

MUNICIPAL AND PROVINCIAL AFFAIRS

CANADA COMMUNITY-BUILDING FUND OUTCOMES REPORT

April 1, 2017 – December 31, 2021



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Overview

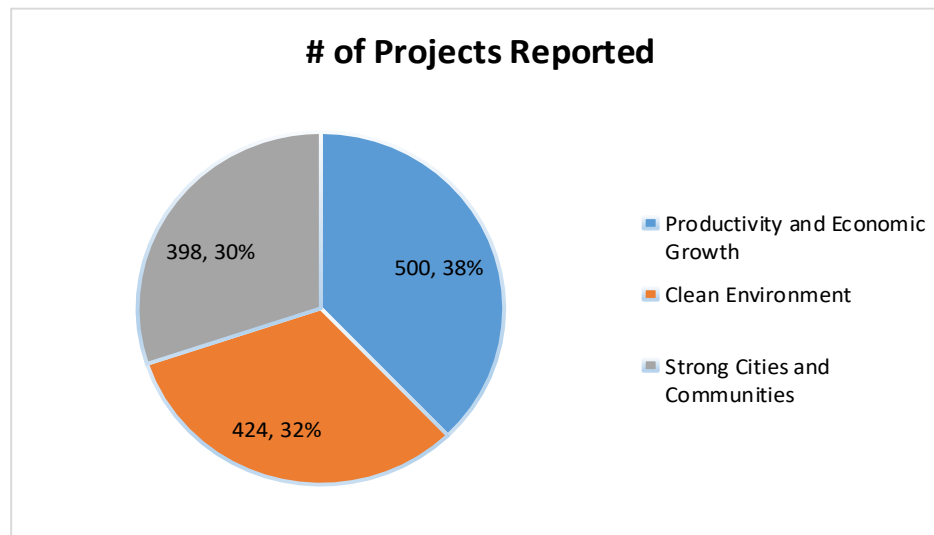
The Canada Community-Building Fund (CCBF) provides all Municipalities and Inuit Community Governments in Newfoundland and Labrador with a permanent, stable and indexed source of infrastructure funding. In July 2014, the Province signed the Canada-Newfoundland and Labrador Administrative Agreement on the Federal Gas Tax Fund.

Included in this Administrative Agreement was a requirement that by March 31, 2023, the Province would provide Canada and make available publically, an outcomes report that will report in aggregate on the degree to which investments are supporting progress in Newfoundland and Labrador towards achieving the following program benefits:

- Beneficial impacts on communities of completed eligible projects;
- Enhanced impact of Canada Community-Building Funds as a predictable source of funding, including incrementality as described in Section 4 of Annex B (Terms and Conditions); and
- Progress made on improving local government planning and asset management.

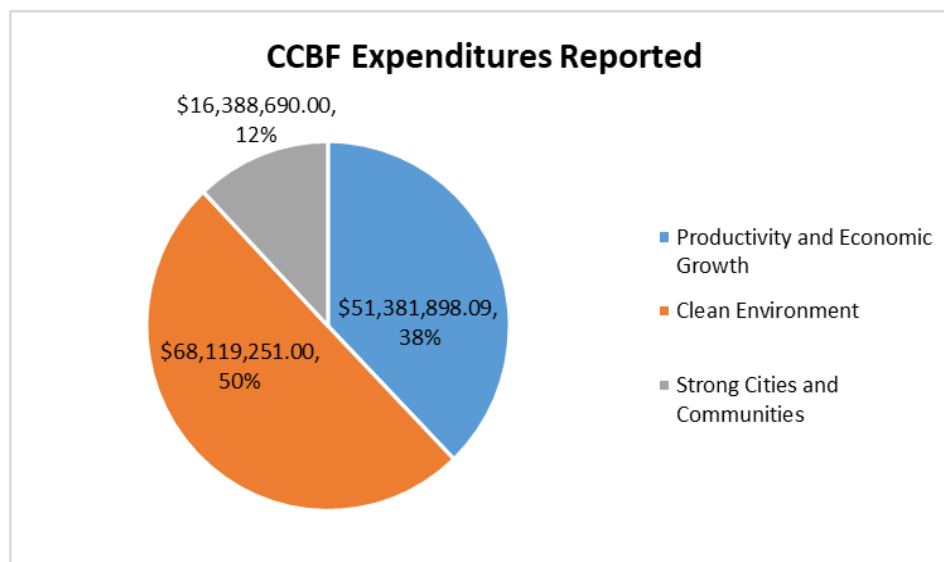
This report provides information on how the investment of the Canada Community-Building Fund in 1322 eligible projects completed between April 1, 2017 and December 31, 2021 has contributed to the national outcome objectives of productivity and economic growth, cleaner environment, and stronger cities and communities. The figure below shows the number and percentage of completed projects that supported each of the national outcome objectives.

Figure 1: Completed projects and percentage by national outcome objective



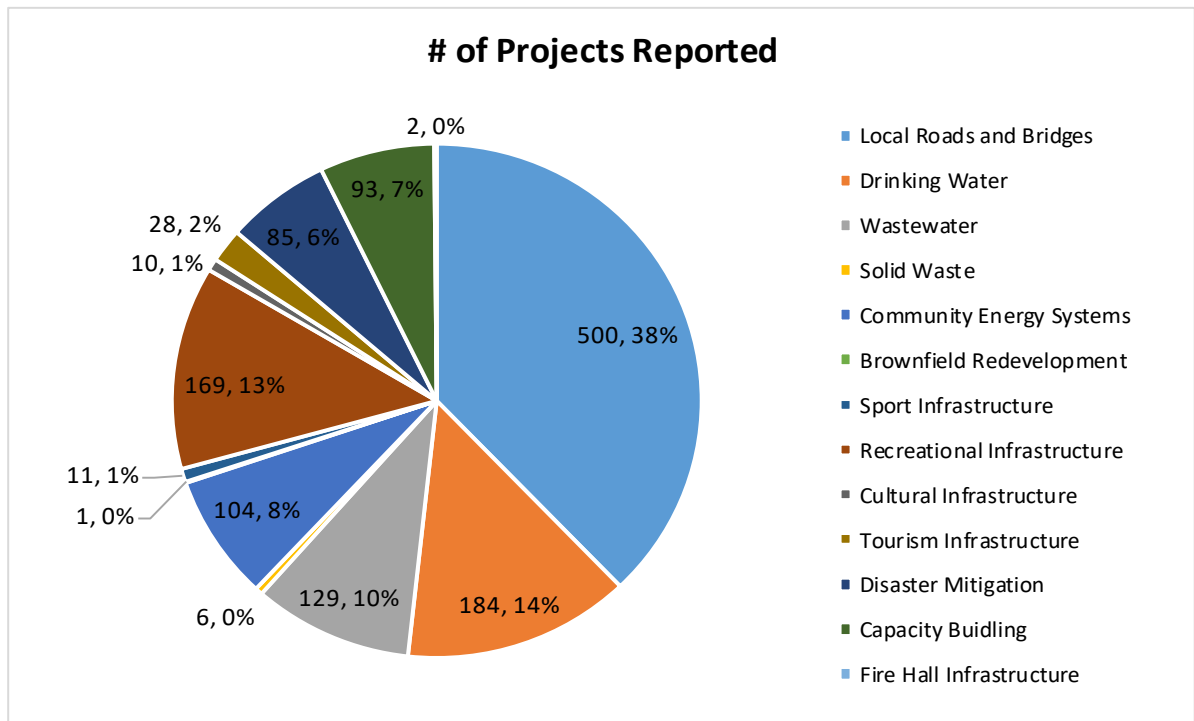
The figure below indicates the Canada Community-Building Funds spent and the percentage for each national outcome objective.

