

FCM's Green Municipal Fund™

An innovative approach to supporting sustainable community development in Canadian municipalities



FCM supported the City of Toronto's study of the municipal cost savings of green roofs with a \$40,000 GMF grant.

This case study is one in a series of thematic case studies that help support the Federation of Canadian Municipalities' local government association capacity building activities. It documents the experience of FCM's Green Municipal Fund™ (GMF), an innovative approach to local government financing that supports leading initiatives in sustainable development.

OVERVIEW

The Federation of Canadian Municipalities (FCM) has been the national voice of municipal governments since 1901. With more than 1,750 members, FCM represents the interests of municipalities on policy and program matters that fall within federal jurisdiction. Members include Canada's largest cities, small urban and rural communities, and 18 provincial and territorial municipal associations.

FCM and its local government association partners aim to build strong, healthy communities that sustain citizens and natural environments, both today and in the future. Sustainable community development provides a framework that local governments can adapt and employ to use resources efficiently in planning and governing their communities, protecting and enhancing quality of life, and strengthening their local economies.

FCM believes that sustainable community development is based on a systems approach that integrates environmental, social and economic objectives, so that long-term benefits are greater than long-term costs. By taking a systems approach to managing their operations, local governments can maximize long-term benefits for their community, including: decreased pollution, improved air quality and reductions in greenhouse gas emissions; social stability with more equitable access to resources, and strong citizen participation in decision-making; economic development and municipal cost savings; attractive and livable communities; reduced dependence on cars and increased accessibility for residents of all ages and abilities; fewer materials sent to incinerators or landfills; and, long-term supply of high-quality water. Achieving these benefits typically requires municipal governments to take an interdepartmental, integrated approach to decision-making.

Ensuring that local governments develop and adopt sustainable solutions is challenging both in Canada and globally, in a context in which inadequate local government financing is a key issue of concern to the municipal sector. Local governments are faced with increasing responsibilities to build and maintain municipal infrastructure, and deliver services, but most lack adequate resources to manage these responsibilities effectively.

This case study describes FCM's Green Municipal Fund™ (GMF), an innovative approach to local government financing that supports leading initiatives in sustainable development, and builds capacity in other local governments to follow these examples.

FCM's international programs enable Canadian municipalities and municipal associations to share their practical experience and expertise with counterparts in Asia, Africa, Latin America and the Caribbean. FCM is providing technical expertise to the Federation of Associations of Municipalities of Bolivia (FAM-Bolivia), which has recently embarked on its own version of a green municipal fund. The Fondo Verde Municipal (FVM) currently has \$120,000 in its fund to start four pilot projects. FAM-Bolivia hopes that the success of the pilot projects will attract investors in order to eventually raise the total of the FVM to \$10 million.

Section 1: Introduction

FCM's Green Municipal Fund™ (GMF)

Municipal financing and support for municipal initiatives that protect the climate and improve air, water and soil quality, are key issues of concern to the municipal sector both in Canada and globally. GMF is a unique mechanism to fund sustainable community development initiatives in that it is essentially a fiscal transfer that was established through the creation of an endowment to FCM, which enables FCM to manage and distribute funds to local governments.



Cities that promote active transportation help to reduce the environmental impact of driving.

