

GMF Project Scorecard: Waste capital projects

About the Project Scorecard

Applications for capital projects in the energy, transportation, waste and water sectors are reviewed in a competitive process. Independent peer reviewers use the ratings below to assess your project; these ratings can provide guidance to you in building a strong application.

While the independent peer review score is an important component of our funding selection process, it is only one element. In making funding approval decisions, the GMF Council considers a number of factors, including GMF funding priorities, regional balance and innovation, as well as the available funding.

Project evaluation and scoring system

The score card rates environmental performance; other benefits and project management. Four environmental outcomes are used to evaluate environmental performance — energy performance (including transportation), water performance, waste reduction, and sustainable design and construction. Your project will be assessed against all four criteria and you are requested to select one of energy, water or waste as a primary sector. By default, the sectors not selected as primary become the secondary environmental evaluation criteria.

The primary sector is linked to the project’s eligibility and FCM expects that, unless an exception is made, a project must meet an environmental threshold in their primary sector to be considered for funding.

The Project Scorecard includes a rating for each of the project criterion:

Evaluation Criteria	Points
Environmental performance	Total 40 Points
Primary Sector: Waste reduction	20
Secondary Sector: Energy performance	5
Secondary Sector: Water Performance	5
Sustainable design, procurement and construction	10
Other benefits	Total 60 Points
Financial performance and sustainability	10
Community benefits	10
Community engagement	5
Alignment with supportive plans, policies, programs and investment	10
Measurement systems	10
Replication potential	15
	Total Score 100
Project Management	“Traffic Light” Rating System
Project team	Red, Yellow, Green
Risk management and time lines	Red, Yellow, Green
Finance	Red, Yellow, Green

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Your project will be assessed against the evaluation criteria using an A to D scoring system for environmental performance and other benefits evaluation criteria for a total possible score of 100. A traffic light rating system will be used for the Project Management criteria.

A to D scoring system: In this scale, A represents weak performance and D represents excellence. Short explanations for each score help you provide the most relevant information in your responses. The project must fulfill all of the characteristics describing a particular level on the scale in order to merit the score.

Traffic Light rating system: The peer reviewers will rate your responses in the project management section with a green, yellow or red light.

- A green light means there are no notable concerns.
- A yellow light means there are some weaknesses or minor issues, which should be addressed, but should not prevent your project from being completed successfully or delivering the expected benefits.
- A red light means peer reviewers have identified one or more serious issues that could prevent the project from being successfully completed on time, within budget or from delivering expected benefits.

If a project receives a red light, FCM will not approve it for funding unless the identified issues are appropriately addressed by the applicant.

Scoring your project

In this project, **waste reduction is identified as the primary sector**. Energy and water performance are therefore considered secondary environmental sectors. With the objective of achieving a C or D score on most criteria, **assess what type of information** you could provide to allow your project to achieve a high score for each criterion. You may also attempt to score yourself.

If your project does not fully meet all aspects of a statement, select the statement immediately preceding it. For example, if your project does not meet all of the characteristics of a D statement, but does meet all for the C statement, then select the C statement.

Primary sector: Waste reduction(20 Points)

This criterion assesses the primary environmental benefit of your project’s environmental performance during its operating life.

You must demonstrate how your project will optimize waste management to reduce, reuse or recycle material that would otherwise enter the waste stream as well as reduce GHG emissions.

FCM will consider:

- Environmental performance relative to the [eligibility threshold](#) as a benchmark.
- Probability of success in achieving stated performance.
- Optimization of environmental performance.

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- Environmental performance relative to the eligibility threshold as a benchmark
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- Optimization of environmental performance

FCM definition:

Optimization: The highest achievable environmental performance under the given constraints that maximizes desired factors and minimizes undesired ones.

A.	The expected environmental benefits for your project are lower than typically expected for this type of project. Based on the information provided, the results are unlikely to be achieved.	(0 points)
B.	The expected environmental benefits are good without necessarily having been optimized for this type of project. Based on the information provided, your project has reasonable potential to achieve these benefits.	(10 points)
C.	The expected environmental benefits of your project are optimized for this type of project and, based on the information provided, have great potential to be achieved.	(15 points)
D.	The project’s expected environmental benefits are outstanding for this project type and, based on the information provided, has great potential to be achieved. Your project has been optimized for environmental performance and also achieves one or more of the following: 1. The scale of the project’s expected environmental benefits are outstanding for	(20 points)

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	<p>this type of project.</p> <ol style="list-style-type: none"> 2. The project is among the first of its kind for the context. 3. The project meets one additional environmental threshold in the primary sector (see our website). 	
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Secondary sector: Energy performance (5 Points)

This criterion assesses your project’s energy performance as a secondary environmental benefit, during its operating life.

