

Association of Municipalities of Ontario 2013 Gas Tax Annual Expenditure Report Part One

Transfer of Federal Gas Tax Revenues Under the New Deal for Cities and Communities

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Letter from AMO President

The federal Gas Tax Fund was launched in 2005 to help Canadian municipalities address their infrastructure needs. Nine years later, the Fund continues to be the largest permanent, predictable and stable source of funding for municipal infrastructure in Ontario. Investment over the past nine years has led to smoother, safer drives, less waste sent to landfill, increased transit service, cleaner drinking water and many more positive outcomes that make our communities fantastic places to live and work.

In 2013, Ontario municipalities invested \$517 million from the Fund into local priority infrastructure projects. This report tells the story of exactly how those federal dollars have improved quality of life.

In Ontario AMO distributes the Gas Tax Fund to all municipalities, except the City of Toronto, on a per capita basis, without the need to fill out an application form. This unique arrangement means that municipalities know how much funding they will receive ahead of time so they can efficiently and effectively plan and budget over the long-term. This is what makes many of the projects featured in this report possible.

As we reflect on the progress made over the past nine years, we embark on a new 10-year Agreement to administer the Fund in Ontario. AMO spent a good portion of 2013 and 2014 negotiating a new Gas Tax Agreement with the Governments of Canada, Ontario and the City of Toronto. The Agreement was signed and delivered this past summer and I'm proud to say that our negotiations resulted in a Gas Tax Fund that is stronger and even more flexible than it was before. Visit AMO's website¹ for more details about how the new Gas Tax Agreement will benefit your municipality.

Over the past nine years, our unique federal-municipal relationship has led to an investment of almost \$3.2 billion of federal Gas Tax funding in 5,400 infrastructure projects worth \$9.1 billion. Our communities, and in turn our province and our country, are better places to live, work and do business than they were nine years ago. Local infrastructure is the foundation of our national economy and the federal Gas Tax Fund is helping to drive our communities and our country forward.

Gary McNamara, AMO President

¹ www.amo.on.ca

Transmittal Letter

September 30, 2014

AMO is pleased to provide the Annual Expenditure Report and Audit regarding the transfer of the federal Gas Tax Fund for the period January 1, 2013 to December 1, 2013. This report fulfills the commitment that Ontario municipalities made to the Government of Canada and the Province of Ontario through the Ontario Agreement for the Transfer of Federal Gas Tax Revenues under the New Deal for Cities and Communities.

In 2013, Ontario's municipalities invested \$517 million from the federal Gas Tax Fund in local infrastructure worth more than \$4.7 billion. Investments were made in all project categories, with road and bridge projects leading the way.

The unique way the Fund is administered in Ontario enables municipalities to identify priority infrastructure projects and invest exactly where it is needed the most. In many Ontario municipalities, funding continues to be used to improve local roads and bridges. No matter what the local need, municipalities appreciate the flexibility of the federal Gas Tax Fund.

This report is presented in two parts. Part I provides a general overview of AMO's administration of the Fund in Ontario and total investments made by Ontario's municipalities. Part II provides compliance and financial audit statements, as well as details about every project in Ontario that benefited from the federal Gas Tax Fund in 2013.

Ontario municipalities' use of the federal Gas Tax Fund is an excellent example of what we can achieve when we work together. Predictable federal funding coupled with local decision making has helped communities prosper, right across the province.

Sincerely,

Gary McNamara

Pat Vanini, Executive Director

Introduction to Reports

This Annual Report constitutes AMO's required reporting commitments for 2013 under the Transfer of Federal Gas Tax Revenues in the New Deal for Cities and Communities². Part I of this report provides a summary of how funding is being spent, its benefits to Ontario municipalities, and AMO's success in administering the program. Part II provides detailed compliance and financial audit statements and a summary of every project ongoing in 2013.

AMO will distribute Part I of the report to all municipalities. Given its size and the limited demand for distribution, Part II is not printed. Both are available electronically on the AMO website³ and the Gas Tax at Work⁴ website.

About the Federal Gas Tax Fund

The federal Gas Tax Fund (GTF) provides municipalities with long-term, stable and predictable funding for local infrastructure. Funding helps address an Ontario-wide infrastructure deficit and can be invested in projects that achieve the program's goals, or in projects that contribute to long-term sustainability. Investing the Fund improves quality of life in communities and helps create jobs and economic growth.

Eligible project categories in 2013 included public transit, water, wastewater, solid waste, community energy systems, capacity building and local roads and bridges where sustainability outcomes can be demonstrated.

The GTF currently transfers \$2 billion per year in federal funding to Canadian municipalities and commits, in total, \$13 billion over the nine-year period between 2005 and 2014. The Fund is a permanent annual source of infrastructure funding for municipalities.

The Ontario Agreement

The flexibility of the Gas Tax Fund allows each province and territory to have its own agreement with the federal government. Under the Ontario Agreement (the Agreement), the provincial allocation for municipalities flows directly, on a per capita basis, without the need to fill out an application form. Allocations are distributed in two annual installments, which typically occur in July and November.

AMO administers Gas Tax Fund payments for all of Ontario's municipalities, except the City of Toronto which receives its funds directly from the federal government. The Province of Ontario administers the portion of the funding allocated to unincorporated areas but has no role in the delivery of funding administered by AMO. This arrangement is unique to Ontario. It recognizes municipalities as a duly elected, mature and accountable order of government.

² Consistent with the terms of the Agreement, AMO does not provide comment on the compliance of the City of Toronto. The City of Toronto completes its own reporting requirements.

³ www.amo.on.ca

⁴ www.gastaxatwork.ca

The federal Gas Tax Fund in Ontario is upfront, predictable and stable. Funding allocations are known in advance, which allows municipal councils to identify local needs, fund priority projects and plan for the future. Municipalities may use funds:

- Towards the full cost of a project;
- To support a project that benefits from other funding sources;
- To bank revenue, for future projects;
- To finance long-term debt for eligible projects, and;
- To accrue interest on revenue which can then be applied towards eligible infrastructure projects.

In total, Ontario municipalities will receive \$4.9 billion over a nine-year period (2005-2014). Of this total, AMO facilitates the distribution of approximately \$3.8 billion. The annual allocation that each municipality receives is contained in Part II of this report which is available on the AMO website⁵.

In 2014, the federal government, the Province of Ontario, AMO and the City of Toronto signed a new Gas Tax Fund Agreement that will govern the flow of funds for the next 10 years. More information is available on page 16.

