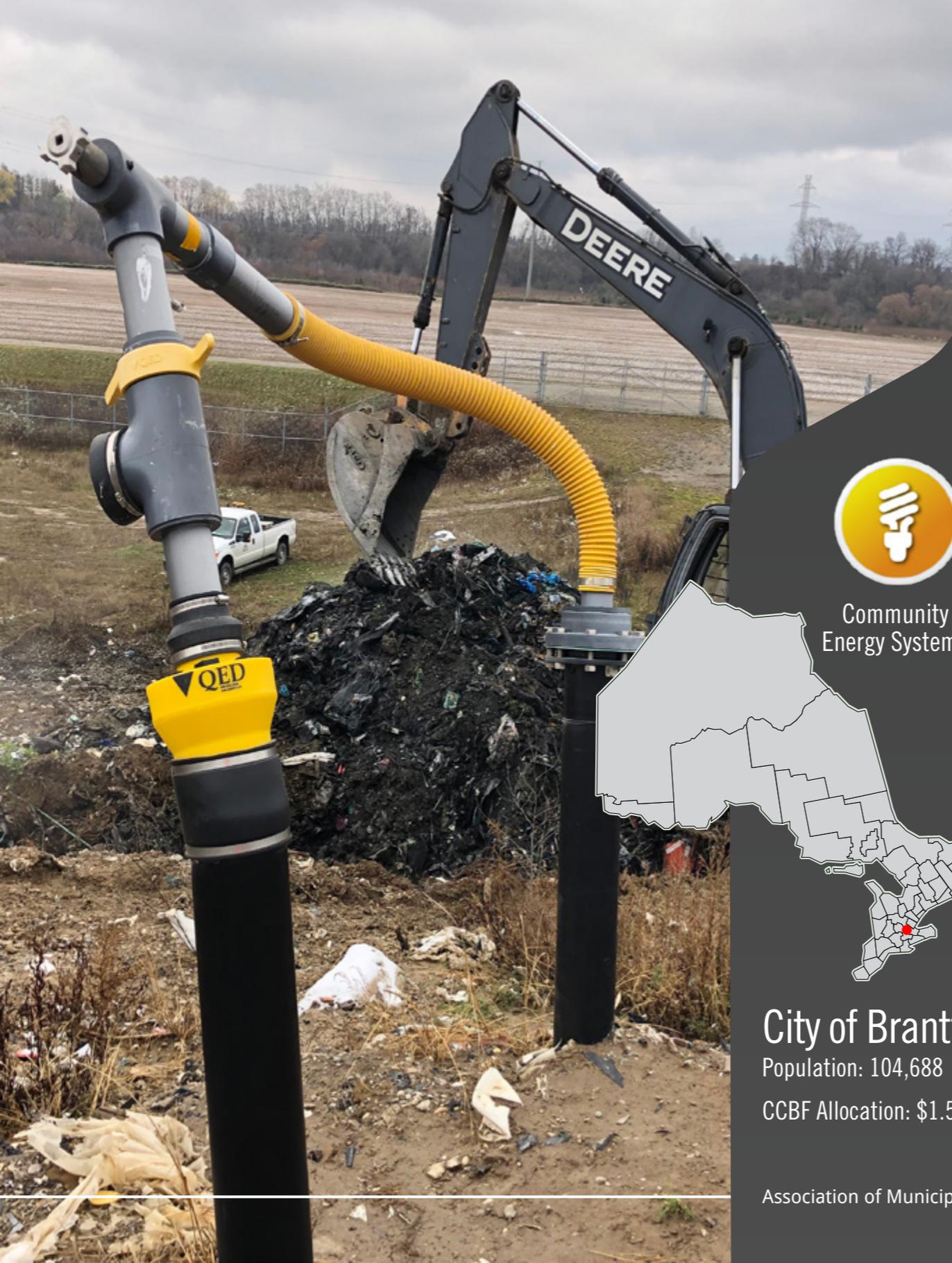
Community Energy Systems



**Dufferin County**  
Population: 66,257

**Bruce County**  
Population: 72,017

CCBF Allocation: \$449,398



# Brantford Turns Landfill Gas into Electricity

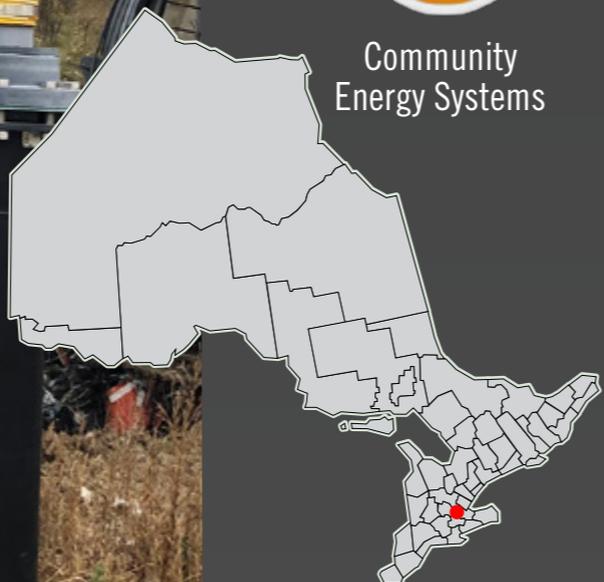
An innovative project in Brantford is turning landfill gas into electricity. Brantford invested the CCBF into expansion of the landfill gas collection system at its Mohawk Street waste collection site. This project was completed in April of 2022. The new system collects landfill gas, which is used by two engines to produce electricity.