Figure 2: Canada Community-Building Fund expenditures and percentage by national outcome objective



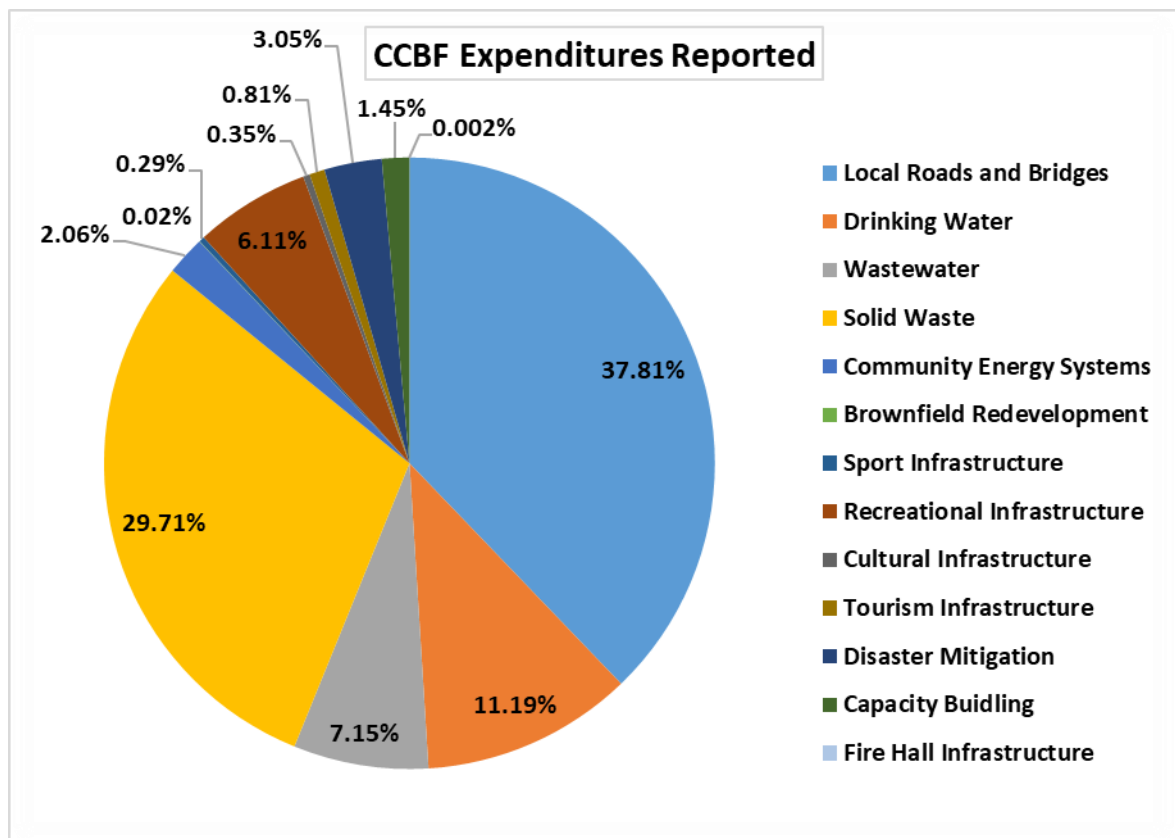
The 1322 completed projects utilized \$135,889,840 in Canada Community-Building Funds (Appendix A), and the figure below shows the number and percentage of completed projects by project category.

Figure 3: Canada Community-Building Fund projects and percentage by project category



The chart below shows the Canada Community-Building Fund percentage of expenditures for the 1322 completed projects by project category.

Figure 4: Canada Community-Building Fund Percentage of Expenditures by Project category



Executive Summary

The Canada Community-Building Fund and Eligible Recipients

The Administrative Agreement on the Federal Gas Tax Fund committed \$229.5 million in Canada Community-Building Fund revenues for the period 2019-2024. The funds received are shown in Appendix B. Canada Community-Building Funds were allocated among four categories of recipients:

- Municipal Allocations (\$158.7 million) – 271 municipalities and 5 Inuit Community Governments
- Provincial Waste Management Strategy (\$64.6 million) – Regional Service Boards or communities on behalf of regions.
- Provincial Water and Wastewater Initiative Fund (\$3.5 million) – application based for regional service boards or communities on behalf of regions.
- Government of Newfoundland and Labrador (\$2.7 million) for administrative expenses.

How Eligible Recipients Access Canada Community-Building Funds

In order to access Canada Community-Building Funds, an eligible recipient must enter into an agreement with the Province and then submit a Capital Investment Plan Application (project application) and a detailed cost estimate, supported by a resolution of Council or Board for review and approval by the CCBF Committee. The project must be selected from one of the 19 eligible categories, have eligible costs and meet one of the three national objectives.

Approach and Methodology

The outcome indicators were developed for each eligible category. See Appendix C for the entire list. This list is reviewed and revised throughout the course of the agreement, as projects are approved. The project category and quantitative outcome measure was included in the Capital Investment Plan submitted by eligible recipients and were reviewed against the Audited Annual Expenditure Reports which are received from eligible recipients.