2013 Oversight Committee

Pat Vanini, Executive Director, Association of Municipalities of Ontario

Monika Turner, Director of Policy, Association of Municipalities of Ontario

Janet Mason, Assistant Deputy Minister, Local Government and Planning Policy Division, Ontario Ministry of Municipal Affairs and Housing (Observer)

Diane McArthur-Rodgers, Director (Acting), Intergovernmental Relations and Partnerships Branch, Ontario Ministry of Municipal Affairs and Housing (Observer)

Josie La Vita, Director, Financial Planning, City of Toronto

Lynda Taschereau, Executive Director, Strategic and Corporate Police, City of Toronto (Co-Chair)

Natasha Rascanin, Assistant Deputy Minister, Program Operations Branch, Infrastructure Canada (Co-Chair)

Deryck Trehearne, Director General – North/Atlantic/Ontario, Program Operations Branch, Infrastructure Canada

⁵ www.amo.on.ca

Compliance

A compliance audit for the year ended December 31, 2013, completed by Grant Thornton LLP, confirms that AMO has fulfilled the terms set out in the Agreement for the Transfer of Federal Gas Tax revenues under The New Deal for Cities and Communities. Details are available in Part Two of this report which is available on the AMO website.⁶

⁶ www.amo.on.ca

The federal Gas Tax Fund

Overview of 2013 Investments

At the time of printing, 99 per cent of municipalities completed online reporting to AMO. In 2013, Ontario municipalities invested \$517 million from the Fund. Since the Fund's launch in 2005, Ontario municipalities have invested almost \$3.2 billion of federal Gas Tax funding in 5,400 infrastructure projects, worth a total of \$9.1 billion.

It's no secret that Ontario's infrastructure is under pressure. Much of it was built more than 50 years ago and needs to be replaced or upgraded. New infrastructure must be built to respond to growing populations and community needs.

According to the joint Provincial-Municipal Fiscal Service Delivery Review⁷, municipalities in Ontario face an infrastructure gap of more than \$60 billion over ten years, with roads and bridges making up almost half of this amount (Figure 1). All municipalities experience this pressure, but it is most prominent in communities with a lot of assets but declining population and tax revenue. In recent years, each order of government has made significant investments in local infrastructure, however, the challenge still exists.

Municipal infrastructure is the first building block for a strong national economy. Rehabilitating, maintaining and building local infrastructure leads to short-term job creation and long-term economic prosperity. Local roads and bridges are the first and last kilometers that connect producers to consumers, public transit gets people to work, while water, wastewater and solid waste systems provide the foundations of productivity.

In addition to this infrastructure, municipalities also provide important services by providing arenas, libraries and recreation facilities which improve people's quality of life. These assets are also tools for economic development because they make communities more attractive places to live, work and invest. In addition, social infrastructure such as housing provides the stability that people need to participate in the economy.

Municipalities own more infrastructure than any other order of government yet they receive only 9 cents out of every tax dollar currently collected⁸. It is essential that local, provincial and federal governments work together to build municipal infrastructure that in turn builds a strong and sustainable Canadian economy.

The federal Gas Tax Fund has played a crucial role in fighting Ontario's infrastructure deficit. It remains the largest permanent and stable source of funding for municipal infrastructure. A majority of federal Gas Tax funds invested have been put toward maintaining critical local roads and bridges. This category of infrastructure is present in virtually every Ontario municipality and has the most need for investment. In 2013, roads and bridges received 59 per cent of total

⁷ The Provincial-Municipal Fiscal Service Delivery Review (PMFSDR) was conducted in 2008. More information is available at www.amo.on.ca

⁸ Financial Management Services, Statistics Canada

federal Gas Tax Fund spending by Ontario municipalities. Cumulatively, it accounts for 55 per cent of total spending.

Flexibility is a key strength of the federal Gas Tax Fund, allowing it to meet the diverse needs of municipalities throughout the province. The infrastructure need is broad and deep due to differences in asset conditions, geography and population. Federal Gas Tax Fund expenditures reflect this reality.

As part of their annual reporting process, municipalities provide the total project cost for Gas Tax funded projects. Due to the size of the Gas Tax investment, it is not surprising that road and bridge and public transit projects have the largest values among the seven eligible categories.

This information is updated on an annual basis and allows AMO to calculate the funding leveraged in each category. For every \$1 of federal Gas Tax funds used since 2005, municipalities have invested an additional \$1.89 from all other sources (Figure 4). This amount varies from category to category with public transit, wastewater, and community energy leading the way. The amount leveraged has decreased over time as municipalities are investing more federal Gas Tax Funds into longer-term projects.

Figure 1: Ten Year Infrastructure Gap in Ontario Municipalities

- \$1 billion gap in solid waste
- \$6.8 billion gap in stormwater
- \$10.7 billion gap in transit
- \$12.6 billion gap in water and wastewater
- \$28 billion gap in local roads and bridges

Figure 2: 2013 Gas Tax Fund Investments by Eligible Project Category

- \$4.64 million invested in capacity building projects
- \$16.79 million invested in community energy systems
- \$23.08 million invested in wastewater infrastructure
- \$25.98 million invested in water infrastructure
- \$46.85 million invested in solid waste infrastructure
- \$96.82 million invested in public transit projects
- \$303.23 million invested in local road and bridge infrastructure

Figure 3: 2013 Total Project Costs

- Total capacity building project costs of \$32 million
- Total water project costs of \$205 million
- Total wastewater project costs of \$390 million
- Total solid waste project costs of \$428 million
- Total community energy systems project costs of \$483 million
- Total public transit project costs of \$1,101,000 million
- Total local road and bridge project costs of \$1,782,000 million

Figure 4: Spending Leveraged from 2005 – 2013

For every \$1 in Gas Tax Funds:

- \$1.16 was invested into capacity building projects
- \$1.35 was invested into local roads and bridges
- \$1.57 was invested into solid waste infrastructure
- \$2.12 was invested into water projects
- \$2.47 was invested into public transit projects

\$3.39 was invested into wastewater infrastructure

\$4.25 was invested into community energy systems

In total, for every \$1 in Gas Tax Funds, \$1.89 was invested into local infrastructure

Outcomes Report

As per the national performance framework developed by Infrastructure Canada, municipalities report on core indicators that have a direct impact on the national environmental objectives of cleaner air, cleaner water and reduced greenhouse gas emissions. Municipal reporting occurs on a project by project basis.