The expansion involved installing six horizontal landfill gas collection pipes with wellheads. These were connected to the existing piping system and liquid drain outlet and stone drainage system. The gas collection system directs the gas to a central point where it's processed and used as fuel, powering the engines.

In 2022, more than 3.8 million cubic metres of landfill gas was collected and used to produce 10.3 million kWh of electricity.

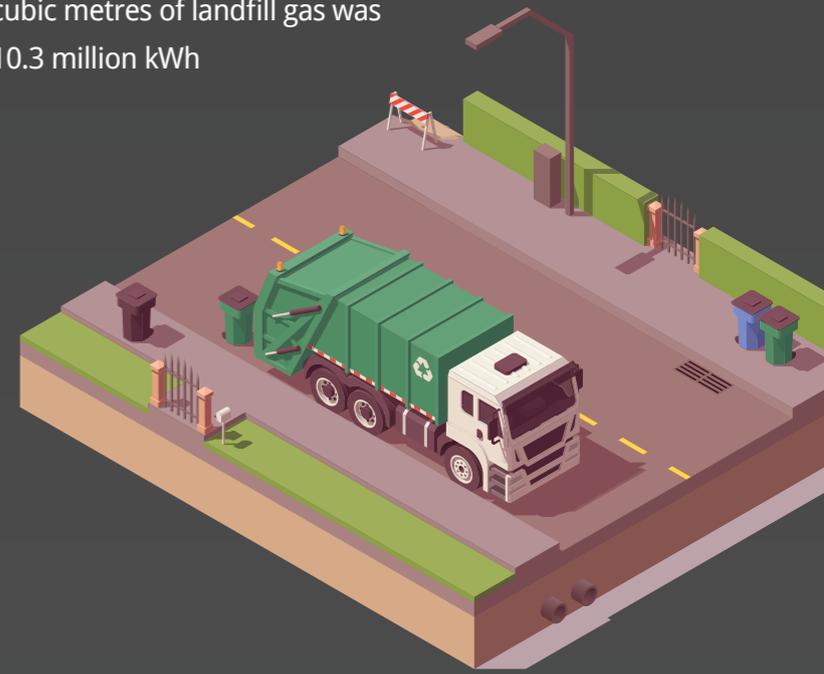


Community Energy Systems



## City of Brantford

Population: 104,688  
CCBF Allocation: \$1.5 million



# Celebrating the CCBF

The annual AMO Conference held in August provides an opportunity to recognize the impact of the CCBF across Ontario. AMO dedicates time on the main stage of the conference each year to highlight a handful of projects that collectively:

- **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 residents and businesses; and
- **Demonstrate excellence** – in design or execution, by adopting an innovative, efficient or effective approach to address local needs and achieve outcomes.

Brief videos showcase each project. Stunning visuals illustrate the impact of the investment on the community. Engaging interviews with municipal staff and elected officials provide additional context and detail.



## Highlighted Projects

Several projects were highlighted at the 2023 AMO conference in London:

**The Township of Stirling-Rawdon** is investing in improvements to its water and wastewater infrastructure in the village of Stirling. Some of the underground infrastructure in the downtown core dated back to the early 20th century and was at capacity, limiting commercial and residential growth. Once the project is complete, the Township will be able to add an additional 500 residential units to its water and wastewater services.

**York Region** is helping to close the digital divide with its YorkNet project. York Region is investing in a multi-year project to grow its fibre network. This growth will enhance the delivery of Regional services, and allow internet service operators to provide faster, more reliable internet to York Region's 1.2 million residents.

**Bruce and Dufferin Counties** are both investing in electric vehicle charging infrastructure in a collaborative approach to fighting climate change. In Dufferin, public-use EV chargers help ease anxiety of travelling with an electric vehicle in the region, and in Bruce, four chargers have been installed, with plans for an additional five chargers. Dufferin has also invested in EV chargers earmarked for its municipal EV fleet.

# Risk Management and Compliance

## AMO's Risk Management Framework

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

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

## Assessing Risk and Monitoring Compliance

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

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

AMO assesses risk and monitors compliance by reviewing municipal reports and other data regarding municipal finances, auditing a sample of municipalities each year, and asking municipal staff about compliance concerns and barriers to compliance.