CITY OF SHERBROOKE, QUEBEC

Examples of GMF-funded initiatives

<p>Revelstoke Community Energy System (GMF 9799) Lead applicant: Revelstoke Community Energy Corporation Energy RFP; GMF grant: \$473,500 Total project value: \$947,085</p>	<p>City of Portage la Prairie Feasibility Study for Removal/Recovery of Nutrients from Secondary Wastewater (GMF 9663) Lead applicant: City of Portage la Prairie GMF grant: \$109,000 Total project value: \$220,000</p>	<p>Establishment of an Eco-centre in the Rimouski-Neigette RCM (GMF 9638) Lead applicant: Regional County Municipality (RCM) of Rimouski Waste RFP; GMF loan: \$200,400 GMF grant: \$250,000 Total project value: \$565,000</p>
<p>Ocean Cooling Energy Distribution System in the Shipyard Precinct of Lower Lonsdale (GMF 9831) Lead applicant: Lonsdale Energy Corporation Energy RFP; GMF loan: \$500,000 GMF grant: \$348,500 Total project value: \$3,937,100</p>	<p>Town of Caledon Wind Feasibility Study (GMF 9031) Lead applicant: Windy Hills Caledon Renewable Energy GMF grant: \$50,000 Total project value: \$100,000</p>	<p>Municipality of the County of Kings – Sustainable Sludge Management Program (GMF 9744) Lead applicant: Municipality of the County of Kings GMF grant: \$190,000 Total project value: \$437,000</p>
<p>City of Kamloops Integrated Community Sustainability Plan (GMF 9726) Lead applicant: City of Kamloops GMF grant: \$327,750 Total project value: \$1,075,500</p>	<p>City of Belleville Brownfields Program Strategy (GMF 9430) Lead applicant: City of Belleville GMF grant: \$32,280 Total project value: \$64,560</p>	<p>Town of Marystown – Energy Management Plan for Municipal Buildings (GMF 9576) Lead applicant: Town of Marystown GMF grant: \$8,977 Total project value: \$18,662</p>
<p>City of Calgary Streetlighting Adaptive Lighting and Asset Management Field Test (GMF 9584) Lead applicant: City of Calgary GMF grant: \$114,400 Total project value: \$244,500</p>	<p>City of Vaughan Pedestrian and Bicycle Masterplan System Implementation (GMF 9812) Lead applicant: City of Vaughan Transportation RFP; GMF loan: \$400,000 Total project value: \$1,025,000</p>	<p>Town of Watson Lake Solid Waste Management Plan (GMF 9597) Lead applicant: Town of Watson Lake Waste RFP; GMF loan: \$815,600 GMF grant: \$250,000 Total project value: \$1,332,000</p>
<p>City of Spruce Grove Eco-Industrial Plan (GMF 9536) Lead applicant: City of Spruce Grove GMF grant: \$24,940 Total project value: \$52,872</p>	<p>Beauceville Cultural Centre and Its Energy-Efficient Improvements (GMF 9409) Lead applicant: City of Beauceville GMF grant: \$33,400 Total project value: \$66,800</p>	<p>City of Yellowknife District Geothermal System Feasibility Study (GMF 9556) Lead applicant: City of Yellowknife GMF grant: \$142,500 Total project value: \$285,000</p>

When GMF was first established in 2000, the Government of Canada endowed FCM with CDN \$125 million. This amount was doubled in 2001/02 to CDN \$250 million, and increased again in 2005 by CDN \$300 million, reaching the total current endowment of CDN \$550 million.

The Fund was established as a long-term, sustainable source of financing, providing low-interest loans and grants to support municipal governments and their partners in developing communities that are more environmentally, socially, and economically sustainable. GMF is managed by FCM and operates at arm's length from the federal government.

There are two aspects to GMF that are innovative in the Canadian context. First, the funding was endowed to FCM by

the federal government and FCM's National Board of Directors is responsible for the endowment including approval of project funding. The more common occurrence in Canada is for federal funding for municipal initiatives to be channeled through the provinces. Second, the use of an endowment approach to generate annual income is unique among federal and provincial/territorial grants. Federal funding does not generally take the form of an endowment but rather requires hundreds of millions of dollars of funding every year.

GMF is a conditional transfer that has to be spent on municipal initiatives to improve the environment. This transfer can be justified on the basis of externalities because the benefits of air, water, and soil quality, for example, cross over municipal boundaries. There are also spillover benefits from case studies,



DANIEL BANNOCITY OF HAMILTON, ONTARIO

FCM supported the City of Hamilton's three-stream waste diversion collection pilot project with a \$100,000 GMF grant.

tools and capacity building activities provided to municipalities through GMF.