Development of the Outcomes Report required the following:

- Indicator development, review and update;
- Indicator data measurement and reporting by recipients;
- Gathering and compilation of data;
- Compilation of municipal infrastructure funding spent by the Province and recipients;
- Tracking and monitoring the progress of capital asset management plans.

Any Canada Community-Building Funds remaining at March 31, 2014, from the first agreement (Canada-Newfoundland and Labrador Agreement on the Transfer of Federal Gas Tax Revenues) was transferred to the second agreement (Canada- Newfoundland and Labrador Administrative Agreement on the Federal Gas Tax Fund 2014-2024) and is subject to the terms and conditions of the second agreement.

Collection of Data

Information in this report was primarily assembled from eligible recipients' Capital Investment Plans and Audited Annual Expenditure Reports with the information pulled together through our Municipal Support Information System (MSIS).

This Outcomes Report will provide the Government of Canada and the general public with comprehensive and verifiable information related to the results of the beneficial impacts of its investments, the enhanced impact of Canada Community-Building Fund as a predictable source of funding, including incrementality, and the progress on capital asset management plans in Newfoundland and Labrador.

Results – Beneficial Impacts by Project Category

A total of 1324 Canada Community-Building Fund projects using \$135,889,840, in Canada Community-Building Funds were reported by recipients as completed between April 1, 2017 and December 31, 2021. This report shows that the construction, upgrade and reconstruction of sustainable municipal infrastructure had a positive impact on the national outcome objectives of productivity and economic growth, clean environment, and stronger cities and communities.

For six of the 19 eligible categories, there were no projects completed using Canada Community-Building Funds between April 1, 2017 and December 31, 2021: Highways, Short Sea Shipping, Short-line Rail, Regional and Local Airports, Broadband Connectivity and Public Transit. Projects completed in the remaining 13 eligible categories are summarized below.

Local Roads and Bridges

A total of 500 projects under the Local Roads and Bridges category were completed between April 1, 2017 and December 31, 2021 using \$51,381,898 in Canada Community-Building Funds. Of these projects, 484 recipients utilized \$48,443,802 to improve 303 kilometres of roads and/or sidewalks, 15 recipients upgraded bridges utilizing an additional \$2,338,096 and one recipient utilized \$600,000 for new traffic lights to decrease the rate of accidents/fatalities or injuries.

The Local Roads and Bridges category includes roads, bridges and active transportation infrastructure. Active transportation includes investments that support active methods of travel – cycling lanes, paths, sidewalks and hiking and walking trails.

These investments had many other secondary benefits, including anticipated boosts to the local economy by improving road transport so that more people, including tourists, have better access to road networks, economic activities and public infrastructure, and services that will improve their livelihoods. Improved roads and bridges will also help improve access to jobs, health centers and educational facilities in rural areas and regional service centers.

Local Roads and Bridges – Productivity and Economic Growth

Outcome Indicator	Quantitative Outcome Measure	# of Projects Completed	CCBF Expenditures
# of km improved/resurfaced	303	484	\$48,443,802
# of bridges constructed/upgraded	15	15	\$2,338,096
# of projects that decrease the rate of accidents/fatalities or injuries	1	1	\$600,000
		500	\$51,381,898

Testimonial: Local Roads and Bridges Projects in the Town of Stephenville:

Stephenville is a town with a population of 6,540 in Newfoundland and Labrador, on the west coast portion of the province. The Town functions as a local service centre for the southwestern part of the island, serving a direct population of 35,000 people from surrounding areas and over 100,000 people along the entire southwestern coast of the island.

Stephenville used \$1,516,443 of Canada Community-Building Funding to upgrade and pave 3.35kms of local roads throughout the Town, which improved driving conditions for its users.

Drinking Water

The Drinking Water category includes infrastructure that supports drinking water conservation, as well as collection, treatment, and distribution systems.

Canada Community-Building Fund recipients completed 184 projects between April 1, 2017 and December 31, 2021 with an investment of \$15,209,920 from Canada Community-Building Funds. Examples of projects include installation/upgrade or construction of potable water dispensing units, pumps, pump houses, chlorination systems and waterlines.

There were 145 projects that utilized \$12,280,545 of Canada Community-Building Funds to provide 112,602 citizens and 4,112 households with access to cleaner drinking water. In addition, 39 recipients invested \$2,929,375 to install 13,235 metres of new water main.

Included in the above information are three projects completed under the Provincial Water/Wastewater Regional Initiative. NL allocated \$5.7M from 2014-2024 specifically to drinking water and wastewater projects that are regional in focus.

Drinking Water – Clean Environment

Outcome Indicator	Quantitative Outcome Measure	# of Projects Completed	CCBF Expenditures
Population served	112602	115	\$6,691,552
# of new households (and/or non-residential properties) connected to a municipal water system	296	10	\$4,698,183
# of households (and/or non-residential properties) with improved water quality	1068	15	\$621,308
# of metres of water main installed	13235	39	\$2,929,375
# of households currently connected to a municipal water system that has improved potable water quality	2748	5	\$269,502
		184	\$15,209,920

Testimonial: Drinking Water Project in the Town of Conception Bay South:

Conception Bay South is a town located on the southern shore of Conception Bay on the Avalon Peninsula of Newfoundland and Labrador. It is the second largest settlement in the province and is part of the St. John's Metropolitan Area. Conception Bay South was formed in 1973 through the amalgamation of nine communities (Topsail, Chamberlains, Manuels, Long Pond, Foxtrap, Kelligrews, Upper Gullies, Lawrence Pond and Seal Cove) all of which follow the coastline of Conception Bay. In 2021, Conception Bay South had a population of 27,168.

Conception Bay South used \$1,025,000 of Canada Community-Building Funding to supply and install a 1900m³ (500,000 US Gallon) water storage reservoir in the Seal Cove area of Conception Bay South. This project improved the quality and reliability of drinking water for residents of that area.

Wastewater

The Wastewater category is for infrastructure that supports wastewater and storm collection, treatment and management systems.

Newfoundland and Labrador recipients completed a total of 129 wastewater projects with a financial contribution from Canada Community-Building Funding of \$9,714,121. Examples of projects include sewer extensions, sewer and outfall upgrades, upgrade of pumps, lift stations and the purchase and installation of wastewater flow monitors.