## Municipal Compliance Audits

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

Municipalities are randomly selected by AMO's auditor, BDO Canada LLP, in accordance with established selection criteria. Audits are completed by BDO Canada LLP or Baker Tilly KDN LLP. Summaries of the compliance audits completed for the 46 municipalities for the year-ending 2022 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, 2022 was completed by BDO Canada LLP. The audit confirms that AMO has complied with the terms and conditions set out in the *Administrative Agreement*. A copy of the audit is included in [Part II](#) of this report.



# Critical Shoreline Work Completed in Port Hope

Critical shoreline work was completed in Port Hope, resulting in the re-opening of a multi-use trail and protection of a local roadway.

Lake Street isn't a heavily travelled road, but it's the only access to the Municipality's water treatment plant. Shoreline erosion was threatening the roadway, and forced the closure of a popular multi-use trail. The Peter Huffman trail runs along Lake Street and is one of Port Hope's most used lakeside recreational offerings.

The area of Lake Street most impacted is along the north shore of Lake Ontario. The wave directions, paired with the characteristics of the shoreline – mostly banks and bluffs – means that area of the shore is at higher risk of erosion.

Port Hope invested the Canada Community-Building Fund into work along 25 metres of the shoreline to help mitigate risk to the trail and Lake Street. Work involved the environmental assessment, design and construction of shoreline protection in the vicinity of the Chemtron Lagoon.

Since this work was completed, the Peter Huffman trail is back open and as busy as ever.