GMF grants and loans are used to stimulate investment in municipal capital projects and studies to improve air, water, and soil quality, to reduce greenhouse gas emissions and protect the climate, and more recently, to finance brownfield remediation. Grants are available for sustainable community plans, feasibility studies and field tests, while a combination of grants and loans are available for capital projects. Funding is allocated in five sectors of municipal activity: brownfields; energy; sustainable transportation; solid waste; and water.

The funds need to be matched with a minimum contribution required from municipalities, though not as a 50-50 split between GMF and the municipal government. GMF funds are stackable (meaning that the funds can be used in combination with other funding). Although the funding for any individual municipality is based on an application and is therefore less predictable than funding that applies to all municipalities, the overall level of funding is stable and predictable because of the existence of the endowment.

To ensure the greatest possible impact, FCM annually commits between CDN \$65 million and CDN \$90 million in low-interest loans and grants through GMF to invest in initiatives that will significantly benefit the environment and are also likely to improve local economies and quality of life.

Since its inception in 2000, GMF has committed more than \$375 million in grants and low-interest loans to support nearly 700 leading sustainable community development projects in Canada. In addition to providing loans and grants, GMF builds capacity and shares knowledge to support municipal governments and their partners in developing communities that are more environmentally, socially and economically sustainable. GMF-supported initiatives have the potential to leverage almost \$2.2 billion of economic activity in nearly 350 communities across Canada.¹

By strategically allocating funds to the best projects and studies, and sharing the lessons and expertise resulting from those initiatives with other municipalities across Canada, FCM can use GMF to provide direct support to an even greater number of communities. FCM can continually push the leading edge of the sustainability curve while simultaneously broadening the impact of the Fund beyond those municipalities that receive direct financing.

In 2007–2008 alone, GMF offered grants and loans to support 120 leading initiatives to make communities across Canada more sustainable. FCM approved almost \$9 million in GMF funding for 91 sustainable community plans, feasibility studies and field tests. Over \$63 million in low-interest loans and nearly \$7 million in grants was approved to implement 29 capital projects.