There were 106 projects completed that invested \$6,756,721 in Canada Community-Building Funding to connect 107,400 citizens and 158 households to a municipal wastewater system. Seven recipients used \$791,544 in funding to provide 6432 households with improved wastewater treatment and/or services. Thirteen recipients invested \$1,749,571 in Canada Community-Building Funding to install 1492 meters of sanitary sewer and 293 meters of storm sewer and one recipient invested \$184,435 in funding to increase capacity to treat wastewater.

Wastewater – Clean Environment

Outcome Indicator	Quantitative Outcome Measure	# of Projects Completed	CCBF Expenditures
Population served	107400	102	\$6,512,225
# of new households (and/or non-residential properties) connected to a municipal wastewater system	158	4	\$244,496
# of households (and/or non-residential properties) with improved wastewater treatment and/or services	6432	7	\$791,544
# of households currently connected to a municipal wastewater treatment and collection system whose wastewater has been treated to a higher quality	290	2	\$231,851
# of meters of sanitary sewer installed	1492	8	\$1,577,532
# of meters of storm sewer installed	293	5	\$172,038
Increase in capacity to treat wastewater (cubic meters/annum)	14800	1	\$184,435
		129	\$9,714,121

Testimonial: Wastewater Project in the Town of Twillingate:

Twillingate is a town of 2,121 people located on the Twillingate Islands ("Toulinquet") in Notre Dame Bay, off the north eastern shore of Newfoundland and Labrador. Incorporated on September 30, 1965, the Town of Twillingate includes such localities as Bayview, Durrell, Gillard's Cove, Jenkins Cove, Manuel's Cove, Back Harbour and Wild Cove. The Twillingate Islands provide an excellent sheltered harbour and easy access to the rich fishing grounds nearby. Twillingate Island is connected to mainland Newfoundland via the Walter B. Elliott causeway as part of Route 340. The town is also one of the oldest ports on the island. It was a historic fishing community, but because of the decline of the fishing industry, its economy now relies more on tourism.

Twillingate used \$164,037 of Canada Community Building Funding to extend its sewer line by 320 meters. This project connected 25 new households to the municipal sewer system.

Brownfield Redevelopment

The Brownfield Redevelopment category includes the remediation or decontamination and redevelopment of a brownfield site within the municipal boundaries where the redevelopment includes the construction of public infrastructure as identified in the context of any other category under CCBF; and/or the construction of municipal use public parks and publicly owned social housing.

Newfoundland and Labrador recipients completed one brownfield redevelopment project between April 1, 2017 and December 31, 2021. The project utilized \$25,144 in Canada Community-Building Funding and contributed to a cleaner environment by decreasing greenhouse gas emissions.

Brownfield Redevelopment – Clean Environment

Outcome Indicator	Quantitative Outcome Measure	# of Projects Completed	CCBF Expenditures
Area (m2) of remediated site	1000	1	\$25,144
		1	\$25,144

Testimonial: Brownfield Redevelopment Project in the Town of Buchans:

Buchans is a town located in the central part of Newfoundland and Labrador with a population of 590. It is situated on the northwest shore of Beothuk Lake on the Buchans River.

Buchans used \$25,144 of Canada Community Building Funding to remediate a 1000 square meter old swimming pool site that was hazardous and contaminated into a green space for the community.

Solid Waste

The Solid Waste category provides recipients with new ways to dispose of their garbage such as composting, recycling and landfill cleanup, thereby reducing its environmental impact. Some examples of projects are waste diversion; material recovery facilities, organics management, collection depots, waste disposal landfills, thermal treatment and landfill gas recuperation, and regional waste management systems relating to items mentioned above, including waste transport, onsite equipment and transfer stations.

Regional service boards or communities on behalf of regions also carry out solid waste projects in support of the Provincial Waste Management Strategy.

More information on the Provincial Waste Management Strategy is contained in Appendix D.

Solid Waste – Clean Environment

Outcome Indicator	Quantitative Outcome Measure	# of Projects Completed	CCBF Expenditures
# of projects that resulted in improved solid waste practices	6	6	\$40,366,611
		6	\$40,366,611

Testimonial: Solid Waste Project under the Provincial Solid Waste Management Strategy by Western Regional Service Board:

Western Regional Service Board (WRSB) is authorized through legislation to provide regional waste management services in the Western Region of the island portion of NL.

WRSB opts not to offer waste collection services, so individual municipalities provide the service and bring the waste to one of the six transfer stations. WRSB owns and operates the six transfer stations, as well as a regional construction and demolition landfill, and are responsible for transporting the waste to the regional Waste Management Facility in Norris Arm, Central Region.

The total project cost for the required regional infrastructure, including construction of the six transfer stations and associated infrastructure and equipment, WM equipment for transportation of waste to Norris Arm, and construction of a Construction and Demolition (C&D) landfill was over \$50

million. This included over \$42 million from Canada Community-Building Fund.

Community Energy Systems

The Community Energy System category includes infrastructure that generates or increases the efficient use of energy. The majority of the projects completed under this category focused on the installation of energy efficient doors, windows, heating, lighting and insulation that help improve energy efficiency for numerous buildings and facilities throughout the province.

Newfoundland and Labrador recipients completed 104 community energy systems projects between April 1, 2017 and December 31, 2021. These projects utilized \$2,803,456 in Canada Community-Building Funding and contributed to a cleaner environment by decreasing greenhouse gas emissions.

Community Energy Systems – Clean Environment

Outcome Indicator	Quantitative Outcome Measure	# of Projects Completed	CCBF Expenditures
# of projects that resulted in decreased GHG emissions	104	104	\$2,803,456
		104	\$2,803,456

Testimonial: Community Energy Systems Project in the Town of Steady Brook:

Steady Brook is a town located on the west coast portion of the province of Newfoundland and Labrador and has population of 416. The town is situated eight kilometres east of the City of Corner Brook in the lower Humber Valley. The town is surrounded by the Long Range

Mountains and sits astride the Humber River.

Steady Brook has become a thriving community in recent years as a result of provincial investments in the Marble Mountain alpine ski resort, along with golf courses and other recreational amenities. Steady Brook is a progressive 'green community', encouraging recycling and composting, and limited use of cosmetic pesticides.

Steady Brook used \$109,318 of Canada Community Building Funding in energy efficiency upgrades to its municipal building and fire hall. The project included supplying and installing energy efficient heat pumps, lighting, insulation, and energy star rated windows and doors.