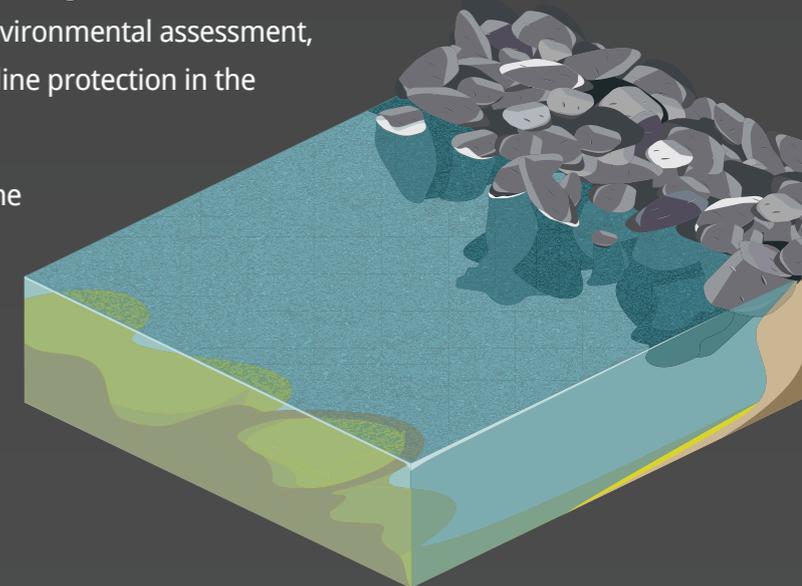
Disaster Mitigation



## Town of Port Hope

Population: 17,294

CCBF Allocation: \$200,000

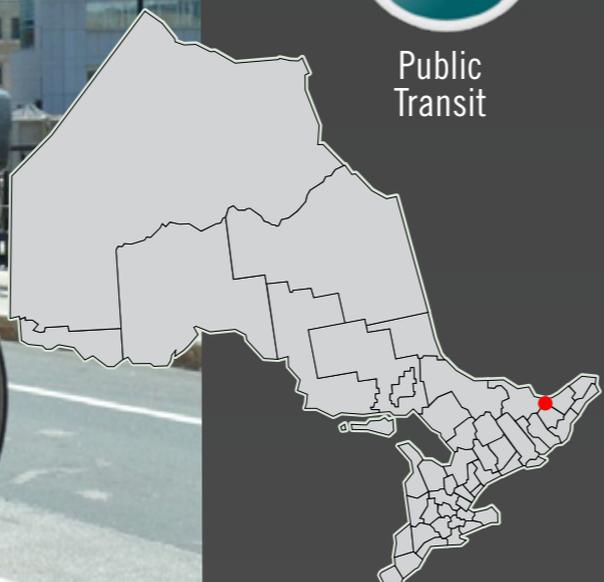




# Ottawa Invests in New Buses



Public Transit



## City of Ottawa

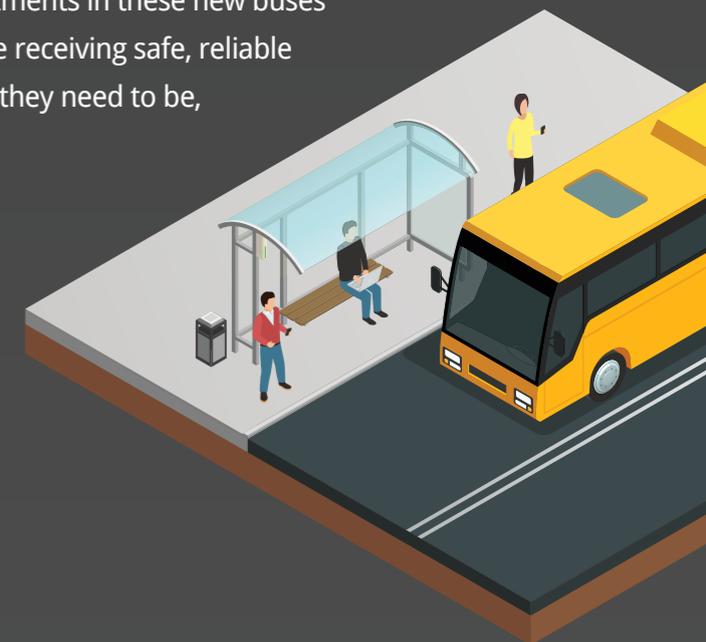
Population: 1,017,449

CCBF Allocation: \$133 million

The City of Ottawa invested more than \$133 million from the Canada Community-Building Fund between 2019 and 2022 into the purchase of 243 Novabus LFS Diesel 40-foot buses to help replace decommissioned buses in the fleet.

Ottawa's transit service, which includes 900 transit vehicles and the City's O-Train, serves more than 340,000 people daily who rely on public transit to get to work or school and access local services. OC Transpo offers pick-up and drop off at 47 transit stations covering 480 square kilometres.

In 2022, Ottawa residents and visitors took more than 50 million rides on the City's bus fleet and O-Train. Investments in these new buses ensures that Ottawa's residents continue receiving safe, reliable public transit options to get them where they need to be, 365 days a year.





# Muskoka Invests in Longevity of Water and Wastewater Systems

Muskoka invested over \$7.5 million from the Fund into several different projects between 2015 and 2022, upgrading key components of its water and sewer infrastructure to help enhance service delivery to residents.

Beginning in 2015, Muskoka made significant improvements to the Bala Sewage Treatment Plant, upgrading its supervisory control and data acquisition (SCADA) hardware. SCADA is a system of software and hardware elements that can monitor, log and process data in real-time, and allow staff to control processes locally or from remote locations. The municipality also upgraded hardware like flow meters and process equipment as part of this project, as determined by its asset management plan.

Muskoka is also investing in the construction of the Mountview sewage pumping station and force main, connecting it to the Golden Pheasant wastewater treatment plant. In order to accept flows from the new pumping station, the municipality is adding new process tanks, along with new UV disinfection system at the treatment plant. They are also upgrading to a fine bubble aeration system, used as a pollution control technology to aerate wastewater for sewage treatment, and a waste activated sludge thickening system to separate sludge and organic waste from wastewater.

Critical upgrades were also completed at the Hunstville Fairyview water treatment plant. Much of the building's exterior features and interior hardware required significant improvements to ensure the continued supply of safe drinking water. Improvements included the installation of a sodium hypochlorite system and a filter-to-waste system – both used in the process of disinfecting and filtering water.

Additionally, the municipality invested more than \$3 million in CCBF funding into upgrades at its MacTeir and Gravenhurst water treatment plants. At MacTeir, aging mechanical equipment was replaced to ensure the plant could continue effectively producing potable water at capacity. At Gravenhurst, the Fund was invested into the installation of new sedimentation processing equipment, which assists with separating small particles and sediments in water during the filtration process.



Water and  
Wastewater



District Municipality  
of Muskoka

Population: 66,461

CCBF Allocation: \$7.5 million

# Appendix A: Project Results Reported in 2022

## Investment in Completed Infrastructure Projects

Municipalities completed 827 infrastructure projects in 2022.<sup>18</sup> The table below illustrates the distribution of these projects – and the funds that supported them – across project categories.<sup>19</sup>

Project Category	Completed Projects	Total CCBF Investment	Total Project Costs
 Broadband Connectivity	3	\$ 782,201	\$ 1,298,011
 Community Energy Systems	22	14,588,409	183,535,410
 Culture	15	5,431,096	30,097,026
 Disaster Mitigation	3	1,607,684	2,992,252
 Drinking Water	21	11,948,865	45,552,964
 Fire Stations	2	80,673	220,351
 Local Roads and Bridges	602	467,694,300	905,889,500
 Public Transit	26	437,803,541	765,165,560
 Recreation	85	39,551,814	100,517,669
 Regional and Local Airports	2	161,949	168,500
 Solid Waste	8	8,468,529	16,690,196
 Sports	3	5,946,455	101,862,084
 Tourism	6	716,689	1,294,285
 Wastewater	29	37,045,720	162,108,021
<b>Total</b>	<b>827</b>	<b>\$ 1,031,827,925</b>	<b>\$ 2,317,391,828</b>

## Project Results

Municipalities report results achieved by infrastructure projects supported by the CCBF when construction is completed. Results achieved by the 827 infrastructure projects that completed construction in 2022 are described in the following tables.<sup>20</sup>

 Broadband Connectivity	Projects	Total
Length of fibre-optic cable installed or replaced (m)	2	1,365
Number of public Wi-Fi zones created or extended	1	23
Number of businesses positively affected	2	259