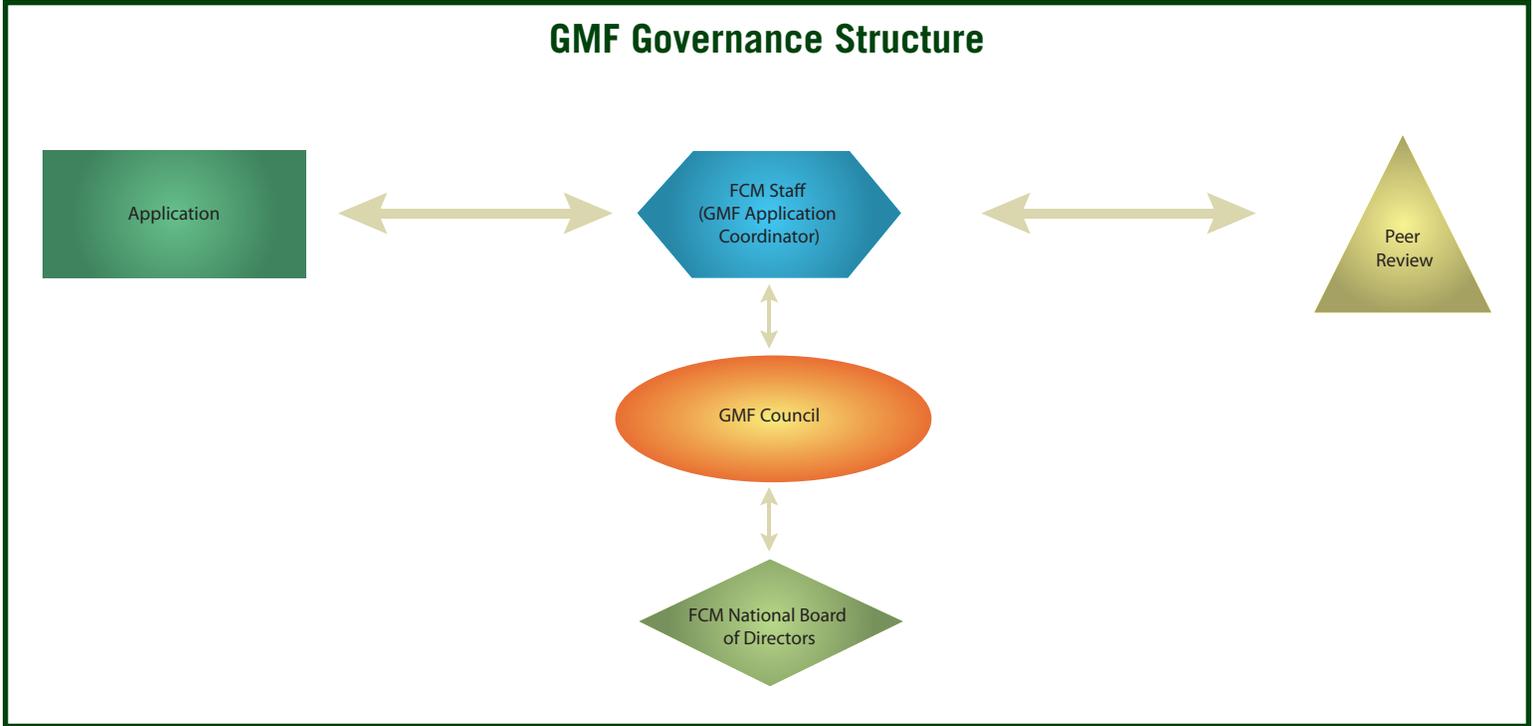
Governance Structure

GMF is governed by FCM's National Board of Directors, which comprises over 70 elected municipal officials and affiliate members from all regions and various-sized communities throughout Canada. All positions are filled by election on an annual basis, with the exception of those designated for affiliate members and the immediate past president, as outlined in the FCM by-laws, during the annual conference. The president, first vice-president, second vice-president and third vice-president are elected at large. The position of immediate past president is an automatic succession.

The FCM board is advised by a 15-member GMF Council. Five members of the Council represent, and are appointed by, the Government of Canada; the remaining ten are appointed by

¹ Based on 2007-2008 data.

GMF Governance Structure



FCM. Of these ten, five represent municipal governments and five represent the non-profit and the private sector.

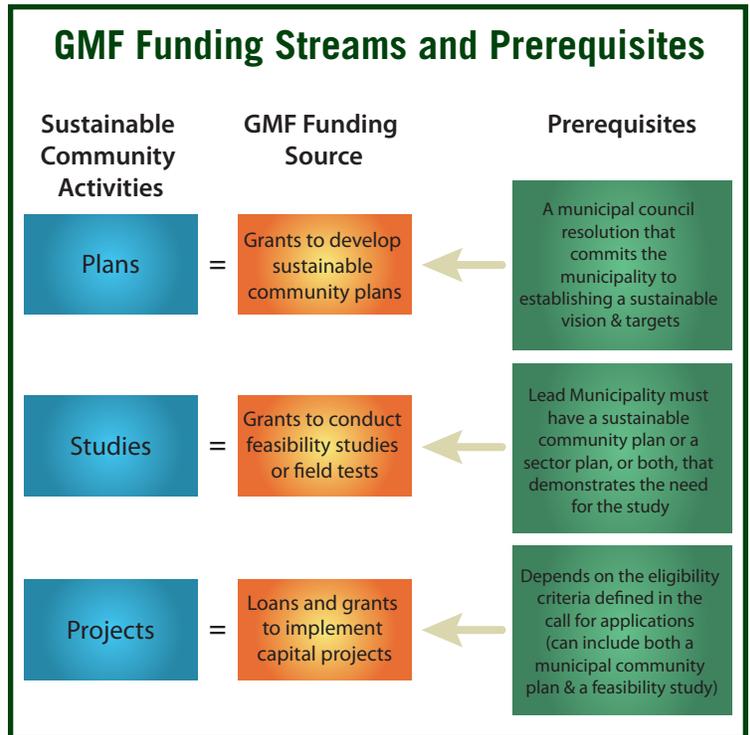
GMF Council decisions are informed by a Peer Review Committee made up of 75 sector experts from across Canada. Each application to GMF undergoes an independent third-party technical assessment by two or three members of the Peer Review Committee. These assessments are then presented to GMF Council, which recommends a decision on eligible project proposals to the FCM National Board of Directors.