Recreational Infrastructure

The Recreational Infrastructure category includes recreational facilities or networks. Examples of projects completed under this category focused on upgrades to recreation centers, parks and community centres.

Newfoundland and Labrador recipients invested \$8,308,188 in Canada Community-Building Funding to complete 169 projects between April 1, 2017 and December 31, 2021. These projects provided 345,093 residents with increased access to new or upgraded recreational facilities or networks.

Recreational – Strong Cities and Communities

Outcome Indicator	Quantitative Outcome Measure	# of Projects Completed	CCBF Expenditures
# of residents who will benefit from increased access to new or upgraded recreational facilities or networks	345,093	169	\$8,308,188
		169	\$8,308,188

Testimonial: Recreational Infrastructure Project in the City of Mount Pearl:

Mount Pearl is the third-largest settlement and second-largest city in the province of Newfoundland and Labrador. It is located southwest of St. John's, on the eastern tip of the Avalon Peninsula and has a population of 22,477.

The City of Mount Pearl spent \$234,033 of Canada Community Building Funds to supply and install 39 pieces of playground equipment at 32 playground locations in the City. This project provided a positive impact on the health and well-being of children in the City.

Cultural Infrastructure

The Cultural Infrastructure category includes infrastructure that supports arts, humanities and heritage.

Ten Canada Community-Building Fund recipients in Newfoundland and Labrador completed projects between April 1, 2017 and December 31, 2021, utilizing \$480,146 in Canada Community-Building Funding. These projects provided 30,245 residents with increased access to new or upgraded infrastructure that supports arts, humanities and heritage.

Cultural Infrastructure – Strong Cities and Communities

Outcome Indicator	Quantitative Outcome Measure	# of Projects Completed	CCBF Expenditures
# of residents who will benefit from increased access to new or upgraded infrastructure that supports arts, humanities, and heritage	30,246	10	\$480,146
		10	\$480,146

Testimonial: Cultural Infrastructure Project in the Town of Gambo:

Gambo is a town located in Central Newfoundland and Labrador with a population of 1,816. It is the closest town to Mint Brook - the birthplace of Joey Smallwood, former Premier of Newfoundland and last father of Confederation.

The Smallwood Interpretation Centre contains exhibits that depict the life of the late Joey Smallwood and is an integral part of Newfoundland and Labrador's culture and heritage.

The Town spent \$50,506 in Canada Community Building Funding to upgrade the roof, patio and grounds of the Smallwood Interpretation Centre.

Tourism Infrastructure

The Tourism Infrastructure category includes infrastructure that attracts travelers for recreation, leisure, business or other purposes. These projects

include the upgrading or construction of campgrounds, tourism sites, trailways and day parks.

Newfoundland and Labrador recipients completed 28 projects between April 1, 2017 and December 31, 2021. These projects utilized \$1,095,922 of Canada Community-Building Funding and provided 28 new or upgraded attractions.

Tourism Infrastructure – Strong Cities and Communities

Outcome Indicator	Quantitative Outcome Measure	# of Projects Completed	CCBF Expenditures
# of projects that provided new/upgraded attractions	28	28	\$1,095,922
		28	\$1,095,922

Testimonial: Tourism Infrastructure Project in the Town of Lumsden:

Lumsden, formerly known as Cat Harbour, is a community of 535 residents located on the Straight Shore in Newfoundland and Labrador. Lumsden formerly consisted of two settlements, Lumsden North on the tip of a sandy peninsula and Lumsden South on the main road. The Town attracts tourists to its beautiful sandy beach.

The Town spent \$72,255 of Canada Community Building Funding to construct a tourist building to house shower facilities, laundry facilities and multi-purpose room/museum. This building provides amenities/services to those staying in the town's RV Park, those visiting by yachts and sailboats, and tourists just passing through.

Sport Infrastructure

The Sport Infrastructure category includes investments in amateur sport infrastructure. Some projects include the upgrading of sports fields and small local stadiums.

Newfoundland and Labrador recipients completed 11 projects between April 1, 2017 and December 31, 2021. These projects utilized \$394,020 of Canada Community-Building Funding and provided 12,306 residents with upgraded sports facilities.

Sports Infrastructure – Strong Cities and Communities

Outcome Indicator	Quantitative Outcome Measure	# of Projects Completed	CCBF Expenditures
# of residents who will benefit from increased access to new or upgraded sport facilities	12306	11	\$394,020
		11	\$394,020

Testimonial: Sport Infrastructure Project in the Town of Fortune:

Fortune is a town located in province of Newfoundland and Labrador with a population of 1285. It is situated on the western side of the Burin Peninsula and was incorporated as a town in 1945.

Fortune is also the nearest Canadian port for travelling to the French islands of St. Pierre and Miquelon. During the spring and summer months, a ferry connects the two islands with Fortune.

Fortune used \$53,873 of Canada Community Building Funding to purchase

and install a condenser for its municipal arena, which benefited the residents of the town and surrounding areas. The arena provides the only ice surface for the Towns of Fortune, Grand Bank, Lamaline and Point May and surrounding areas. A variety of hockey events, tournaments and figure skating events are hosted at this arena.

Disaster Mitigation

The Disaster Mitigation category includes infrastructure that reduces or eliminates long-term impacts and risks associated with natural disasters. Examples of these projects include seawalls, retaining walls, breakwaters, and the relocation of storm sewers.

Newfoundland and Labrador recipients invested \$4,139,071 of Canada Community-Building Funding in 85 projects between April 1, 2017 and December 31, 2021. These funds were invested in projects to protect at-risk infrastructure.

Disaster Mitigation – Strong Cities and Communities

Outcome Indicator	Quantitative Outcome Measure	# of Projects Completed	Canada Community-Building Fund Expenditures
# of projects that provided at-risk infrastructure better protection	85	85	\$4,139,071
		85	\$4,139,071

Testimonial: Disaster Mitigation Project in the Town of Humber Arm South:

Humber Arm South is a town with a population of 1,537 located in the Bay of Islands in Newfoundland and Labrador. The town consists of the communities of Halfway Point, Benoit's Cove, John's Beach, and Frenchman's Cove.

The town spent \$131,317 of Canada Community Building Funding to upgrade the old wooden breakwater with approximately 4,000 tonnes of armour stone. This project helped to protect the flooding of approximately 25 homes during storm surges or high tide.