AMO released its inaugural outcomes report on September 30, 2009, as required by the Agreement, which included projects that had been completed at the end of 2008. Outcomes for projects completed since then have been included in subsequent Annual Expenditure Reports, with 2013 data in the Appendix.

Ontario municipalities continue to be leaders in this field and will demonstrate that a flexible source of funding can be directed to local priority projects in order to achieve federal goals. AMO will continue to report on outcomes annually to show the ongoing benefits of our joint investments in municipal infrastructure.

Since the Fund was launched in 2005, almost 4,400 completed Gas Tax projects have resulted in:

- Improvements to over 7,200 km of road and 415 rehabilitated or replaced bridges and culverts.
- The purchase of 333 new conventional transit buses.
- 318 km of new, improved or rehabilitated bike lanes, trails and sidewalks.
- Diversion of over 156,000 tonnes of waste from Ontario landfills.
- 215,000 metres of new and rehabilitated water, storm and wastewater pipes.
- Expansion of composting programs to 610,400 more households.
- A decrease in Ontario's annual energy demand by almost 19.2 million kilowatt hours – enough to power 1,840 average Ontario homes for a full year.

Audit Requirements

AMO's Compliance Audit reflects the Association's own compliance with the terms and conditions of the Agreement as of December 31, 2013. As per the terms of the Agreement, this was submitted to the Government of Canada in Part Two of this report.

Municipal Recipient Audit Requirements

Municipalities that spend Gas Tax funds must submit an annual audit statement prepared by the municipality's auditor in accordance with section 5815 of the Canadian Institute of Chartered Accountants Handbook – Special Reports - Audit Reports on Compliance With Agreements, Statutes and Regulations, providing assurance that the terms have been adhered to and funds received by the municipality have been spent in accordance with the Municipal Funding Agreement (MFA).

Municipalities that spend no Gas Tax funds in a reporting year are eligible to submit a Treasurer's Certificate rather than undergoing a costly audit. In 2013, 54 municipalities were allowed to take advantage of this provision. This will free up approximately \$81,000 for more investments in local infrastructure projects. More than half of these municipalities have a population of less than 2,000. This option is flexible and cost effective while ensuring that risks are managed. At the time of printing, 97 per cent⁹ of municipalities have submitted the annual audit statement or Treasurer's Certificate as required by the MFAs.

None of the municipal annual audit statements have identified material non-compliance to the MFA. This marks the ninth consecutive year of fully compliant audits by municipal governments, demonstrating the accountability of municipalities and the effectiveness of AMO's program delivery.

Eligible Recipient Requirements

Capital Investment Plan

Municipalities completed reporting on this requirement of the Municipal Funding Agreement in 2010 and the results were included in AMO's 2010 Annual Expenditure Report. In 2013 municipalities continued to work on capital investment planning by improving their asset management strategies. Municipalities in Ontario are focused on the creation of detailed asset management plans which will now be required in order to seek provincial funding for infrastructure.

The requirement to improve asset management practices is also included in the new federal Gas Tax Fund Agreement. In anticipation of this, AMO required each municipality to fill out an asset management questionnaire as part of their Gas Tax reporting requirements. The questionnaire was designed to assess progress to date and establish a benchmark that could be used for comparison over the duration of the new Agreement.

⁹ AMO is working with the outstanding municipalities to obtain the required information. All impacted municipalities will have their first installment for 2014 withheld as per section 12.1a of the MFA until the Annual Audit Statement or Treasurer's Certificate is received.

The questionnaire showed that all municipalities had either completed or were in the middle of completing their plans in order to meet provincial requirements. Most plans cover a 5-20 year period with almost half being longer than ten years (refer to Figure 5).

Municipalities in Ontario own different types of assets depending on geography, governance structure and local needs. For example there is often a division of services between upper, lower and single tier governments with each having unique roles and responsibilities. Moreover, service delivery and asset ownership is arranged differently in different parts of the province.

Asset management plans reflect these local conditions; most include key assets such as roads and bridges, water, wastewater, public works, general government assets (i.e. town halls) and municipal fleets. These are assets owned by all types of municipalities. Roads and bridges are important as they are the largest asset class owned by municipal governments in Ontario. Many municipalities that own additional infrastructure have also included them in their plans. This additional infrastructure can include assets such as recreation, culture protection services, solid waste and social housing (refer to Figure 6).

Underlying the plans are policies, procedures and technological frameworks that support local decision making. A majority of municipalities have implemented financial and asset management software systems while leaders have adopted best practices such as using data analytics for maintenance.

While significant progress has been made, many could benefit from additional resources and training that can expand staff capacity, reduce the need for external consultants and further help embed asset management within municipal operations. The questionnaire identified that gaps exist with respect to condition assessments, budgeting for lifecycle costing, performance measurement, risk management, updating procurement processes and integrating asset management plans with existing planning documents (i.e. strategic and official plans). AMO, in partnership with other municipal associations, has identified the need for councillor and staff training and capacity building which can help to continue this important work.

Successful asset management strategies also leverage soft skills such as leadership, communications and collaboration. About a third of municipalities have established an infrastructure or project based working group that cut across all functional areas (finance, public works, etc.). Most municipalities have also established regular updates to council on the status and progress of plan implementation. Almost half have identified that they have partnered with other municipalities on infrastructure projects and some have extended asset management practices and policies to their agencies, boards and commissions.

Since 2005, the GTF has supported asset management by funding a wide range of projects such as condition assessments, modelling and accounting software upgrades, master plans, and even technology to monitor assets in real time. Throughout 2013, municipalities were made aware that they could continue to leverage federal Gas Tax Funds to improve asset management.