Section 2: How the Fund Works

FCM offers GMF loans and grants combined with loans to initiatives that reflect the very best examples of municipal leadership in sustainable development – those that have high net environmental impact that can be replicated in other communities.

Applications are also assessed on the basis of project management, application quality, public engagement, and municipal council or board of director commitment. In keeping with FCM’s goal to share lessons learned from GMF-funded initiatives with other communities, initiatives are also assessed on their innovation, potential for replication, and potential for knowledge sharing.

GMF has three funding streams that finance three types of sustainable community activities. Each funding stream is subject to specific prerequisites.



Grants for Sustainable Community Plans

GMF offers grants to develop sustainable community plans. Plans must consider environmental, social and economic objectives and include specific targets for environmental performance. GMF grants can reimburse up to 50 per cent of the total eligible costs of a plan, up to a maximum grant amount of \$350,000.

Initiatives that are considered for these grants include: sustainable community plans, such as integrated community sustainability plans; neighbourhood plans; municipal greenhouse gas reduction plans, such as Partners for Climate Protection local action plans (see box, right); and, brownfield action plans, such as community improvements plans.

Before they apply for a sustainable community plan grant, municipal governments must pass a council resolution committing to establish a vision and targets in the plan. Only municipalities or wholly owned municipal corporations applying in partnership with a municipality can submit an application for a grant to develop a plan.

Grants to Conduct Feasibility Studies and Field Tests

GMF offers grants that seek to demonstrate the potential of a project to improve the environmental effectiveness of municipal operations related to brownfields, energy, transportation, waste or water. GMF grants can reimburse up to 50 per cent of the total eligible costs of a study, up to a maximum grant amount of \$350,000.

Prior to applying for a GMF grant for a study, the “Lead Municipality” must have a sustainable community plan or a sector plan, or both, that demonstrates the need for the study. Municipal governments and their partners are eligible for grants for feasibility studies and field tests. However, the municipal council must have adopted a sustainable community plan or sector plan that includes sector-specific goals or targets. Specific prerequisites apply for some sectors and subsectors.

“The FCM study was instrumental in bringing wind power to Canso.”

Mayor Ray White,
Town of Canso, Nova Scotia

Loans and Grants for Capital Projects

Applicants seeking funding for capital projects can submit applications at any time of year in each of five sectors: brownfields; energy; transportation; waste; and water. Applications

Partners for Climate Protection



The Partners for Climate Protection (PCP) program is a network of 181 Canadian municipal governments that have committed to reducing greenhouse gas (GHG) emissions and acting on climate change. PCP is a GMF-supported partnership between FCM and ICLEI – Local Governments for Sustainability. It is the Canadian component of the international Cities for Climate Protection (CCP) program, which comprises more than 650 communities worldwide making the same efforts. With financial support from GMF, PCP offers member municipal governments a five-milestone framework to cut GHGs, a host of useful resources and information, and valuable opportunities to share experiences with other PCP members in Canada and abroad. Twelve municipal governments joined the PCP program in 2007–2008.

are evaluated and considered for approval within four to five months from the date they are received.

GMF offers below-market loans (at an interest rate of 1.5 per cent lower than the Government of Canada bond rate for the equivalent term for municipal governments), usually in combination with grants, to implement capital projects. GMF can provide financing for up to 80 per cent of costs with a combination of loans and grants, though the majority of financing is through loans. Brownfield projects are eligible for below-market loans only, at an interest rate between 1.5 and 2 per cent lower than the Government of Canada bond rate, with no funding limit.

“With an effective interest rate this low, the Green Municipal Fund can really benefit not only the environment, but also our tax payers.”