Fire Hall Infrastructure

The Fire Hall Infrastructure category is a new category that was added to the Canada Community Building-Fund as of April 1, 2021. This includes investments that support fire hall/fire station infrastructure. Two recipients completed projects, investing \$3,066 of Canada Community-Building Funding. As a result, two fire halls were upgraded.

Fire Hall Infrastructure – Strong Cities and Communities

Outcome Indicator	Quantitative Outcome Measure	# of Projects Completed	Canada Community-Building Fund Expenditures
# of projects that provided new/upgraded fire service infrastructure	2	2	\$3,066
		2	\$3,066

Testimonial: Fire Hall Infrastructure Project in the Town of Ramea:

Ramea is a small town in Newfoundland and Labrador located on Northwest Island, one of a group of five major islands located off the south coast of the province of Newfoundland and Labrador. The island is approximately 3.14 km long by 0.93 km wide with a population of 388. Ramea is inaccessible by road and is serviced by an intra-provincial ferry in Burgeo.

The Town spent \$2,043 of Canada Community Building Funds in conjunction with another provincial program to upgrade the fire hall with a new roof, house wrap and vinyl siding. This project resulted in improved fire hall infrastructure for the Town.

Capacity Building

Capacity Building includes investments related to strengthening the ability of local governments to develop long-term planning practices.

There were 93 capacity building projects totaling \$1,968,277 of Canada Community-Building Funding completed between April 1, 2017 and December 31, 2021. Examples of capacity building projects completed in Newfoundland and Labrador were: the development of municipal plans and asset management plans.

Capacity Building - Strong Cities and Communities

Outcome Indicator	Quantitative Outcome Measure	# of Projects Completed	Canada Community-Building Fund Expenditures
# of capacity building projects investing in asset management and/or long term municipal planning	93	93	\$1,968,277
		93	\$1,968,277

Testimonial: Capacity Building Project in the Town of Marystown:

The Town of Marystown is located on the Burin Peninsula, approximately a three-hour drive from the City of St. John's. The town, with a population of 5,316, prides itself on being the service center for the southern Burin Peninsula and on being the nucleus for a skilled workforce that has played an integral role in all major offshore fabrication projects in the province.

The Town of Marystown collaborated with four neighbouring towns (Grand Bank, Fortune, St. Lawrence and Burin) and a private sector information technology company to develop an online geographic Regional Asset Management System (RAMS). This system not only provides a map of assets, it also provides intelligence to enable end users to update their respective asset inventory as time progresses. Assets were evaluated in accordance with standardized Public Sector Accounting Policies to assist with such things as life cycle analysis and infrastructure improvement strategies. All assets are viewable against best available mapping and/or

municipal land use zones, thereby enabling the town's workforce to make informed infrastructure management decisions based on reliable information.

The Town of Marystown completed this project in 2017 and invested \$149,963 in Canada Community-Building Fund funds to ensure their data entry was relevant. This enabled the Town to: more closely conduct a life-cycle analysis of its assets; react to infrastructure problems such water shut-offs; more fairly evaluate land use applications; strategically plan for future land use requirements; track amendments to its municipal plan; proactively engage in better environmental stewardship by making best use of existing infrastructure systems; and identify any gaps in its infrastructure systems.

Asset Management Capacity Building Plan

The Canada-Newfoundland and Labrador Administrative Agreement on the Federal Gas Tax Fund includes approved funding for a Capacity Building Plan for asset management. The funding is sourced from interest earned and unspent administrative funds under the first Agreement, which expired on March 31, 2014. The Capacity Building Plan was initially approved in 2015 and includes a total commitment of \$750,000 up to March 31, 2024. Initiatives to be funded under the Capacity Building Plan include: assessing current Asset Management (AM) practices across the province: jurisdictional research; and identifying best practices to assist with the development of AM templates and/or guidelines for local governments, as required under the second agreement.

The Capacity Building Plan's primary goal was to develop an AM framework, subject to availability of adequate resources, timely participation of key stakeholders, and minimal changes to the Province's local governance landscape.

As of December 31, 2016, the province had launched an initiative to develop its AM framework and engaged external consulting services to develop a work plan to implement that framework. Over that same period, however, parallel federal initiatives announced in Budget 2016 and led by the Federation of Canadian Municipalities, including the Municipal Asset Management Program (MAMP), introduced new information-sharing, skills development, and funding opportunities that warranted further consideration and consultation with stakeholders. Accordingly, an extension to the timeframes outlined in the originally-approved Capacity Building Plan were sought to fully achieve its intended outcomes in a manner consistent with these national initiatives.

Throughout 2017, and in to 2018, GNL continued to work through the AM file by building on network opportunities and forming oversight bodies to guide AM in the province. GNL formed the Joint Asset Management Committee (JAMC) with organizations in the municipal sector, including Municipalities NL (MNL) and the Professional Municipal Administrators of NL (PMA); bodies representing municipalities/municipal interests, and the full time municipal staff who work there, respectively. One of the guiding principles of the parties involved has been “not reinventing the wheel”. Progress on AM throughout Canada has progressed west to east, and as such, looking to other jurisdictions and learning from their progress will allow NL to catch up quicker.

The JAMC group oversaw the development of a second Request for Proposals (RFP) aiming to establish the tools outlined in the initial “plan to plan” consultant report. The tools to be developed were to enable small communities throughout the province to get started in AM with low barrier to entry guidelines and spreadsheets. The tools were to focus on asset inventory, condition assessment, risk and financial management, and climate change considerations. The tools were to be comprised of: an Excel based inventory tool, a user guide, and a condition assessment guide. This second RFP was released in late summer 2018, and resulted in a consultant contract with Hatch Inc. in April 2019. Throughout the toolkit development period, the Government of Newfoundland and Labrador (GNL) kept in contact with partners to oversee the process. Final delivery of the toolkit was hampered by the COVID-19 pandemic, and the finalized tools were received in late 2020. The tools were readily available to communities requesting them.

After a latency period, GNL re-engaged with partner organizations and the Atlantic Infrastructure Management Network (AIMNET) in fall 2021. AIMNET was engaged to make updates and make functional improvements. This work was complete in late 2022, and AIMNET has completed training for GNL in March 2023.

Current Status and Future

With the updates to the tools and guidance documents complete, GNL will soon be posting the toolkit to the website for use by communities throughout the province.

The website location will be updated in the near future, and the tools will be accessible for download.