 Community Energy Systems	Projects	Total
Number of electric vehicle charging stations installed, upgraded, or replaced	2	14
Number of energy-efficient streetlights installed or replaced	8	73,028
Number of municipal buildings built to a Gold LEED rating level (or equivalent)	1	1
Number of municipal buildings retrofitted with energy-efficient materials or systems	9	13
Energy saved each year by undertaking the work (GWh)	1	5
Increase in annual energy generation (MWh)	1	24
Reduction in annual energy consumption (GWh)	19	38
Reduction in annual fossil fuel consumption (ML)	1	98,953
Reduction in annual greenhouse gas emissions (tonnes of CO <sub>2</sub> e)	2	506

 Culture	Projects	Total
Number of art galleries constructed, expanded, or renovated	1	1
Number of arts facilities constructed, expanded, or renovated	1	1
Number of community centres constructed, expanded, or renovated	2	2
Number of heritage sites or buildings renovated or restored	4	4
Number of libraries constructed, expanded, or renovated	5	5
Number of museums constructed, expanded, or renovated	2	2
Increase in annual number of residents participating in cultural activities	2	208
Increase in annual number of visitors to the community	2	5,025
Increase in number of cultural events held annually	5	215
Number of businesses positively affected	8	58

**Fire Stations**

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

**Disaster Mitigation**

	Projects	Total
Number of erosion-mitigating structural assets created, enhanced, or renewed	1	1
Number of flood-mitigating natural assets created, enhanced, or restored	1	1
Number of flood-mitigating structural assets created, enhanced, or renewed	1	1
Reduction in area at risk of damage from natural catastrophes (ha)	3	2

**Drinking Water**

	Projects	Total
Length of watermains installed (m)	1	285
Length of watermains rehabilitated or replaced (m)	9	8,894
Number of hydrants installed or replaced	7	71
Number of water treatment facilities constructed, upgraded, or rehabilitated	8	8
Number of wells constructed, improved, or renewed	1	3
Increase in number of properties connected to fire hydrants and/or with fire protection	1	143
Number of drinking water projects completed to meet requirements for the Ministry of Environment's Certificate of Approval	8	8
Number of residents with access to new, rehabilitated or replaced water distribution pipes	10	24,964
Reduction in annual number of watermain breaks	3	11
Reduction in average daily water leakage (L)	1	1,195
Reduction in energy used by treatment system per megalitre of water treated (MWh)	1	8
Volume of drinking water treated to a higher standard (ML)	5	114,374

**Local Roads and Bridges**

<b>Roads</b>	Projects	Total
Length of paved roads constructed or acquired and length of unpaved roads converted to paved roads (lane-km)	44	272
Length of paved roads rehabilitated or replaced (lane-km)	396	3,241
Length of unpaved roads constructed or acquired and length of paved roads converted to unpaved roads (lane-km)	8	27
Length of unpaved roads rehabilitated or replaced (lane-km)	45	497
Length of roads with improved drainage (lane-km)	130	715
Number of railway or light rail crossings upgraded, rehabilitated, or replaced	2	2
Number of roundabouts created or acquired	1	1
Number of signalized intersections created or acquired	3	4
Number of signalized intersections upgraded, rehabilitated, or replaced	18	147
Number of streetlights installed, acquired, upgraded, or replaced	14	251
Number of traffic calming measures installed, rehabilitated, or replaced	16	77
Increase in length of paved roads rated as good and above (lane-km)	359	3,000
Increase in length of unpaved roads rated as good and above (lane-km)	48	513
Number of intersections with advanced traffic management systems	11	114
Number of residents with access to new, rehabilitated or replaced roads	201	2,616,427
Number of residents with improved access to highways or neighbouring municipalities	83	654,785
<b>Bridges and Culverts</b>	Projects	Total
Number of new culverts	1	1
Number of rehabilitated or replaced bridges	42	72
Number of rehabilitated or replaced culverts	31	61
Surface area of new culverts (m <sup>2</sup> )	2	114
Surface area of rehabilitated or replaced bridges (m <sup>2</sup> )	34	32,487
Surface area of rehabilitated or replaced culverts (m <sup>2</sup> )	21	2,918
Increase in surface area of bridges with condition of the primary component rated as good and above (m <sup>2</sup> )	37	25,507
Increase in surface area of culverts with condition of the primary component rated as good and above (m <sup>2</sup> )	21	2,406
Number of residents with access to new, rehabilitated or replaced bridges	22	798,080
Number of residents with access to new, rehabilitated or replaced culverts	18	202,357