Councillor Leonore Foster,
City of Kingston, Ontario

Application Process

Potential applicants seeking funding for plans and studies may submit an Intent to Apply (Part A) to FCM at any time of the year. Under the current system, a GMF project officer reviews the Intent to Apply (Part A) form to determine whether the proposed study meets eligibility criteria, and he or she will ask applicants for more information or for clarification, if necessary.

Once the initial Intent to Apply has been assessed and approved, FCM invites eligible applicants to submit a Detailed Application (Part B). Applicants are given two months to complete and submit the Detailed Application. Applicants whose Intent to Apply form is denied receive a written explanation of the reasons for the denial. The average length of time an application takes to be approved is six to nine months.

FCM re-evaluated the application process in 2008, and determined that the system was too onerous, resulting in plans to replace the Intent to Apply (Part A). The Detailed Application process will be retained. It is hoped that this will speed up the approval process to four months.

Unlike applications for plans and studies, there is no Intent to Apply process for capital projects. Project proponents submit a Detailed Application for review in the same manner as for plans and studies.

How are Applications Assessed?

A GMF Application Coordinator reviews the Detailed Application to ensure it is complete and includes all necessary attachments. If necessary, the Application Coordinator contacts the applicant to request additional information.

Applications are then assessed by an independent Peer Review Committee and independently evaluated on their own merits according to the potential for the project to deliver environmental, social and economic benefits. Given the range of eligible projects, a single set of measurement criteria cannot adequately address the various project types and all of their variables. Therefore to measure direct environmental benefits, applicants must submit a quantitative estimate of the anticipated environmental benefits of their project along with a proposed methodology for measurement and verification.

The direct environmental benefits of the project are evaluated and scored based on the potential of the project to deliver environmental benefits. Additional environmental considerations are also taken into account, including:

- Any negative environmental impacts and their proposed mitigation;
- Environmental co-benefits considering air, water, land, biodiversity and GMF sectors (solid waste, brownfields, sustainable transportation, energy, and water);
- How the project contributes to: implementation of existing plans, strategies, programs, policies for sustainability; overall community vision; and sustainable community plan;

New criteria for plans and studies

In 2007–2008, the GMF Council developed and set high standards and criteria within each sector and for each type of application. This change ensured that GMF would only fund exceptional studies, plans and field tests that are likely to result in leading examples of sustainable development. The shift will raise the bar for sustainability, while ensuring adequate distribution among regions and between community types. It will also help FCM manage the demand for study funding so that the annual funding caps can be met and the number of applicant rejections can be minimized. The new funding framework for plans and studies recognizes the distinct nature of sustainable community plans versus feasibility studies and field tests. FCM has improved the application process for both types of initiatives by designing separate application forms, guidelines and assessment criteria. Where before there were two funding streams (studies and projects), there are now three: plans, studies and projects. The application criteria include new prerequisites that help FCM to identify which applications represent leading examples of sustainable community development.



GMF contributed \$ 5.3 million in funding to the Town of Markham's District Energy Capital Expansion Project. Funding was provided through a \$1.5 million grant and a \$4 million low-interest loan.

- Systems approach which considers the extent to which the project deals with the root causes of the environmental issues, as opposed to “end-of-pipe” solutions that only deal with symptoms; and
- Analysis and minimization of life cycle costs to the fullest extent possible.

Furthermore, social and economic benefits are also evaluated and scored based on the potential of the project to deliver the following:

- Protection and improvement of human health;
- Improvement to community quality of life;
- Community economic development and community revitalization;
- Increased public awareness and understanding of issues and options;
- Strong public support;
- Expected operation and maintenance costs, and savings of the project;
- Leveraging GMF funding to secure financing from municipal governments and other public sources;
- Private sector involvement in municipal environmental projects, including the increased participation of private lenders;
- Investment in innovative environmental technologies, practices and processes;



FCM supported Canmore, Alberta’s feasibility study for greening its Civic Administration Building with a \$34,250 GMF grant.