The tools, as part of the latest version, are comprised of:

- Inventory Tool (excel based)
- Facility Catalogue Tool (excel based)
- Climate Adaptation Tool (excel based)
- Toolkit Guidance Document
- Linear Condition Guide

Additionally, there are engagement templates provided for users to consider

- Consequence of Failure template (excel based)
- Level of Service Tool (excel based)

GNL continues to work with their sector partners, and is exploring opportunities for engagement with various other organizations to guide and enable municipal uptake of AM practice. GNL still maintains the “don’t reinvent the wheel” approach, and will continue to leverage guidance and tools available in the Canadian Community of Practice. Tools such as those developed through the MAMP program (e.g. “Asset Management Readiness Scale”, and “Getting to Level 1 Guide”) will continue to play an important

role in providing support to municipalities in their AM journey.

GNL, through a partner organization, conducted a survey of municipal AM progress over the summer 2022 period. This survey used the Asset Management Readiness Scale (AMRS) as a basis to establish where communities are with respect to AM. The AMRS outlines five (5) Competencies (Policy and governance; People and leadership; Data and information; Planning and decision-making; Contribution to asset management practice), each with Outcome areas, and five (5) achievement levels with narrative descriptions. Towns were requested to indicate their progress with AM using the AMRS levels. The responses received cover roughly a quarter of the municipalities, not indicating great uptake of the survey, but providing and confirming the assumed progress throughout the province.

The results generally indicated that the respondents, and by proxy, much of the province, is at pre-level one and level one in the five competencies. Interestingly, however, there are indications that of the respondents, roughly a quarter are at level two, and there are some who have moved to level three and four.

In light of the results of the survey, GNL will take steps to guide more municipalities, especially those with limited resources, in to the AM process at the entry level. Some high level plans include, but are not limited to:

- Provide more opportunities for smaller jurisdictions to avail of virtual training on the toolkit.
- Work with partners to establish working cohorts that can leverage each other's skillsets and resources to advance the entire group.
- Work with partners to establish workable plans for data collection, leveraging underutilized resources in the province, such as academic institutions and student work terms.

- Establish champions at the provincial or regional level, to show communities that reaching AM goals is practical, achievable, and most importantly, useful.
- Continue to refine the provincial toolkit, promote accessible and available tools that exist throughout Canada, contribute to the Atlantic and Canadian community of practice, and address gaps as/where they are found.

In total, 42 recipients have applied to use Canada Community-Building Funds to either fully fund the completion of their asset management plan or used it as their share towards the FCM funding.

Incrementality

The Canada Community-Building Fund provides predictable long-term funding for Municipalities and Inuit Community Governments in Newfoundland and Labrador. The flexibility of the administrative agreement with the 19 categories permits recipients to choose and prioritize projects and allows them to complete projects that may not have been done otherwise. It permits flexibility in cash flows and allows recipients to better plan the timing of projects to best suit the age and condition of the infrastructure.

The Administrative Agreement on the Federal Canada Community-Building Fund requires that “Any Canada Community-Building Funding that Newfoundland and Labrador may receive from Canada is not intended to replace or displace existing sources of funding for local government tangible capital expenditures. For the purposes of this Administrative Agreement tangible capital expenditure for the provincial and all local governments in aggregate, will not be less than either the lesser of: an average \$2.76 million annually, or \$27.6 million in total municipal and provincial expenditures over the ten-year term of this Administrative Agreement.”

In the four years of the second agreement, provincial expenditures alone have exceeded \$323 million (Appendix E). The Province does not currently have a comprehensive data collection system that reports all sources of municipal infrastructure spending. However, the provincial expenditure itself has been sufficient to achieve the incrementality requirement under the second agreement.

Appendix A: Canada Community-Building Fund Expenditures: 2019 -2024

Investment Category	Number of projects completed	Project Cost	CCBF Spent
Local Roads and Bridges	500	\$54,346,473	\$51,381,898
Brownfield Redevelopment	1	\$25,144	\$25,144
Drinking Water (including the Provincial Water/Wastewater Initiative)	184	\$16,356,827	\$15,209,919
Wastewater	129	\$10,095,839	\$9,714,121
Solid Waste (including the Provincial Waste Management Strategy)	6	\$43,298,662	\$40,366,611
Community Energy Systems	104	\$3,055,593	\$2,803,456
Sport Infrastructure	11	\$396,060	\$394,020
Recreational Infrastructure	169	\$8,843,721	\$8,308,188
Cultural Infrastructure	10	\$494,964	\$480,146
Tourism Infrastructure	28	\$1,139,083	\$1,095,922
Disaster Mitigation	85	\$4,300,529	\$4,139,071
Capacity Building	93	\$2,257,584	\$1,968,277
Fire Hall Infrastructure	2	\$3,157	\$3,066
Totals	1322	\$144,613,636	\$135,889,840

Notes:

“Project Cost” is the total cost of the project from all sources including Canada Community-Building Fund as reported by recipients. “CCBF Spent” is the total amount of Canada Community-Building Funding spent on projects completed between April 1, 2017 and December 31, 2021.

Appendix B: Canada Community-Building Funding: 2019 -2024

Funding Year	Newfoundland and Labrador's Allocation
2019-2020	\$65,879,760
2020-2021	\$31,583,477
2021-2022	\$64,602,566
2022-2023	\$33,019,089
2023-2024	\$34,454,702
Total	\$229,539,594

Notes:

The years 2019-2020 and 2021-2022 include an extra allocation amount of \$32,381,564 and \$31,583,477 respectively. The 2019-2020 allocation amount also includes interest earned on held Canada Community-Building Funds.