Figure 5

Length of Asset Management Plans

Three per cent of asset management plans are 0 to 5 years in length

53 per cent of asset management plans are 5 to 10 years in length

23 per cent of asset management plans are 10 to 20 years in length

Nine per cent of asset management plans are 20 to 50 years in length
13 per cent of asset management plans are more than 50 years in length

Figure 6

Assets included in Municipal Asset Management Plans

- Roads and bridges are included in 100 per cent of plans
- Public works is included in 56.9 per cent of plans
- Fleet is included in 52.7 per cent of plans
- General government is included in 52.7 per cent of plans
- Recreation is included in 44.5 per cent of plans
- Water is included in 38.9 per cent of plans
- Protection services is included in 38.2 per cent of plans
- Culture is included in 36.1 per cent of plans
- Stormwater is included in 31.2 per cent of plans
- Wastewater is included in 31.2 per cent of plans
- Parks and trails are included in 31 per cent of plans
- Communications are included in 13.1 per cent of plans
- Solid waste is included in 11.7 per cent of plans
- Social housing is included in 8.4 per cent of plans
- Public transit is included in 5.6 per cent of plans
- Energy is included in 5.4 per cent of plans
- Airports are included in 5.4 per cent of plans
- Long-term care is included in 1.4 per cent of plans

Integrated Community Sustainability Plan

Under the Gas Tax Fund, municipalities must complete an Integrated Community Sustainability Plan (ICSP). The ICSP must demonstrate a coordinated approach to sustainability in terms of social, cultural, environmental and economic objectives through co-operation with municipal partners and the community as a whole. Under the specific provisions of the Agreement, municipalities that have an Official Plan (OP) are deemed to have met this requirement.

Municipalities completed reporting on this requirement of the Municipal Funding Agreement in 2010 and the results were included in AMO's 2010 Annual Expenditure Report. In 2013 municipalities focused increasingly on corporate initiatives such as asset management planning. By improving asset management, municipalities will create the foundations for healthy, sustainable communities.

Evaluation

As required by the Agreement, an AMO-Canada joint-evaluation and a national evaluation on the administration and delivery of the Gas Tax Fund were completed in 2009. Both reported positive results.

The results continue to help inform AMO and other signatories to the Agreement on potential improvements to program delivery.

2013 Federal Budget: Setting the stage

AMO welcomed the 2013 Federal Budget's focus on investing in infrastructure to grow the economy and build strong, prosperous communities. Through the Budget, the federal government committed to improving the Gas Tax Fund by adding new project categories for municipalities to invest in.

The Government also committed to indexing the Fund nationally, at two per cent per year in \$100 million increments so that allocations will grow over time to help keep pace with inflation and the rising cost of construction. This indexation formula will benefit municipalities in 2016 and 2018.

The Gas Tax Fund is now legislated as a permanent annual transfer for municipal infrastructure. The Budget set the stage for a new federal Gas Tax Fund Agreement that will take the Fund beyond 2014.

“As owners of more infrastructure than any other level of government, Ontario municipalities need long-term, sustainable funding to invest in local priority project. I'm anxious to work with the federal government to move these commitments forward and to get shovels in the ground.” Quote from Russ Powers, AMO past President

The new Agreement

In September 2013, the Honourable Denis Lebel, Minister of Infrastructure, Communities and Intergovernmental Affairs launched discussions on a new federal Gas Tax Fund Agreement.

Through the rest of 2013 and into 2014, Infrastructure Canada, the Province of Ontario, AMO and the City of Toronto worked on a new Gas Tax Fund Agreement for Ontario. The Agreement was finalized in July 2014.

The new Agreement builds on the Fund's strengths with changes that will benefit Ontario's communities. These changes include the budget announcements of 10 new project categories and partial indexation, as well as: A permanent federal Gas Tax Fund; More flexibility; Streamlined administration, and; Communications Initiatives

Communications is recognized as a key component of a successful revenue sharing agreement between municipalities and the federal government. As prior approval is not necessary for Gas Tax projects, municipalities take the lead on communicating the local benefits of the federal Gas Tax Fund.

The communications protocol is supported by Infrastructure Canada which creates media products and ensures federal representation at media events. AMO promotes communications and acts as a liaison to co-ordinate and facilitate this work. AMO also promotes the Fund at the provincial level.

Municipalities, AMO and Infrastructure Canada routinely work together to ensure the Fund remains accountable and transparent and that Canadians are aware of its positive impact in their communities. For example, an AMO/Infrastructure Canada staff working group meets weekly to share information and assess potential communications opportunities.

A total of 22 local events and/or news releases were held throughout Ontario in 2012. In addition, AMO issued three news releases to announce Gas Tax Award Winners.

Leveraging the federal Gas Tax Fund and building capacity through investments

The new Agreement also provides AMO with the opportunity to provide additional administrative services to municipalities that can increase the impact of the federal Gas Tax Fund in our communities. Work in 2013 continued on a new initiative that gives municipalities the option to automatically direct their Gas Tax payments into the One Investment Program if they so choose.

The One Investment Program is jointly operated by Local Authority Services (LAS), an affiliate of AMO, and CHUMS, a subsidiary of the Municipal Finance Officers Association of Ontario (MFOA). It provides a pooled investment initiative that allows municipalities and their agencies, boards and commissions, to jointly invest funds in investment portfolios that are managed by professional portfolio managers. The pooling of funds and professional management is designed to reduce investment risk and enhance investment returns based on municipal needs. The Program has been offered for over 20 years.

This initiative will reduce the barriers that prevent municipalities from generating more dollars for infrastructure. Specifically the investment initiative is fully compliant with relevant agreements and legislation and results in less administration, reduced risk, and an opportunity for increased investment returns. Under the initiative, investments would be voluntary and would be tracked within the AMO Gas Tax Online Reporting system to provide accountability and transparency.

The initiative also builds local capacity by promoting and increasing knowledge on cash flow management, investments and capital financing strategies. Financial planning is a critical part of asset management because it allows a municipality to budget and plan for future asset rehabilitations and replacements. Investments, as part of this financial plan, can increase the amount of funds available for these infrastructure needs.

In 2013 AMO developed program and administrative design, including back end processing and systems upgrades to monitor and track investments and returns. Work completed also included legal due diligence, portfolio design, policies and procedures, and marketing.

Any gas tax investment would be invested in a mix of the three fixed income investment vehicles offered by the One Program. All investment options were developed by LAS/CHUMS' portfolio manager and independently reviewed by the One Program's Chartered Financial Analyst (CFA). For example, for a one-year investment, a majority will be in the One Investment Program's Money Market Portfolio which is optimal for short-term investments.

The proposed 2014 investment mix is:

Investment Duration	Money Market	Short-term bonds	Corporate Bonds
12 months	80 per cent	10 per cent	10 per cent
24 months	45 per cent	30 per cent	25 per cent
36 months	10 per cent	50 per cent	40 per cent
48 months	5 per cent	35 per cent	60 per cent
60 months	0 per cent	20 per cent	80 per cent

Investment options have been communicated to municipalities through a micro-website that features information as well as two short animations that outline the opportunity. In addition, presentations on the initiative have been made at various conferences and info sessions including the MFOA Conference and at LAS/MFOA investment sessions. Finally, three direct mailings were sent to Ontario treasurers and other senior staff highlighting the option.