Active Transportation	Projects	Total
Length of bike lanes constructed or installed (m)	6	26,067
Length of cycle tracks constructed or installed (m)	1	860
Length of multi-use paths and trails constructed or installed (m)	9	15,636
Length of multi-use paths and trails rehabilitated or replaced (m)	2	155
Length of sidewalks constructed or installed (m)	11	7,289
Length of sidewalks rehabilitated or replaced (m)	15	22,517
Number of bicycle crossings installed, upgraded, or replaced	1	3
Number of bridges rehabilitated or replaced	4	7
Number of pedestrian crossings installed, upgraded, or replaced	8	86
Number of streetlights installed, acquired, upgraded, or replaced	2	63
Surface area of bridges constructed or installed (m <sup>2</sup> )	3	436
Increase in surface area of pedestrian bridges with condition of the primary component rated as good and above (m <sup>2</sup> )	3	411
Number of residents with access to new, rehabilitated or replaced bike lanes, sidewalks, hiking and walking trails, and/or pedestrian bridges	45	2,500,814



Public Transit	Projects	Total
Length of railways, tracks, and guideways constructed, extended, rehabilitated or replaced (m)	1	8,600
Length of tunnels constructed, extended, rehabilitated or replaced (m)	1	8,600
Number of conventional buses purchased or acquired	1	206
Number of conventional buses refurbished or replaced	6	107
Number of para transit vehicles purchased or acquired	1	6
Number of transit support vehicles purchased, acquired, refurbished, or replaced	1	4
Number of maintenance and storage facilities constructed, expanded, or rehabilitated	6	7
Number of stations and terminals constructed, expanded, rehabilitated or replaced	5	7
Number of stops and shelters constructed, expanded, rehabilitated, or replaced	4	54
Increase in number of accessible vehicles	3	334
Average increase in annual number of regular service passenger trips on conventional transit in service area per capita	1	3
Average increase in annual revenue vehicle kilometres per capita	1	5
Average increase in annual number of hours vehicles are in service per capita (%)	1	1
Decrease in average age of fleet (%)	2	8
Number of residents with improved access to transit facilities	4	814,109
Number of transit facilities with accessibility or service upgrades/enhancements	9	11
Number of transit vehicles with accessibility or service upgrades/enhancements	3	18



Recreation	Projects	Total
Length of recreational paths and trails constructed, improved, or rehabilitated (m)	13	18,714
Number of campgrounds constructed, expanded, upgraded, or rehabilitated	1	1
Number of community, recreation, and sports centres constructed, expanded, upgraded, or rehabilitated	14	20
Number of indoor arenas constructed, expanded, upgraded, or rehabilitated	11	13
Number of indoor gymnasium and fitness facilities constructed, upgraded, rehabilitated, or replaced	2	3
Number of indoor skating facilities constructed, expanded, upgraded, or rehabilitated	2	2
Number of indoor sports courts and fields constructed, upgraded, rehabilitated, or replaced	1	1
Number of indoor swimming facilities constructed, expanded, upgraded, or rehabilitated	1	1
Number of indoor swimming pools constructed, upgraded, rehabilitated, or replaced	3	4
Number of marinas, docks, and boat launches constructed, expanded, upgraded, or rehabilitated	2	2
Number of outdoor gymnasium and fitness facilities constructed, upgraded, rehabilitated, or replaced	3	10
Number of outdoor skating facilities constructed, expanded, upgraded, or rehabilitated	7	7
Number of outdoor sports courts and fields constructed, upgraded, rehabilitated, or replaced	10	44
Number of outdoor swimming facilities constructed, expanded, upgraded, or rehabilitated	2	2
Number of parks, beaches, open spaces, and green spaces constructed, expanded, upgraded, or rehabilitated	20	29
Number of playground structures installed, upgraded, rehabilitated, or replaced	16	34
Number of splash pads and wading pools constructed, upgraded, rehabilitated, or replaced	5	5
Increase in annual number of visitors to the community	9	19,537
Increase in annual number of registered users	12	30,925
Number of businesses positively affected by the investment in recreational infrastructure	11	197
Number of residents who will benefit	70	2,639,949



Regional and Local Airports	Projects	Total
Number of terminals constructed, expanded, enhanced, or rehabilitated	2	1
Number of businesses positively affected	1	780



Solid Waste	Projects	Total
Length of access roads constructed, widened, or rehabilitated (m)	1	1,400
Number of landfills rehabilitated or expanded	3	3
Number of recycling containers (i.e., blue boxes) purchased or replaced	1	9
Number of site studies completed or updated	2	2
Number of transfer stations constructed, expanded, or rehabilitated	1	1
Number of waste containers purchased or replaced	1	9
Number of solid waste projects completed to meet requirements for the Ministry of Environment's Certificate of Approval	3	3



## Sports

	Projects	Total
Number of indoor arenas constructed, expanded, upgraded, or rehabilitated	1	2
Number of indoor sports courts and fields constructed, upgraded, rehabilitated, or replaced	1	1
Number of outdoor sports courts and fields constructed, upgraded, rehabilitated, or replaced	3	4
Number of recreation and sports centres constructed, expanded, upgraded, or rehabilitated	1	1
Increase in annual available ice/field time (h)	1	157
Increase in annual number of visitors to the community	1	270,000
Increase in sporting events held annually	1	15