- Use of full-cost accounting and full-cost pricing;
- Adoption of cost-effective demand-side management policies and programs;
- Improved job retention, increased job creation, and generation of employment income; and
- Partnerships between two or more municipalities.

Once the Peer Review Committee evaluates the potential for the initiative to deliver environmental, social and economic benefits, the Detailed Application for a sustainable community plan is then assessed against the rated criteria on elements such as: the approach to sustainability; innovation and knowledge sharing; and, management and workplan. For a feasibility study or field test, the Detailed Application is assessed against the rated criteria on elements such as: systems approach and environmental, social, and economic benefits; innovation and knowledge sharing; and, management and workplan.

Each peer reviewer conducts an individual assessment of the application and assigns a score to each of the rated criteria. Once the peer reviewers complete their individual assessment, they discuss their scores and develop a final consensus score for the application. In all cases, applications must obtain an appropriate score to be recommended for funding.

Once the Peer Review Committee completes its application assessment, the scores are submitted to the GMF Council. This information is submitted by GMF staff with a recommendation for Council, including a summary of the proposal. GMF Council makes recommendations to the FCM National Board of Directors, which makes the final funding decision. Applications are presented to GMF Council monthly by GMF staff. There are quarterly in-person meetings for strategic discussions, otherwise meetings are held by teleconference.

Because grants are awarded in part based on the potential for creating new knowledge and replicating leading approaches, all grant recipients are required to report on their studies and the lessons they learned through the initiative.

These reports are a cornerstone of GMF; they create opportunities for funding recipients to share their lessons and for all

GMF application process ensures transparency and accountability

The Peer Review Committee, GMF Council, and the FCM National Board of Directors are integral to the application process. The GMF Funding Agreement describes the roles and responsibilities of these bodies.

Each application undergoes an independent third-party technical assessment by two or three members of the 75-member Peer Review Committee. These assessments are presented to the GMF Council, which recommends a decision on eligible proposals to the FCM National Board of Directors. These recommendations are based on criteria outlined in the Agreement, including ensuring an appropriate balance between urban and rural communities as well as among regions within Canada.

The FCM National Board of Directors ensures that due diligence is exercised in the decision process and makes the final decision on eligible project proposals.

communities to learn from these leading examples and to start their own studies one step ahead.

Section 3: Knowledge Sharing and Capacity Building

While FCM aims to integrate sustainability in municipal decision-making and general operations and raise the sustainability bar in Canada, it cannot hope to do this through funding alone, with a maximum of \$92 million available as GMF loans and grants each year. By strategically allocating funds to the best projects and studies, and sharing the lessons and expertise resulting from those initiatives, FCM can use GMF to provide direct support to an even greater number of communities.

Three integrated, collaborative functions support this goal: research; capacity building; and communications. FCM conducts research related to GMF funding sectors, including identifying key results and lessons learned from GMF-funded initiatives. It builds the capacity of municipal governments to implement

“Officials from small rural municipalities have told me that GMF financing has enabled them to undertake projects they could not afford otherwise, and in turn they have shared the knowledge gained with their neighbours.”

Councillor Leonore Foster,
City of Kingston, Ontario

sustainable community development projects and practices through tools and training. Finally, FCM transfers knowledge and performs communications activities related to outreach and promotion, publications and web development, and media relations activities.

The GMF capacity building program engages municipal officials in sharing knowledge, experience and best practices in sustainable development. The program supports municipal governments working towards sustainable community development through the five sectors supported under the GMF. Over the years, the program has developed a number of successful



FCM supported the City of Burnaby, British Columbia's transit station precinct parking study with a \$30,000 GMF grant.