Municipalities will be opting in to the new initiative over the course of 2014 with investments possible at the time of Gas Tax payments (typically July and November). Municipal sector expertise combined with the flexibility of the federal Gas Tax Fund will mean more for municipal infrastructure.

Communications

Communications is an important part of the Agreement with the Government of Canada. Sharing information with the public demonstrates transparency and accountability and it also showcases exactly how the Fund is benefiting communities across Ontario. AMO and Ontario's municipalities worked with the federal government throughout 2013 to share the Gas Tax Fund's positive impact on people and places.

In Ontario, municipalities take the lead on communications initiatives since they can invest the Fund into local infrastructure without prior approval. Infrastructure Canada writes news releases and other media products and ensures federal representation at local media events. AMO participates in the process by coordinating province-wide initiatives, promoting local communications activities and acting as a liaison between municipalities and Infrastructure Canada.

In February 2013, AMO and Infrastructure Canada staff worked together to develop a communications strategy for the year. The strategy set out a goal of achieving measurable communications outcomes, and identified ways to track progress such as targeted media coverage and web analytics. The strategy also emphasized the use of social media friendly products such as info graphics, photography and video that can be shared through existing channels. This work will continue concurrently with the traditional communications efforts noted above.

In 2014, AMO and Infrastructure Canada will continue to work together to share information about Gas Tax funded projects and target communications opportunities. The new Agreement also provides an opportunity for the federal government and AMO to establish a joint approach by the end of 2014 to guide communications efforts for the next ten years. To be reviewed annually, the approach will set out key communications goals and objectives.

In 2013, Ontario municipalities issued 17 news releases related to the federal Gas Tax Fund

March 8, City of London – improvements to local roads and bridges
March 22, City of Brockville, rooftop solar panel project
March 27, Halton Region, improvements to road, water and wastewater infrastructure
April 12, Municipality of Leamington, improvements to Erie/Oak intersection
May 9, Town of Richmond Hill, several 2013 Gas Tax funded projects
May 24, Township of Adjala Tosorontio, road improvements in Glencairn
June 8, Town of Ajax, grand opening of the Audley Recreation Centre
July 4, Township of Springwater, improvements to local roads
August 2, City of Kingston, improvements to John Counter Blvd.
August 23, Town of Halton Hills, Rehabilitation of 27 Side Road Bridge
September 4, City of Kitchener, improvements to Highland Road
September 19, Town of Hawkesbury, improvements to Tupper and Spencer Streets
November 14, Waterloo Region, improvements to Victoria Street Bridge
November 22, Township of Russell, celebrating the Town's use of the Fund
November 22, Grey County – Rehabilitation of Culvert 21, historic railway arch
November 29, The Nation Municipality – celebrating the municipality's use of the Fund

December 16, Peel Region – Opening of the TransHelp Garage

Municipal Outreach

As Fund administrator, AMO also promotes the federal Gas Tax Fund at the provincial level. AMO operates the Gas Tax at Work website, an interactive map that includes information about every Gas Tax funded project in Ontario since 2005. AMO also shares information about Gas Tax investment in Ontario and engages with stakeholders through the @GasTaxinOntario Twitter account.

In addition, AMO promotes the Fund through its own weekly e-newsletter, the AMO Watch File. This newsletter is sent to more than 7,000 subscribers which include municipal, provincial and federal officials and reporters. In 2013, 15 notices related to the Gas Tax Fund were issued through the AMO Watch File.

AMO also shares information by hosting Town Hall meetings, participating in municipal events and conferences, producing project videos and running the annual AMO Gas Tax Awards competition.

Town Hall Meetings

AMO and its affiliate LAS hosted six free Town Hall meetings in 2013 which attracted 163 people representing 91 different municipalities. Each meeting provides municipal staff and councillors with important information about AMO's programs and services, including information about the federal Gas Tax Fund. 2013 sessions focused on how municipalities can use the Fund to help drive asset management, leverage additional funding for infrastructure and address capital investment needs.

In addition to highlighting the Fund's terms and conditions, 2013 sessions focused on AMO's campaign that asked municipalities to share the benefits of the Gas Tax Fund at the local level.

Town Hall sessions were held in:
Municipality of Southwest Middlesex on March 7
Loyalist Township on March 21
Municipality of West Grey on April 4
City of Thunder Bay on April 24
Town of Parry Sound on May 8
City of Timmins on May 16

Gas Tax at Work

Gas Tax funded project in Ontario by searching the map, choosing a municipality, or simply by entering a postal code into the search bar. The site also contains basic information about the Fund and links to the @GasTaxinOntario Twitter feed.

In 2013, the website was completely refreshed and given a brand new look. The redesigned site makes it easier to highlight project photography and also features the Twitter feed right on the front page.

AMO updates the projects in Gas Tax at Work once a month based on municipal reporting.

Since its launch, the Gas Tax at Work website has drawn more than 5,800 unique visitors and 8,800¹⁰ total visits from around the world. Included in this count are public servants and elected officials from the federal government, media, and members of the general public. Also included in this count are municipal staff and councillors from across Ontario.

The Gas Tax at Work site has been linked and promoted in traditional news releases and by a number of municipalities, Members of Parliament and other stakeholders.

Social Media

AMO continues to engage with stakeholders on social media through @GasTaxinOntario, our official Gas Tax Twitter account. AMO engages with municipalities and municipal officials, federal MPs, Infrastructure Canada, stakeholders and the general public on how the Fund is at work in communities across Ontario. The account was launched in 2011 and rolled out based on a social media plan which set specific performance targets. Figure 7 shows the results of the key performance indicators in 2013 as well as cumulative results since the social media strategy was launched.

2013 Social Media Performance Indicators

Figure 7: Social Media Outcomes

Indicator: Increase in website traffic to www.gastaxatwork.ca. In 2013 there was a 43% increase over 2012. There has been a 94% increase over 2010 benchmark

Indicator: Increase awareness of the Gas Tax Fund within Ontario. Since 2013 there are 106 new Twitter followers and the Gas Tax Twitter account has been included in two new lists. Since 2010 there are 508 new Twitter followers and the Gas Tax Twitter account has been included in 21 lists.