You must demonstrate how your project will optimize energy performance and reduce energy consumption and consequently GHG emissions — through measures such as efficiency, conservation, demand management and energy recovery that could also include incorporating renewable or waste energy use. FCM also rewards projects that reduce pollution associated with energy use.

FCM will consider:

- Secondary environmental performance relative to the available opportunities for the specific project type
- Probability of success in achieving this performance.
- Optimization of secondary environmental performance

A.	Your project does not address any of the available opportunities to improve energy performance.	(0 points)
B.	Your project addresses energy performance opportunities, but not optimally.	(2 points)
C.	Your project has addressed most of the energy performance opportunities that are available for this type of project and the probability of achieving them is high. OR There are no opportunities available to address energy performance in this type of project.	(3 points)
D.	In addition to the C score, the project’s energy performance is outstanding for this project type, and the project has a quantified baseline as well as documents that substantiate the expected performance.	(5 points)

Secondary sector: Water performance (5 Points)

This criterion assesses your project’s water performance as a secondary environmental benefit, during its operating life.

You must demonstrate how your project will optimize water performance and reduce potable water use and loss or protect local water bodies — through measures such as conservation, demand management, water efficiency, water recovery, stormwater or wastewater treatment.

FCM will consider:

- Secondary environmental performance *relative to the available opportunities* for the specific project type

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- Probability of success in achieving this performance.
- Optimization of secondary environmental performance

A.	Your project does not address any of the available opportunities to improve water performance.	(0 points)
B.	Your project addresses water performance opportunities, but not optimally.	(2 points)
C.	Your project has addressed most of the water performance opportunities that are available for this type of project and the probability of achieving them is high. OR There are no opportunities available to address water performance in this type of project.	(3 points)
D.	In addition to the C score, the project's water performance outstanding for this project type, and the project has a quantified baseline as well as documents that substantiate the expected performance.	(5 points)

Sustainable design, procurement and construction (10 Points)

This criterion assesses sustainable practices used in the design, procurement and construction of the project to mitigate impacts on land, waste, water and energy.

You must demonstrate how your project's design, procurements and construction approach will mitigate its impact on land, waste, water and energy through measures such as sustainable site and material selection, green procurement, integrating natural assets, efficient land use, etc.

FCM seeks projects that:

- Reduce greenfield use, encourage smart infill and reuse of existing assets
- Avoid, protect or enhance sensitive environmental areas
- Use natural systems to provide environmental benefits (e.g. wetlands)
- Reuse or recycle available construction material as appropriate
- Select materials or products that have a long service life
- Minimize expected impacts of building or other set-up activities

A.	There is little evidence of a sustainable approach in the proposed design, site selection, procurement practices or construction of your project.	(0 points)
B.	Your project adopts some sustainable approaches to design, site selection, procurement practices or construction, but there are gaps.	(4 points)
C.	Your project has taken an optimal sustainability approach to design, site selection, procurement practices or construction. The proposed solution is probably the most sustainable option available to you.	(7.5 points)
D.	In addition to the C statement, the sustainability approach exceeds expectations for this type of project.	(10 points)

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Financial performance and sustainability (10 Points)

This criterion assesses your project’s contribution to municipal financial performance, financial sustainability and the use of full cost accounting in decision making.

You must demonstrate how you have used full cost accounting or life cycle cost accounting in your decision making, and explored the possibilities of new sources of municipal revenue and implementation of cost savings.

FCM is seeking projects that are supported by a strong business case. This means that projects may contribute directly (e.g. sale or development of remediated land) or indirectly (e.g. improved property values and new tax revenue) to the municipality.

FCM definition:

LCCA: Life cycle cost analysis is a tool for assessing a project’s costs over its lifetime, especially in comparing alternative options. It integrates various measures designed to evaluate net savings, internal rates of return, payback periods, and savings-to-investment ratios.

A.	Your project’s financial analysis only considers initial capital costs and the project is likely to contribute negatively to municipal financial performance (i.e. high ongoing costs compared to feasible alternatives).	(0 points)
B.	Your project’s financial analysis only considers initial capital costs and the project is likely to make a neutral (i.e. reasonably expected ongoing costs) or positive contribution to municipal financial performance.	(4 points)
C.	Your project’s financial analysis considers basic lifecycle costs (i.e. capital, operational and maintenance costs) and the project is likely to make a neutral (i.e. reasonably expected ongoing costs) or positive contribution to municipal financial performance.	(7.5 points)
D.	In addition to meeting the C score, your project’s LCCA has considered renewal or decommissioning costs and is the best option to deliver the service.	(10 points)

Community benefits (10 Points)

This criterion assesses the contribution of the project to social and economic benefits to the community.