## Tourism

	Projects	Total
Number of aquariums constructed, expanded, upgraded, or rehabilitated	1	1
Number of parks, beaches, open spaces, and green spaces constructed, expanded, upgraded, or rehabilitated	3	4
Number of tourism signs installed or replaced	2	2
Increase in annual number of visitors to the community	2	2,360
Number of businesses positively affected by the investment	4	259



## Wastewater

	Projects	Total
Length of combined sewer constructed (m)	1	342
Length of combined sewer rehabilitated or replaced (m)	1	6
Length of curbs and gutters constructed (m)	1	299
Length of curbs and gutters rehabilitated or replaced (m)	2	110
Length of ditches and swales rehabilitated (m)	1	180
Length of sanitary sewers constructed (m)	2	870
Length of sanitary sewers rehabilitated or replaced (m)	6	7,966
Length of storm sewers constructed (m)	2	1,227
Length of storm sewers rehabilitated or replaced (m)	2	7,032
Number of culverts constructed	1	1
Number of culverts rehabilitated or replaced	1	3
Number of outfalls and outlets rehabilitated or replaced	1	17
Number of sewage lagoons expanded or rehabilitated	1	2
Number of sewage pump stations and lift stations upgraded, rehabilitated, or replaced	1	1
Number of snow melt facilities expanded or rehabilitated	1	1
Number of stormwater management ponds expanded or rehabilitated	5	13
Number of wastewater treatment plants expanded, upgraded, or rehabilitated	2	2
Increase in number of residents serviced by stormwater/sanitary infrastructure	10	208
Number of wastewater projects completed to meet requirements for the Ministry of Environment's Certificate of Approval	11	11
Reduction in annual number of sanitary sewer backups	4	11

# Appendix B:

## Financial Statements



	2022	2014 - 2022
<b>Opening Balance</b>	<b>\$2,780,322</b>	<b>\$16,190,205</b>
<b>Revenues</b>		
Received from Canada	\$677,383,084	\$7,031,878,234
Interest Earned	\$775,809	\$3,556,131
Transfer from AMO's reserves	\$0	\$8,794,577
<b>Net</b>	<b>\$678,158,893</b>	<b>\$7,044,228,942</b>
<b>Expenditures</b>		
Transferred to Municipalities	\$673,996,169	\$(7,028,247,631)
Administration Costs	\$(3,386,915)	\$(28,615,385)
<b>Net</b>	<b>\$(677,383,084)</b>	<b>\$(7,056,863,016)</b>
<b>Closing Balance</b>	<b>\$3,556,131</b>	<b>\$3,556,131</b>

# Ultimate Recipients

	2022	2014 - 2022
<b>Opening Balance</b>	<b>\$1,869,524,623</b>	<b>\$691,319,713</b>
<b>Revenues</b>		
Allocations Received from AMO	\$673,996,169	\$7,027,749,469
Proceeds from the Disposal of Assets	-	\$396,488
Interest Earned	\$38,457,528	\$182,226,220
<b>Net</b>	<b>\$712,453,697</b>	<b>\$7,210,372,177</b>
<b>Transfers</b>		
In	\$41,919,933	\$439,440,290
Out	\$(41,919,933)	\$(439,440,290)
<b>Net</b>	<b>-</b>	<b>-</b>
<b>Expenditures<sup>21</sup></b>		
Broadband Connectivity	\$(5,165,385)	\$(20,629,630)
Brownfield Redevelopment	\$(11,934)	\$(6,386,294)
Capacity-Building	\$(3,695,182)	\$(57,363,787)
Community Energy Systems	\$(6,780,912)	\$(149,681,099)
Culture	\$(26,027,116)	\$(62,536,679)
Disaster Mitigation	\$(7,296,738)	\$(28,355,202)
Drinking Water	\$(10,468,150)	\$(150,351,104)
Fire Stations	\$(20,281,418)	\$(39,280,496)
Local Roads and Bridges	\$(542,418,612)	\$(3,887,417,533)
Public Transit	\$(65,196,741)	\$(1,019,047,415)
Recreation	\$(57,637,610)	\$(199,366,033)
Regional and Local Airports	\$(3,670,721)	\$(17,806,242)
Short-line Rail	-	\$(215,000)
Short-sea Shipping	-	-
Solid Waste	\$(2,600,946)	\$(177,231,683)
Sports	\$(6,313,323)	\$(12,054,506)
Tourism	\$(1,475,991)	\$(4,888,805)
Wastewater	\$(29,355,303)	\$(275,498,139)
<b>Net</b>	<b>\$(788,396,079)</b>	<b>\$(6,108,109,647)</b>
<b>Closing Balance</b>	<b>\$1,793,582,241</b>	<b>\$1,793,582,241</b>