Indicator: Engage with primary and secondary audiences. In 2013 the Gas Tax Twitter account had 225 re-tweets, mentions, replies and direct messages. Since 2010, the Gas Tax Twitter account has had 451 re-tweets, mentions, replies and direct messages.

Indicator: Engage Ontario's municipalities. In 2013 the Gas Tax Twitter account had 21 contacts with municipalities including staff, councillors, official accounts. Since 2010, the

¹⁰ From October 1, 2009 to September 29, 2014.

Gas Tax Twitter account has made 64 contacts with municipalities including staff councillors and official accounts.

Tweets from @GasTaxInOntario

@GasTaxinOntario: Today we're celebrating federal Gas Tax investment in @PeelPublicWorks accessible transit with MP @ParmGill

@GasTaxinOntario: RT @TonyClementCPC: celebrated #gastax partnership between Canada and municipalities this morning in #ParrySound with Mayor McGarvey #jobs #infrastructure

@GasTaxinOntario: MP @brownbarrie and @Mayor_Jeff celebrate Gas Tax monies for @cityofbarrie via @CTVBarrieNews #onmuni #cdnpoli

@GasTaxinOntario: WATCH: Video shows how Canada's Gas Tax Fund helped #Goderich plan for the future #cdnpoli #cdnmuni #onmuni

@GasTaxinOntario: Curbs, sidewalks, better street lighting among projects to get a boost in #Vaughan with gas tax funds via @yorkregion

@GasTaxinOntario: RT @NewsBayshore: In case you missed in, #Huron and #Bruce will be receiving millions of dollars from federal government gas tax fund

@GasTaxinOntario: RT @INFC_eng +15,000 projects have already received federal Gas Tax funds! Check out our #federalGTF spotlight for more info infc.gc.ca

@GasTaxinOntario: the federal Gas Tax Fund is hard at work in Ontario. #Onmuni can expect payments soon!

@GasTaxinOntario: Gas Tax funded Oak Ridges Community Centre in @myRichmondHill wins award for wood design. Via @DCN_Canada #onmuni

@GasTaxinOntario: @regionofdurham energy from waste will generate 17 mw of energy and reduce landfill use by 90 percent #crst13

@GasTaxinOntario: Municipalities are thankful for investments from Canada's Gas Tax Fund. Plenty of investments all throughout #onmuni <http://www.gastaxatwork.ca>

@GasTaxinOntario: Good news everyone - @Min_Lebel @INFC_eng launched Gas Tax Agreement discussions #cdnpoli #cdnmuni #onmuni

@GasTaxinOntario: Long term focus and gas tax flexibility is a great opportunity to match infra needs with funding #onmuni #MFOA

@GasTaxinOntario: Thx to @TweedOntario for the follow. So far, the Gas Tax Fund has supported your ICSP & invested in local roads and water. #Tweed #Hastings

Video

AMO produced its first live-action project video in 2013, focusing on how the federal Gas Tax Fund impacts people's daily lives. *Weathering the Storm* tells the story of how the Town of Goderich used the federal Gas Tax Fund to help plan its rebuild after it experienced a devastating tornado in 2011. The Town invested federal Gas Tax funds into a Master Plan that helped guide rebuilding efforts, which were funded by the Ontario Disaster Relief Assistance Program, private investment and donations.

Weathering the Storm was played to a large municipal audience at the 2013 AMO Annual Conference. AMO also issued a news release to promote the video, shared it through the AMO Watch File, and posted it on the main landing page of the Gas Tax program on the AMO website.

Municipal Event and Conferences

AMO Annual Conference

AMO hosted a Gas Tax Conversation Space at the 2013 AMO Annual Conference held in Ottawa. Participants were able to access the interactive Gas Tax at Work project map on two touch-screen monitors and AMO staff members were on hand to engage with delegates. The touch-screen monitors and large infographic backdrop attracted lots of attention at the busy Conference which had a total of 2,200 attendees.

The Conversation Space also facilitated conversations between municipal heads of council and federal Members of Parliament. Three MPs visited the space and spoke with their local municipal elected officials about the impact that the GTF has had in their communities.

Ontario West Municipal Conference

The AMO Gas Tax Conversation Space was also taken to the 2013 Ontario West Municipal Conference in London, Ontario. Delegates had a chance to interact with the Gas Tax at Work project map with a laptop and large screen, while AMO staff provided additional program information.

Counties, Regions and Single Tier (CRST) Symposium

Staff from Durham Region and their private sector partners led participants on a site visit of the Durham York Energy Centre. The Energy from Waste facility is an innovative project that is expected to process 140,000 tonnes of post recycled waste per year from Durham and York Regions, once complete. The project has benefited from more than \$200 million from the federal Gas Tax Fund.

Rural Ontario Municipal Association (ROMA)/

Ontario Good Roads Association (OGRA) Combined Conference

AMO past President Russ Powers delivered a keynote presentation on the main stage of the

2013 ROMA/OGRA Combined Conference to promote the benefits of the federal Gas Tax Fund in Ontario. Mr. Powers spoke about the positive impact that our direct federal-municipal partnership has in Ontario municipalities. He provided examples of successful communications initiatives completed by AMO and by individual municipalities and urged delegates to communicate the local benefits of the federal Gas Tax Fund.

Gas Tax Awards

The AMO Gas Tax Awards celebrate excellence in the use of the federal Gas Tax Fund. Winning projects improve local quality of life and contribute to a cleaner environment.

Awards were presented by AMO President Russ Powers and the Peter Braid, Parliamentary Secretary for Infrastructure and Communities and Member of Parliament for Kitchener-Waterloo on stage at the 2014 AMO Conference in London, Ontario. AMO issued a separate news release for each winner and honourable mention. The releases were promoted through social media and also distributed to local media.

Winning Projects:

- The Town of Collingwood's investment in local transit
- The City of London's Regional Materials Recovery Facility
- Durham Region's Durham-York Energy Centre (Honourable Mention)

The Town of Collingwood's investment in local transit

Category: Population 10,000 to 75,000

Collingwood invested \$1.4 million from the federal Gas Tax Fund into local transit over the past eight years and completely overhauled its system. The significant investment led to expanded service, the purchase of five new buses and ultimately, more people riding transit.

The Town has increased its ridership by 163 per cent - an additional 100,000 trips on Colltrans. The Fund's predictability helped the Town achieve these excellent results. Since the Gas Tax Fund is delivered twice a year, on a per capita basis, Collingwood staff were able to plan their investments strategically and create multi-year service plans and budgets.