Community benefits may include:

- Social benefits — public safety and security, quality service standards, sense of community
- Economic benefits — job creation, attraction of investment

You must demonstrate how your project will result in improving human health, community economic development and quality of life.

A.	There will be no significant community benefits from your project.	(0 points)
B.	There will be some community benefits, but they are not clearly linked to your project or the benefits are below what would typically be expected for this type of project.	(4 points)

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C.	There will be positive community benefits clearly linked to your project and the benefits are expected for this type of project.	(7.5 points)
D.	There will be significant community benefits, clearly linked to your project, that exceed what is expected for this type of project.	(10 points)

Community engagement (5 Points)

This criterion assesses whether the applicant has adequately engaged the community and built public support for a given project (e.g. has promoted an understanding of reasons for project selection, trade-offs and long-term benefits and collected feedback on project design).

You must demonstrate that your project is well-supported by the local community. This ensures that the project is likely to succeed and proceed as designed.

FCM will consider:

- Whether the public has been or will be engaged during the various phases of project development and implementation, i.e. the planning, construction and operation

FCM definition:

Level of Service: Customer expectations related to the services provided by infrastructure assets (e.g. frequency of outages per year, availability of library space, etc.).

A.	Your project's community engagement process is inadequate for this type of project and context.	(0 points)
B.	Your project has a basic but appropriate community engagement process for this type of project and context.	(3 points)
C.	Your project clearly demonstrates a commitment to engaging the community and building support through ongoing engagement from the earliest stages.	(4 points)
D.	In addition to meeting the C score, your project arises from an ongoing engagement process that has established publicly accepted levels of service (e.g. frequency of outages per year, availability of library space, etc.) and reporting measures (e.g. indicators) have been developed. OR Your project has a well-developed and ongoing communications campaign or education resources to maintain continued support and understanding.	(5 points)

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Alignment with supportive policies, plans, programs and investments (10 Points)

This criterion assesses the project’s integration with supportive municipal policies, plans and programs that promote optimized service delivery and sustainable development.

You must demonstrate how your project optimizes municipal service delivery and your municipality’s long-term vision for sustainable community development and infrastructure management (or that of the municipal government you are partnering with) by aligning with municipal policies, plans and programs.

FCM is seeking projects that are based on demand management policies, asset management plans, long term infrastructure plans, sustainable development plans, and other evidence of interdepartmental collaboration, etc.

FCM definitions:

Policies and plans: Municipal policies and plans such as sector (energy, water, waste, etc.) plans, official community plans, sustainability plans, asset management plans, land use policies, approvals fast track policies, etc.

Programs: Initiatives that help to manage supply and demand for service to support long term performance of infrastructure such as preventative maintenance, demand management pricing, growth strategies, etc.

A.	Your project is not strongly linked to supportive municipal plans, policies or programs.	(0 points)
B.	Your project has some links to supportive municipal plans, policies or programs; however, there are gaps in terms of effective support for project results.	(4 points)
C.	Your project is strongly linked to supportive municipal plans, policies or programs that will support its performance and benefits over time.	(7.5 points)
D.	In addition to the C score, your project demonstrates benefits of successful coordination and integration across municipal departments.	(10 points)

Measurement systems (10 Points)

This criterion assesses the project’s data collection, analysis and project performance verification approach.

You must demonstrate that your project has a robust measurement system to support the demonstration of expected project benefits, particularly quantifiable environmental benefits. A strong measurement system will encompass a range of indicators including those related to environmental performance, business case and improved level of service.

Depending on the project, a measurement system would include a description of each parameter, how its value will be determined (direct measurement, modelling, estimation or other), any assumptions or additional technical factors pertinent to determining performance and how the information will be used or rolled up to determine the performance of the project. Additionally, the measurement system could include the frequency of measurement and an assessment of the

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uncertainty associated with the measure.		
A.	Your project does not have an adequate monitoring and evaluation system.	(0 points)
B.	Your project has a basic and adequate monitoring and evaluation system.	(4 points)
C.	Your project has a robust monitoring and evaluation system that will generate quantifiable and reliable environmental performance results, as well as a clear plan for measuring and verifying results.	(7.5 points)
D.	In addition to meeting the C score, in the reviewer’s opinion, your project’s approach to monitoring and evaluation is innovative for this type of project (e.g. simplifies collection, increases reliability, etc.). OR Your measurement system also tracks indicators that go beyond environmental performance. OR A recognized Environmental Technology Verification (ETV) methodology is used for, or you are seeking ETV certification for your project.	(10 points)

