



FEDERATION
OF CANADIAN
MUNICIPALITIES

FÉDÉRATION
CANADIENNE DES
MUNICIPALITÉS

GREEN MUNICIPAL FUND

ANNUAL REPORT
2011-2012



Green Municipal Fund Annual Report 2011–2012
(April 1, 2011, to March 31, 2012)

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Ottawa, Ontario K1N 5P3
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LETTER TO THE MINISTERS

Minister of the Environment
The Honourable Peter Kent

Minister of Natural Resources
The Honourable Joe Oliver

Dear Ministers:

We are pleased to submit the *Green Municipal Fund Annual Report 2011–2012*, covering the period from April 1, 2011, to March 31, 2012.

Since the creation of the Green Municipal Fund™ (GMF) in 2000, the Federation of Canadian Municipalities (FCM) has worked with the Government of Canada to build the capacity of the municipal sector to plan and invest in sustainable infrastructure, create jobs, contribute to local economies and make federal spending go further.

Through GMF, municipalities have built better transportation; constructed efficient and resilient buildings; diverted waste from landfill; made previously unusable land available for development; and improved soil and water quality. And they have saved millions of dollars for taxpayers.

In 2011–2012:

- FCM awarded GMF loans and grants to support 66 leading initiatives to make communities across Canada more sustainable.
- FCM approved over \$5.9 million in GMF grant funding for 47 plans, feasibility studies and field tests.
- Over \$73 million in below-market loans and \$6 million in grants were approved for 19 leading capital projects.

Since 2000:

- FCM has committed to provide \$613 million in financing to support 934 green initiatives in more than 460 communities across Canada.
- Of the 934 initiatives funded to date, 162 have been capital projects which, when completed, are expected to create more than 32,000 jobs in 123 communities and generate over \$3.7 billion in GDP.
- The GMF-funded capital projects completed to date have reduced greenhouse gas (GHG) emissions by about 339,000 tonnes per year, diverted over 138,000 tonnes of waste per year from landfill, and treated over 136 million cubic metres of water annually.

To prudently manage the continued high demand for GMF funding, FCM launched an updated funding offer on December 1, 2011. The updated offer included a new, competitive selection process for capital projects in the energy, transportation, waste and water sectors and updated eligibility criteria and funding limits for plans, studies and tests.

Financing municipal brownfield initiatives remains a priority and targeted efforts will help FCM achieve its 2012–2013 funding goal of \$40 million in this sector. FCM also continues to focus on increasing the number of applications from Quebec municipalities and their partners.

The knowledge resulting from GMF-funded initiatives and from education, training and capacity building services reached growing numbers of municipalities this year. The annual FCM Sustainable Communities Conference attracts hundreds of national and international sustainability experts and decision makers; the Sustainable Communities Awards Program draws record numbers of applicants each year; the Partners for Climate Protection Program now supports over 220 members; and FCM has produced over 800 GMF publications and other resources to date.

Municipalities, and all Canadians, reap the multiple benefits generated by GMF funding and knowledge: cost savings from new efficiencies, increased municipal tax revenues, green economic development and job creation. The Fund has been an important vehicle for the federal government to deliver sustainable infrastructure to Canadians. We look forward to continuing to build on this successful partnership and working together to achieve a sustainable future for our communities.