Sandra Cooper, Mayor of Collingwood said "Investment the federal Gas Tax Fund into local transit has helped us overhaul our fleet resulting in a major increase in ridership. I am proud that Collingwood has been recognized with a an AMO Gas Tax Award."

Related tweets:

@SimcoeNews: Collingwood transit system wins gas tax award – simcoe.com/news

@GasTaxinOntario: Town of Collingwood wins AMO Gas Tax Award
<http://www.theenterprisebulletin.com/2014/08/20/town-of-collingwoodwins-amo-gas-tax-award>
... via @EnterpriseBulle #federalGTF

@GasTaxinOnario: RT @dalewestcouncil: @mayorsandracooper and Brian Macdonald accept AMO award for using Gas Tax Fund to improve and expand COLLTRANS

The City of London's Regional Materials Recovery Facility

Category: Population over 75,000

The state-of-the-art Regional Materials Recovery Facility diverts more than 35,000 tonnes of waste per year, reducing the amount of waste sent to landfill and greenhouse gas emissions.

The Regional Materials Recovery Facility (MRF) was originally planned to be built only for the City of London. The flexibility of the federal Gas Tax Fund allowed London to combine other funding sources to build a facility that serves the City as well as seven other municipalities in Southwestern Ontario. This means that it has an even greater environmental impact by keeping more waste out of landfill.

Joni Baechler, Mayor of London said "Our Regional Materials Recovery Facility is exceeding expectations with higher revenues than expected and lower operating costs. The facility diverts waste from landfills for London and seven other communities. We're proud to be honoured with an AMO Gas Tax Award."

Related tweets:

@CltyofLdnOnt: City of #ldnont has won the Federal Gas Tax Award for our Regional Material Recovery Facility. Take a tour: bit.ly/YvBcDj #AMO2014

@GasTaxinOntario: The first winner is @CityofLdnOnt for its Regional Materials Recovery Facility! #AMO2014

Durham Region's Durham-York Energy Centre

Honourable Mention, Category: Population over 75,000

The Durham-York Energy Centre is an innovative energy from waste facility that converts post-diversion, non-hazardous waste into energy that can be used to power local homes and businesses. Once the facility is online in fall 2014, it is expected that it will process 140,000 tonnes of waste and generate enough energy to power about 10,000 homes.

Durham Region banked their Gas Tax funding in reserves, and plan to use future allocations to pay back debt related to this large project. In total, \$213.79 million in federal Gas Tax funds will be directed toward their portion of the total project cost of about \$285 million. A majority of these funds will be used to pay back the loan needed for construction. The permanent, predictable Gas Tax Fund helped the Region plan for the future and fund an innovative project that will benefit the community for years to come. The facility was built in partnership with the Region of York and the private sector.

Roger Anderson, Chair and CEO of Durham Region said "The Durham York Energy Centre is an innovative project that will process waste into energy. I am proud that the Region has been recognized with an honourable mention at the AMO Gas Tax Awards."

Related tweets:

@Regional_Chair: Durham Region wins Gas Tax Award of Merit at AMO Conference for Durham York Energy Centre

@GasTaxinOntario: RT @INFC_eng: Congrats to all 2014 @AMOPolicy federalGas Tax Fund award recipients! Visit <http://infc.gc.ca/3e25> for more #federalGTF info #AMO2014

@GasTaxinOntario: A special thx to @peterbraid for helping us celebrate the @AMOPolicy Gas Tax Awards this week! #cdnpoli #cdmuni #onmuni #federalGTF

Project Profiles

Smoother roads in Neebing

Due to higher traffic volumes, the Municipality of Neebing invested \$500,000 in federal Gas Tax Funds to upgrade a 10 km gravel section of Sturgeon Bay Road. A new chip seal asphalt surface was placed on the section from Highway 61 to Mink Mountain Drive which leads to several subdivisions and residential properties on Lake Superior. At the same time, work was done to improve drainage by replacing a culvert and improving ditching. Upgrades will provide a smoother ride for vehicles, increase the asset lifespan and will ultimately reduce maintenance needs of the municipality.

Population (2011) 1,986
Project: Sturgeon Bay Road
Federal Gas Tax Funds Invested: \$500,000
Total Project Cost: \$862,000

Improving transportation and the local economy in Lennox & Addington

Over 9.5 km of roadways were improved by the County thanks to \$1.2 million from the federal Gas Tax Fund. Work included new asphalt surfaces and storm sewer and culvert replacements. These significant upgrades have improved roadside safety and added to the road structure's longevity. The project benefits all residents since the newly paved shoulders contribute to the County's objective to build and advance its County Trails network as an economic development and active transportation initiative.

County of Lennox & Addington
Population (2011) 41,824
Project: 2013 Paving Program
Federal Gas Tax Funds Invested: \$1,243,625.86
Total Project Cost: \$2,727,070.63

Green energy in Belleville

Investing more than \$3 million from the federal Gas Tax Fund, the City of Belleville installed over 2,000 solar panels on the rooftops of the Quinte Sports & Wellness Centre. These panels, located on the Wally Dever and Yardmen Arenas, earn the city between \$350,000 and \$400,000 a year in revenues while contributing clean energy into the provincial grid. Since coming online in 2012 the panels have generated almost 1,500,000 kilowatt hours of electricity. In total this has offset over 1,000 tonnes of carbon dioxide which is equivalent to planting over 26,000 trees.

City of Belleville
Population (2011) 49,454
Project: Quinte Sports & Wellness Centre Solar Rooftop
Federal Gas Tax Funds Invested: \$3,044,068.79
Total Project Cost: \$3,044,068.79

Historic bridge rehabilitation in Grey County

Culvert 21 is a 140 year old historic railway arch located on a recreational trail used by snowmobilers, cyclists and hikers. In 2012, the County identified that the Culvert, a tourist attraction, needed to be completely rehabilitated to maintain its historic features and ensure its safety.

Grey County's investment of more than \$150,000 from the federal Gas Tax Fund helped maintain a valuable heritage asset while ensuring that residents and visitors can continue to safely enjoy the County's natural beauty.