Potential for replication by other municipalities (15 Points)		
<p>This criterion assesses whether the project has the potential to become an example of an innovative solution or approach to a municipal issue that could generate useful knowledge for other communities wishing to replicate or adapt the solution to their specific context.</p> <p>You must describe how your project could have an impact on a municipal issue and be of value to other communities.</p> <p>In assessing applications for GMF funding, FCM also rewards projects that include arrangements that increase the potential for sharing lessons learned (e.g. collaboration with academic institutions, knowledge product development, etc.).</p> <p>A solution or approach can be innovative at the national, provincial or regional level; or may simply be an adaptation from a different context (e.g. municipality size and location, such as for a small, remote community).</p>		
A.	Your project is a business-as-usual solution or a very specific solution with little potential for replication beyond your municipality.	(0 points)
B.	Your project is an innovative solution or underutilized best practice with the potential for replication, in whole or part, by communities of similar size or in the same region.	(5 points)
C.	Your project is an innovative solution or underutilized best practice with the potential for replication, in whole or part, by a broad range of municipalities across Canada.	(10 points)
D.	Your project is among the first of its kind in Canada and has the potential for replication by many types of municipalities. OR In addition to the requirements of the C score, your project includes arrangements that increase the potential for sharing lessons learned (e.g. partnerships, etc.).	(15 points)

Scoring project management

Project management is scored according to three ratings — red, yellow and green — similar to traffic lights.

<p>Project team</p> <p>This criterion assesses the project team’s ability to properly lead this project to its completion and deliver the expected benefits. The project team includes the lead applicant management team as well as contractors, project sponsors (as relevant) and consultants.</p>	
<p>Red Light – Major issues</p>	<ul style="list-style-type: none"> Your project team or its structure is inadequate given the type or size of the proposed project. There are serious concerns with its capacity to appropriately manage the project to completion and deliver the expected benefits.
<p>Yellow Light – Minor issues</p>	<ul style="list-style-type: none"> You demonstrate a suitable understanding of the skills required to implement the project. However, curriculum vitae of key team members were not available. There are some weaknesses or concerns with the proposed project team and you could benefit from addressing them before beginning the project; the team should still be able to carry out the proposed project and deliver the expected benefits.
<p>Green Light – No significant issues</p>	<ul style="list-style-type: none"> Your project team clearly has the experience and qualifications required for the type and size of the project. Their track record on similar projects is appropriate. There is sufficient redundancy among team members to ensure appropriate continuity in the absence of one or more team members. This team should be able to carry out the proposed project and achieve the expected benefits.

<p>Risk management and timelines</p> <p>This criterion assesses the appropriate identification, assessment and mitigation of potential risks to the project, including environmental, technical, operational, planning, time and cost-related risks for implementation and delivery of expected benefits.</p> <p>You must demonstrate how your project activities will manage regulatory requirements (e.g. environmental assessments, certificates of authorization and regulatory approvals); assess expected new technology performance and provide back-up plans in case of problems; construct or install engineering controls and monitoring systems; and prepare a performance measurement plan, a cost-overflow and capping plan, and liability insurance and performance guarantees.</p>	
<p>Red Light – Major issues</p>	<ul style="list-style-type: none"> There are major risks associated with the project that were not adequately addressed and that could prevent its successful completion based on the proposed timelines and work plan.
<p>Yellow Light – Minor issues</p>	<ul style="list-style-type: none"> There are some risks associated with your project that could prevent it from being completed on time and delivering its proposed benefits. Overall, however it would be relatively straightforward to address these risks and the project could then deliver its expected benefits in a timely way.
<p>Green Light – No significant issues</p>	<ul style="list-style-type: none"> There are no major concerns associated with the risk management of the project. You have suitably identified and assessed all relevant risks and have

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	developed suitable risk mitigation plans appropriate for a project of this size. Your project is expected to deliver its expected benefits according to the proposed timeline.
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<p>Financing</p> <p>This criterion assesses your project’s budget and funding sources.</p> <p>You must demonstrate how your project has a clear and realistic budget for the proposed scope of work with an appropriate level of detail in the budget line items, as well as realistic expectations to secure full funding for the project.</p>	
Red Light – Major issues	<ul style="list-style-type: none"> • There are major concerns with your proposed project budget or the plan for securing the necessary project funding; particularly considering the project’s technical aspects. • These issues may result in the project not being successfully completed within budget and on time, with the expected benefits.
Yellow Light – Minor issues	<ul style="list-style-type: none"> • There are some uncertainties regarding your proposed project budget or financing plan but the project is expected to be successfully completed within budget, on time, and should deliver expected benefits.
Green Light – No significant issues	<ul style="list-style-type: none"> • There are no concerns with your proposed project budget and all funding sources have been confirmed. Project budgeting and financing should not be a barrier to successful project completion within budget and on time, and should deliver expected benefits.