Green Municipal Fund Webinar Series

FCM launched a series of 90-minute webinars to share knowledge resulting from GMF initiatives and other leading sustainable community development projects with Canadian municipal representatives. A webinar is an interactive, web-based workshop that enables participants to learn from the comfort of their homes or offices. Webinars feature presentations from a sector expert and a GMF-funded municipal practitioner, in the following topic areas:



brownfields



energy



planning



transportation



waste



water

Well over 1000 elected and administrative officials from local governments across Canada attended 11 webinars in 2008–2009, along with other participants from the public, private and non-profit sectors. Eighty-six percent of webinar participants surveyed said they will apply the strategies and tools discussed in the webinars, and 93 percent said the webinar increased their knowledge in the topic area.

initiatives to transfer knowledge and build capacity across the country, including:

- GMF Webinar Series: Launched in 2007, webinars are interactive, web-based workshops that feature presentations from sector experts and a GMF-funded municipal practitioner (see box above);
- FCM Sustainable Communities Conference: This biennial national conference provides an opportunity for knowledge sharing and networking around sustainable community development (see box below);
- Partners for Climate Protection, which aims to mitigate climate change through reduced greenhouse gas emissions (see box on page 6);

Moving Innovation into Practice: FCM Sustainable Communities Conference

The FCM Sustainable Communities Conference and Trade Show is the pre-eminent event in Canada for municipal governments and their partners to network and learn about sustainable community development. The conference is held every two years. Highlights of the presentations and workshops from past conferences are available at www.sustainablecommunities.fcm.ca.

“The conference helped me gather so much valuable information in one place; it’s one of the most informative conferences I’ve ever attended.”

Councillor Cynthia Lulham,
City of Westmount, Quebec

- FCM-CH2M HILL Sustainable Community Awards: Held annually, the program recognizes municipal leadership in sustainable community development; and
- FCM Sustainable Communities Mission: GMF organizes study tours that enable elected and senior municipal staff officials from across the country to visit and learn about leading sustainable community development sites and projects, some of which are GMF-funded.

In addition to the above initiatives, GMF develops case studies of funded projects, and shares them through a searchable database available to the public online (see the GMF section of FCM's website (www.fcm.ca/gmf)). GMF also organizes capacity building workshops on issues related to its funded sectors, and develops tools and resources for municipalities (also available online).

Under this model, GMF is more than a source of funding; it is a program that recognizes municipal leadership in sustainable development and works to help other municipal governments follow those examples.

Section 4: Conclusion

FCM aims to support municipal governments to achieve their sustainable community development goals by adopting a client-centered approach through GMF that focuses on continuous improvement. After nine years of administering the Fund, FCM has gained valuable experience and knowledge that it can apply to adapt the Fund's offerings and extend its reach to meet the needs of municipal governments.

GMF is now well positioned as a national program with resources that address the full sustainable development needs of municipal governments through both financing and knowledge. GMF is fulfilling a unique niche in municipal sustainable development in Canada.

GMF-funded efforts have improved Canada's air, water and soil quality, helped to address climate change, and inspired other municipal governments to establish and meet their own sustainability goals. It is estimated that since its inception in 2000, GMF-funded municipal initiatives will deliver reduced emissions of over 840 tonnes of nitrogen and sulfur oxides and 1.6 million tonnes of carbon dioxide equivalents. The demand for new grants and loans continues to grow.²

FCM has influenced municipal thinking on sustainable development in Canada, and GMF has supported many inspiring initiatives. Thanks to the leadership of municipal governments

committed to sustainability, the benefits have been demonstrated, and more and more municipal governments are following their example. A progression of policy, programs and services has occurred and the capacity to act has grown.

By completing the shift toward a focus on supporting the best examples, FCM can promote replication and increase the impact of the Fund. GMF thereby moves from being a tool for sustainable change in individual municipalities to becoming a tool that can leverage change in all Canadian municipalities.

As municipal governments continue to raise the sustainability bar with leading-edge studies and projects, GMF will continue to evolve to keep pace with municipal leadership.

See the GMF section of FCM's website for more information about GMF, and to access tools and resources online: www.fcm.ca/gmf.



FCM's Green Municipal Fund provided an \$11,000 grant for the Town of Gravelbourg, Saskatchewan's wetland treatment system feasibility study.

² Based on 2007-2008 data.

Contact Information

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