Berry Vrbanovic
President, Federation of Canadian Municipalities



Raymond Louie
Chair, Green Municipal Fund Council

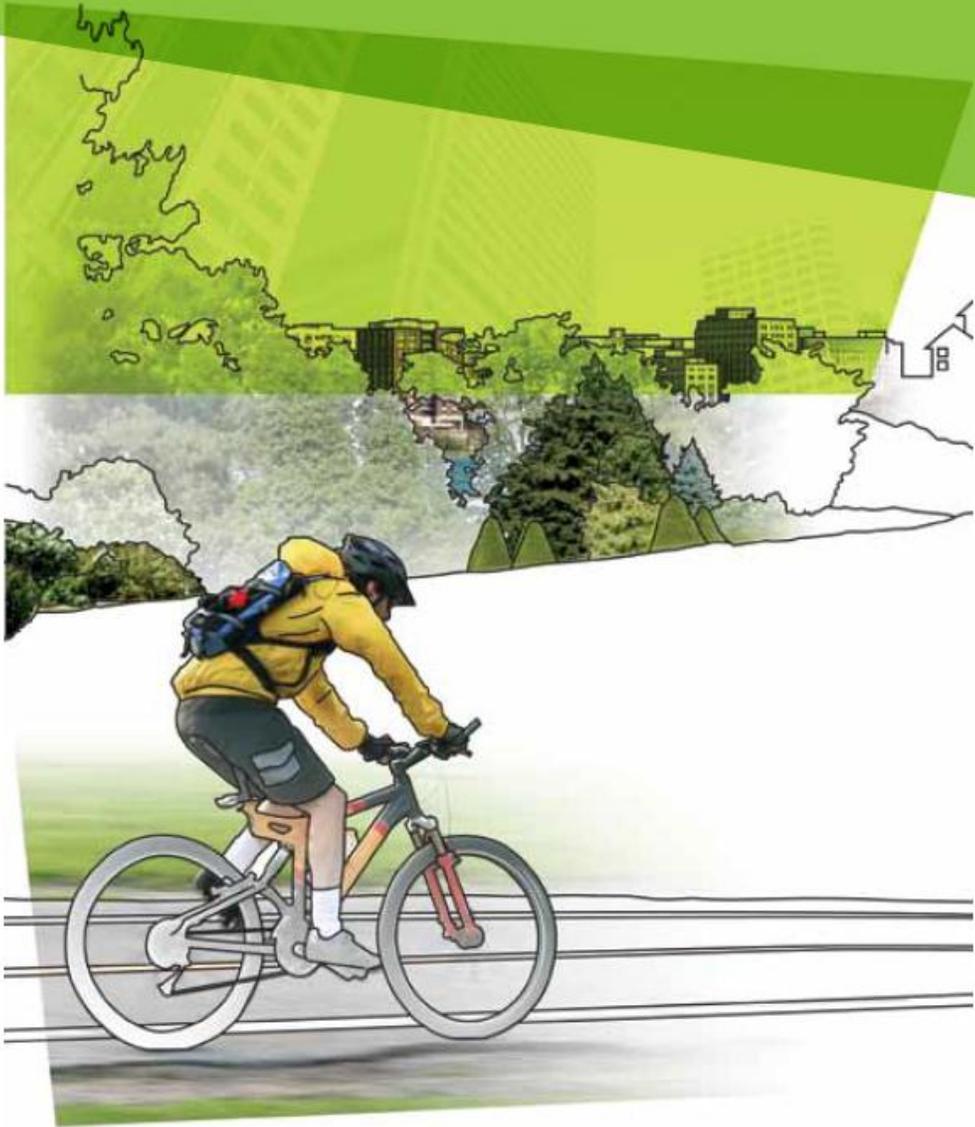


Karen Leibovici
Past Chair, Green Municipal Fund Council

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YEAR IN REVIEW



YEAR IN REVIEW

Supporting green municipal initiatives across Canada

To help Canadian municipalities achieve their goal of a cleaner, healthier environment, the Government of Canada endowed the Federation of Canadian Municipalities (FCM) with \$550 million to establish the Green Municipal Fund™ (GMF). The Fund is a long-term, sustainable source of grants and loans for municipal environmental initiatives.

Through GMF, FCM provides grants and below-market loans, as well as education and training services to support municipal initiatives that improve air, water and soil quality, and protect the climate. Grants are available for plans, feasibility studies and field tests, while a combination of grants and loans are available for capital projects (grants are not available for capital projects in the brownfields sector). Funding is allocated in five sectors of municipal activity: brownfields, energy, transportation, waste and water.

To ensure the greatest possible impact, funding is invested in initiatives that will significantly benefit the environment and that are also likely to improve local economies and quality of life.

FCM shares the lessons and expertise gained through these initiatives and provides training to encourage other communities to replicate their success.