Appendix C: National Outcomes and Outcome Measures by Project Category

Project Category	Indicators	National Objective
Local Roads and Bridges	# of km improved/resurfaced # of bridges constructed/upgraded # of projects that decrease the rate of accidents/fatalities or injuries	Productivity and Economic Growth
Highways	# of km improved/resurfaced	Productivity and Economic Growth
Short Sea Shipping	# of projects that resulted in improvements with short-sea shipping	Productivity and Economic Growth
Short Line Rail	N/A	Productivity and Economic Growth
Regional and Local Airports	N/A	Productivity and Economic Growth
Broadband Connectivity	# of households (and/or non-residential properties) with internet access as a result of the project # of households (and/or non-residential properties) with enhanced broadband services as a result of the project	Productivity and Economic Growth
Public Transit	# of projects that resulted in improvements with the public transit system	Productivity and Economic Growth
Drinking Water	# of new households (and/or non-residential properties) connected to a municipal water system	Clean Environment

Project Category	Indicators	National Objective
	# of households (and/or non-residential properties) with improved water quality # of projects that resulted in reduced greenhouse gas emissions from energy-efficiency improvements to the municipal water system # of metres of water main installed # of projects that provided improved drinking water infrastructure Population served	
Wastewater	# of new households (and/or non-residential properties) connected to a municipal wastewater system # of households (and/or non-residential properties) with improved wastewater treatment and/or services # of projects that resulted in reduced greenhouse gas emissions from energy-efficiency improvement to the municipal wastewater system # of metres of sanitary sewer installed # of metres of storm sewer installed # of projects that provided improved wastewater infrastructure Population served	Clean Environment

Project Category	Indicators	National Objective
Solid Waste	# of projects that resulted in increased capacity of site # of projects that increased quantity of solid waste diverted from disposal through compost and/or recycling # of projects that resulted in improved solid waste practices	Clean Environment
Community Energy Systems	# of projects that resulted in decreased greenhouse gas emissions	Clean Environment
Brownfield Redevelopment	Area (m2) of remediated site # of new residential units, businesses and/or institution on redeveloped site	Clean Environment
Sport Infrastructure	# of residents who will benefit from increased access to new or upgraded sport facility	Strong Cities and Communities
Recreational Infrastructure	# of residents who will benefit from increased access to new or upgraded recreational facilities or networks	Strong Cities and Communities
Cultural Infrastructure	# of residents who will benefit from increased access to new or upgraded infrastructure that supports arts, humanities, and heritage	Strong Cities and Communities
Tourism Infrastructure	# of projects that provided new/upgraded attractions	Strong Cities and Communities

Project Category	Indicators	National Objective
Disaster Mitigation	# of projects that provided at-risk infrastructure better protection	Strong Cities and Communities
Capacity Building	# of capacity building projects investing in asset management and/or long term municipal planning	Strong Cities and Communities
Fire Hall Infrastructure	# of projects that provided new/upgraded fire service infrastructure	Strong Cities and Communities

Note: This list will be reviewed and revised throughout the course of the agreement as projects are approved. Last updated: January 2023.

Appendix D: Provincial Waste Management Strategy

The Canada-Newfoundland and Labrador Administrative Agreement on the Federal Gas Tax Fund includes a Waste Management Allocation. The current allocation includes a total commitment of \$64.58 million over the five year period 2019-2024. Projects to be funded under the Waste Management Allocation include those which advance the goals of the Provincial Solid Waste Management Strategy, and approvals are based on regional needs and priorities. The goals of the strategy include: diversion of 50 per cent of material going into the landfills; reduction in the number of local waste disposal sites by 80 per cent; elimination of open burning and the use of incinerators; phase out of unlined landfill sites; and province-wide implementation of modern waste management by 2025. A comprehensive review of the PSWMS was completed in 2019, and confirmed that the overall goals of the strategy remain relevant.

The strategy was developed in 2002 after an extensive public consultation process and outlined a new approach to waste management for the province. The consultation process determined that past practices could not continue and that communities would need to work collaboratively to develop regional waste management systems in order to move forward with environmentally sustainable and cost-effective waste management solutions. The strategy envisions a regional approach to waste management in which “host” regions would house large-scale waste diversion facilities and lined landfills for final waste disposal. The remaining “non-host” regions on the island-portion of the province continue to develop systems to transport waste to the two regional “host” sites for final disposal.

Regional service boards have been established in the “host” regions of eastern and central, which includes 65 per cent of the population of the province. Regional sites, including recycling facilities and other modern waste

management infrastructure, were developed for these two host regions with the assistance of Canada Community-Building Fund of \$62.5 million under the first agreement. Work is currently being planned for each of the remaining six non-host regions on the island, which will require regional waste management infrastructure such as local drop off facilities, transfer stations and composting facilities.

The strategy recognizes that Labrador and the province's various isolated and remote communities have unique challenges and that these areas need to be addressed on an individual basis with emphasis on: improving waste disposal practices, increasing waste diversion, and eliminating incineration where possible.

To date, seven of the eight regional service boards planned for the island portion of the province have been established (but only five are currently active). Approximately two-thirds of the province's population is now disposing of waste in one of the two regional landfill sites with access to regional materials recycling facilities. As well, 170 of the 236 local landfill sites have been closed (72 per cent).

Since 2019, fourteen projects have received approval through the Canada Community-Building Fund Committee under the current Waste Management allocation. The construction of Cell #3 at the regional Waste Management Facility (WMF) at Norris Arm in Central Region was the largest of these projects. The construction of Cell #3 allows for continued uninterrupted operations at the WMF, which manages waste from both Central and Western Regions. Other projects included the construction of the Bell Island Waste Recovery Facility, waste disposal site (WDS) rehabilitation and interim expansion at both the Crow Head landfill in Southern Labrador and the St. Anthony WDS on the Northern Peninsula, construction of a fire truck building at the regional WMF in Central Region, and other infrastructure and equipment procurement needs.

Appendix E: Provincial Water/Wastewater Initiative

The Canada-Newfoundland and Labrador Administrative Agreement on the Federal Gas Tax Fund includes a Water/Wastewater Allocation. The current allocation includes a total commitment of \$3.5 million over the five year period 2019-2024. This funding was designated for regional projects (projects that benefit one or more communities) that will improve the availability or treatment of water and wastewater which are high priorities for Newfoundland and Labrador. In accordance with the Federal/Provincial Agreement, all water/wastewater projects will follow the same requirements applied to municipal allocations and the Provincial Waste Management Strategy. The Provincial Water/Wastewater Initiative is application based and the criteria for approving an application is consistent with the review of all Canada Community-Building Fund projects – the project has to fit into an eligible category (drinking water or wastewater) and the costs have to be eligible.

To date 18 regional projects have been approved and all \$5.8M funding allocated to the initiative from 2014-2024 has been accessed.

Appendix F: Provincial Infrastructure Funds spent 2017-2021

Funding Year	Provincial funding spent on municipal infrastructure projects
2017-18	\$52,875,808
2018-19	\$75,351,662
2019-20	\$80,339,037
2020-21	\$59,734,879
2021-22	\$54,896,056
Total	\$323,197,442