# Notes

- <sup>1</sup> The CCBF is allocated to provinces, territories and First Nations on a per-capita basis, but provides a base funding amount – equal to 0.75% of total annual funding – to Prince Edward Island and each territory.
- <sup>2</sup> Highways are also eligible under the Canada Community-Building Fund – but are not listed in the table above because highways are provincially owned and maintained in Ontario.
- <sup>3</sup> All subsequent references to communities, municipalities and local governments in this report are exclusive of the City of Toronto unless otherwise noted.
- <sup>4</sup> Including scheduled funding of \$19.40 billion, top-up funding of \$4.40 billion, and a transfer of unused funding from legacy infrastructure programs totaling \$0.03 billion.
- <sup>5</sup> The \$8.9 billion transferred between 2014 and 2022 includes scheduled funding of \$7.21 billion, top-up funding of \$1.64 billion, and a transfer of unused funding from legacy infrastructure programs totaling \$0.01 billion.
- <sup>6</sup> The *Administrative Agreement* came into effect in 2014 and expires in 2023.
- <sup>7</sup> The \$7.03 billion distributed between 2014 and 2022 includes scheduled funding of \$5.72 billion, top-up funding of \$1.30 billion, and a transfer of unused funding from legacy infrastructure programs totaling \$0.01 billion.
- <sup>8</sup> Financial information shown on this page was compiled from annual reports submitted to AMO by municipal staff. All communities had submitted an annual report to AMO by the time of compilation (August 19, 2021).
- <sup>9</sup> Municipal capital investment was an estimated \$9.1 billion in 2022. This figure includes both reported values – i.e., municipal capital investment reported by the 156 municipalities that had submitted 2022's Financial Information Return (FIR) at the time of compilation (August 1, 2023) – and imputed values. Values were imputed for each municipality where necessary using the municipal capital investment reported on the latest FIR (2021's FIR for 271 municipalities, 2020's FIR for 12 municipalities, and 2019's FIR for four municipalities).  
  
The resulting figure, \$9.1 billion, may be a slight underestimate. FIR data indicates that municipal capital investment has generally increased each year. The figure is nevertheless in line with historic growth patterns.  
  
Municipal capital investment is calculated by summing additions and betterments to tangible capital assets (schedule 51A, line 9910, column 3) and construction in progress (schedule 51C, line 9910, column 2), then subtracting contributed capital assets (schedule 53, line 1031, column 1), and capitalized construction in progress (schedule 51C, line 9910, column 3). See Ontario's [FIR website](#) for more information.
- <sup>10</sup> This includes 1,637 projects worth \$7.5 billion that received CCBF funding in 2022 and 513 projects worth \$6.6 billion that received CCBF funding prior to 2022 and are ongoing – but that did not receive CCBF funding in 2022.
- <sup>11</sup> This number notably does not include investments made by the City of Toronto – which has historically invested the entirety of its CCBF allocation in public transit through the Toronto Transit Commission – or Local Roads Boards receiving funds through the Government of Ontario. Taking these recipients into account would increase the share of Ontario's CCBF funding dedicated to transportation infrastructure.
- <sup>12</sup> According to the FAO's [review of Ontario's municipal infrastructure](#).
- <sup>13</sup> See Statistics Canada's [table 18-10-0266-01](#) (Industrial product price index, by product, monthly), using NAPCS code [262](#) ("asphalt (except natural) and asphalt products") and [26211](#) ("asphalt (except natural) and asphalt products").
- <sup>14</sup> 362 projects were reported under the local roads and bridges category, began in 2022, and ended financing in 2022. These projects had a median total cost of \$338,476 – up from \$203,823 from the year before. This is atypical; year-to-year changes previously maxed out at 11% to 12% (in 2017 and 2018, respectively). But note that these projects include investments in local roads, bridges, culverts, and active transportation routes – and may also include costs related to the installation of sewers, lighting, and ancillary infrastructure.
- <sup>15</sup> See Statistics Canada's [table 18-10-0135-01](#) (Building construction price indexes, by type of building).
- <sup>16</sup> Under the terms and conditions of the *Administrative Agreement*, the municipal sector is required to invest the CCBF incrementally (i.e., as a complement to – rather than as a replacement or displacement of – other sources of funding" for local infrastructure). Average annual municipal infrastructure investment over the life of the *Administrative Agreement* (i.e., 2014-2023) is compared to average annual municipal infrastructure investment over the five-year period preceding the establishment of the Fund (i.e., 2000-2004) to confirm that the sector is meeting this requirement. The growth in average annual municipal infrastructure investment suggests that it is.
- <sup>17</sup> By the FAO in its [review of Ontario's municipal infrastructure](#).
- <sup>18</sup> Municipalities additionally reported 38 capacity-building projects that ended work in 2022. AMO does not currently require municipalities to report outputs or outcomes resulting from capacity-building projects.
- <sup>19</sup> Total CCBF investment is shown to the end of December 31, 2021 – but financing is ongoing for 71 of the 827 infrastructure projects that completed construction in 2022.
- <sup>20</sup> Quantitative results were not available for three of the 827 infrastructure projects that completed construction in 2022.
- <sup>21</sup> Financial information shown on this page was compiled from annual reports submitted to AMO by municipal staff. All communities had submitted an annual report to AMO by the time of compilation (August 17, 2023).



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