Plan: Sustainable neighbourhood action plans, community brownfield action plans and greenhouse gas (GHG) reduction plans (as of December 1, 2011, GMF no longer funds other types of municipal plans such as sustainable community plans or sector plans).

Feasibility study: An assessment of the technical, environmental and economic feasibility of a potential capital project or program, or a change in processes or procedures.

Field test: An evaluation of the small-scale installation of a potential capital project under the conditions in which it will operate.

Capital project: A capital project that will improve the environmental performance of brownfields, energy, transportation, waste, water or some combination of these activities.

FCM'S ORGANIZATIONAL STRUCTURE:

Corporate and Member Communications

Government and Media Relations

Policy and Research

National Programs

FCM Green Municipal Fund

FCM International

Three funding streams

GMF funding is allocated to three types of initiatives — plans, studies and projects — each with separate assessment criteria. These streams make funds available for municipal initiatives at each point of their progression — from establishing a vision, to studying and testing feasibility, to making a significant investment in a capital project. The application criteria for each stream include prerequisites that help FCM to identify which applications have the most potential to become leading examples of sustainable community development.

Community activities		GMF funding
Plans	→	Grants to develop sustainable neighbourhood action plans, community brownfield action plans and greenhouse gas (GHG) reduction plans
Studies	→	Grants to conduct feasibility studies and field tests
Projects	→	Loans, usually in combination with grants, to implement capital projects

To manage the continued high demand for GMF funding, FCM launched an updated funding offer on December 1, 2011. These funding offer updates are described in detail in the Funding section on page 9.

GMF governance

Governance review

To establish a more robust governance structure, a GMF Governance Committee was established in November 2010 to advise the FCM Board of Directors on GMF Council governance matters. Two particular issues required attention this year: the terms of several GMF Council members expired at the end of 2011, resulting in a high turnover in a short period of time; and there was an identified need to strengthen the overall governance of GMF and to develop a compendium of all GMF-related bylaws, policies, and practices.

Working closely with a consultant with expertise in the area of corporate governance and leadership and with FCM staff, the committee undertook a governance review of GMF. This process began with a governance effectiveness diagnostic that included surveys with GMF Council members and staff, as well as a review of existing policies, practices and bylaws and benchmarking these against governance best practices. The governance review resulted in stronger, and in some cases new, policies and practices and a new compendium of all GMF-related documentation called the GMF Governance Manual.

The committee and Council members also engaged in a profiling exercise to identify the ideal composition of council membership. The result was a matrix of skills, knowledge and experience that was used as a basis for recruiting new members. The new GMF Governance Manual was launched in February and is now used to train all new GMF Council members.

Strategic Plan

GMF Council members came together early in 2011–2012 to develop a mission, vision, goals and objectives for the next three years. The six key result areas for the GMF Strategic Plan 2011–2014 are:

- capacity building
- leveraging partnerships and brokering
- performance measurement
- risk management
- marketing and communications
- integrated projects

New GMF Council members

GMF said goodbye to several Council members in January, including five private sector representatives, two federal members, and the GMF Council chair, who was also a municipal sector representative.

New GMF Council appointments include a new GMF Council Chair, Councillor Raymond Louie, from the City of Vancouver, and five new members representing the private sector. A transition meeting with outgoing and incoming members took place in January with new members officially starting their mandates in February. In March, the terms of two current federal members were renewed and a new federal member joined as an alternate. See Appendix F for a complete list of current and former council members.

Economic and environmental impacts

Through GMF, FCM offers financial support to some of the best sustainable community development studies and capital projects in Canada. In 2011–2012, FCM awarded GMF loans and grants to support 66 leading initiatives to make communities across Canada more sustainable. FCM approved over \$5.9 million in GMF grant funding for 47 plans, feasibility studies and field tests. Over \$73 million in below-market loans and \$6 million in grants were approved for 19 leading capital projects. Seven capital projects were also withdrawn in 2011–2012, resulting in a decrease of \$1.4 million in grants and \$21 million in loans for the year.