Grey County
Population (2011) 92,659
Project : Culvert 21 Rehabilitation
Federal Gas Tax Funds Invested: \$158,153
Total Project Cost: \$601,883

Efficient accessible transit in the Region of Peel

The Region's state-of-the-art TransHelp headquarters opened in December 2013, thanks in part to \$9.6 million from the federal Gas Tax Fund. TransHelp provides transit for customers who are not physically able to take buses. The new facility houses administrative offices and a communications dispatch centre as well as a new mechanics garage, two bus wash bays and a gas fueling station to keep service running smoothly.

Between 2006 and 2013, the number of active registrants has increased by 350 per cent while ridership has more than doubled. The garage is part of the Region's plan to respond to this growth and keep TransHelp sustainable for the long term.

Region of Peel
Population (2011) 1,296,814
Project : TransHelp Garage
Federal Gas Tax Funds Invested: \$9,600,000
Total Project Cost: \$15,600,000

Appendix: 2013 Outcomes Reporting Tables

Community Energy Systems

47 projects were completed in 2013. These projects benefited from \$15,630,855.25 of Gas Tax Funds and had total project costs of \$56,446,379.24. Their outcomes were:

- 33 projects saved 1,018,677.59 kilowatt-hours per year
- 7 projects generated 636,146.82 kilowatt-hours per year
- 15 projects saved 393,215.72 cubic metres of oil, natural gas, or propane per year
- 2 projects resulted in LEED Silver certification for a municipal building
- 1 project resulted in LEED certification for a municipal building

Solid Waste

12 projects were completed in 2013. These projects benefited from \$5,425,633.48 of Gas Tax Funds and had total project costs of \$6,215,659. Their outcomes were:

- 5 projects diverted 42,109.37 tonnes of waste
- 3 projects increased the number of households with organics collection by 431
- 2 project resulted in the collection of 37,347 cubic metres of methane
- 5 projects were required for municipalities to meet Ministry of the Environment Certificates of Approval

Water

43 projects were completed in 2013. These projects benefited from \$16,102,727.16 of Gas Tax Funds and had total project costs of \$30,306,947.31. Their outcomes were:

- 1 projects reduced the number of adverse water quality tests by 100 per cent
- 15 projects reduced water main breaks by 98.62 per cent
- 10 project increased the number of households with new water meters by 520 households
- 12 projects resulted in an improvement in drinking water (per testing under the Safe Drinking Act)
- 3 projects reduced the weighted number of days when a boil water advisory was in effect by 100 per cent
- 21 projects reduced the average age of water pipes by 28.61 years
- 21 projects led to 22,462.6 metres of new water pipes
- 2 projects led to the rehabilitation of 5,673 metres of water pipes
- 5 projects resulted in a higher level of treatment for 297,641 cubic metres of water

Wastewater

48 projects were completed in 2013. These projects benefited from \$22,403,978.85 of Gas Tax Funds and had total project costs of \$56,304,029.42. Their outcomes were:

- 2 projects reduced the number of wastewater test results that indicated discharge objectives were not met by 88.89 per cent
- 13 projects led to 1,568 more households having access to improved wastewater plants
- 3 projects reduced the number of wastewater main backups per 100 kilometres by 100 per cent
- 4 project reduced the percent of wastewater bypassing treatment by 94.44 per cent
- 11 projects reduced the average age of wastewater pipes by 42.73 years
- 5 projects upgraded treatment plants for one municipality
- 5 projects led to the separation of 2,020 metres of wastewater and stormwater pipes
- 16 projects led to 6,370 metres of new wastewater distribution pipes

- 10 projects led to the rehabilitation of 9,346 metres of wastewater distribution pipes
- 18 projects led to 9,810.2 metres of new stormwater pipes
- 3 projects led to the rehabilitation of 2,232 metres of stormwater pipes
- 2 projects led to 9,175,763 cubic metres of wastewater treated to a higher level
- 7 projects led to three municipalities with an improved sewage treatment level
- 14 projects were required for 14 municipalities to meet Ministry of the Environment Certificates of Approval

Roads

365 projects were completed in 2013. These projects benefited from \$255,978,127.92 of Gas Tax Funds and had total project costs of \$448,496,904.23. Their outcomes were:

- 344 projects led to 1,752.77 kilometers of improved roadways
- 307 projects reduced carbon dioxide emissions by 48,554,435,47 kilograms a year due to improved driving surfaces
- 6 projects reduced carbon dioxide emissions by 77,845,611.04 kilograms a year due to new turning lanes and traffic signals
- 20 projects reduced energy use by 41,569,431.67 mega-joules due to cold-in-place recycling of materials during construction
- 36 gravel road projects reduced energy use by 327,725,739.83 mega-joules due to the avoidance of hard surface paving
- 8 projects led to a 36.48 per cent improvement in fuel efficiency of municipal vehicles (litres per kilometer)
- 6 projects led to the construction of 7.82 kilometers of ditching along roadways
- 2 projects added one new municipal salt/sand storage sites
- 2 projects increase the capacity of salt/sand storage sites by 600 tonnes

Public Transit

56 projects were completed in 2013. These projects benefited from \$21,908,352.90 of Gas Tax Funds and had total project costs of \$33,151,215. Their outcomes were:

- 13 projects contributed to a 7.37 per cent increase in conventional transit ridership
- 9 projects contributed to a 2.66 per cent increase in transit passengers per revenue hour
- 3 projects contributed to a 7.72 per cent increase in transit service (revenue hours/service population)
- 3 projects reduced the average age of transit fleet by .5 years
- 1 project led to a 0.5 kilometer per hour decrease in average operating speed
- 1 projects reduced service interruptions by .47 per 1,000 service hours per year
- 4 projects added 17 new conventional fuel buses to transit fleets
- 1 projects led to .57 fewer litres of fuel used per passenger kilometer
- 5 project led to 9.78 kilometers of new bicycle lanes and trails
- 1 project led to improvements to .29 kilometers of bicycle lanes and trails
- 19 projects led to 26.96 kilometers of new sidewalks
- 13 projects led to improvements to 16.61 kilometers of sidewalks

Bridges

43 projects were completed in 2013. These projects benefited from \$23,756,473.65 of Gas Tax Funds and had total project costs of \$37,227,520.79. Their outcomes were:

- 40 projects led to the opening of 42.59 kilometers of road closures
- 38 projects led to the removal of 252.50 kilometers of detours

- 1 project reduced carbon dioxide emissions by 19,571.35 kilograms a year due to the elimination of load restrictions
- 25 projects reduced carbon dioxide emissions by 9,251,371.84 kilograms a year due to faster bridge construction methods that reduced the duration of detours, closures and restrictions