To date, FCM has committed to disbursing \$613 million to support 934 green initiatives in more than 460 communities across Canada.¹

Of the 934 initiatives funded to date, 162 have been capital projects which, when completed, are expected to create more than 32,000 jobs² and generate over \$3.7 billion in GDP in 123 communities. Of these 162 projects, 70 have been completed and reported environmental results. Together, these 70 capital projects have reduced annual greenhouse gas (GHG) emissions by approximately 339,000 tonnes per year, reduced air contaminant (criteria air contaminants or CACs)³ emissions by over 445,000 kilograms per year, diverted over 138,000 tonnes of waste per year from landfill, made over 67 hectares⁴ of previously unusable land available for use, improved the quality of over 33,000⁵ cubic metres of soil, treated over 136 million cubic metres of water per year, and reduced water consumption by over 290,000 cubic metres annually.

GMF-funded initiatives are delivering environmental benefits for their communities, along with real economic savings and social benefits. The growing number of green initiatives is not only helping to lay the foundations for a green economy in Canada, but demonstrating how sustainability can improve quality of life and catalyzing sustainable municipal infrastructure.

¹ These financial figures incorporate cancelled initiatives (net data).

² This figure is the result of calculations undertaken by a macro-economics firm using GMF data on capital project funding, adjusted for inflation. They were originally published in *Building Canada's Green Economy: The Municipal Role*, Federation of Canadian Municipalities, 2011.

³ CACs include nitrogen oxides (NO_x), sulphur oxides (SO_x), volatile organic compounds (VOC), and particulate matter (PM10).

⁴ This environmental benefit is calculated according to the total area of land made available, not the portion actively remediated.

⁵ This figure was incorrectly reported as 122,000 cubic metres in 2010–2011.

Collaboration and partnerships

Strong relationships with key stakeholders in relevant sectors are fundamental to FCM's work to extend the reach of GMF funding and knowledge; explore and implement long-term options to replenish the Fund; and facilitate relationships and initiatives between municipal governments, the private sector and other orders of government.

In 2011–2012, FCM established a formal one-year partnership with the Fédération Québécoise des Municipalités (FQM). The initiative offers a combination of capacity-building events and promotional opportunities to build a stronger GMF presence in Quebec, and to increase uptake of GMF funding in Quebec municipalities. In March, GMF and FQM staff delivered four one-day workshops in Quebec, Notre-Dame-du-Portage, Notre-Dame-de-Bon-Conseil and St. Remi; reaching 138 participants from 102 municipalities. The workshops shared knowledge about innovative GMF-funded projects and raised awareness about the GMF funding offer. FCM also held a workshop on sustainable development during l'Assemblée des MRC in December 2011.

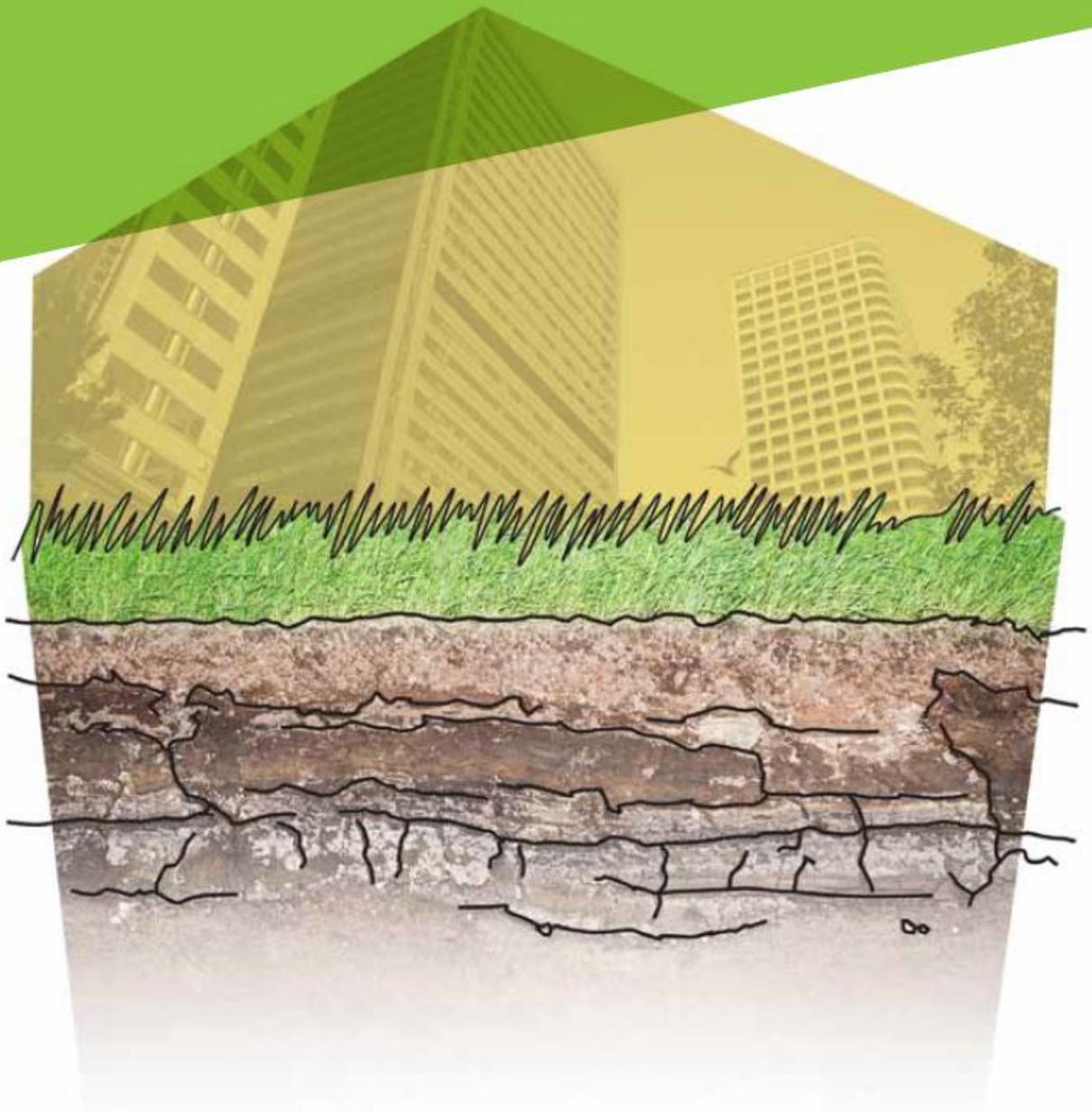
FCM continued the second year of two other, three-year partnerships with Quebec organizations. The Federation collaborated with the Association québécoise pour la maîtrise de l'énergie (AQME) to launch an online energy toolkit for Quebec municipalities in March 2012. AQME also provides a one-on-one mentoring service to help spark municipal energy efficiency projects through this initiative. And through FCM's partnership with the Montréal Urban Ecology Centre (MUEC), a number of resources and tools have been developed to support neighbourhood planning for active transportation. Workshops were piloted in four Montréal neighbourhoods in 2011.

FCM and Public-Private Partnership Canada (PPP Canada) continue to explore opportunities to collaborate including the potential to align the GMF and PPP Canada funding programs on eligible projects — another important way in which FCM and GMF are working to support municipalities in building the business case for sustainable infrastructure.

In October 2011, FCM collaborated with the Economic Developers' Association of Canada to obtain information regarding local sustainable economic development initiatives. FCM plans to use this information to guide the development of new GMF capacity-building programming focused on advancing sustainability.

Through GMF, FCM continues to strengthen relations with other organizations including ClimatSol, Quality Urban Energy Systems of Tomorrow, the Canadian District Energy Association, the Community Energy Association, the Canadian Brownfield Network, the Bloom Centre for Sustainability and many others.

FUNDING



FUNDING

Updated GMF funding offer

Due to the high demand for funding in the areas of plans, studies and tests, as well as capital projects for energy, waste, water and transportation, FCM temporarily stopped accepting new applications for these funding streams and sectors in February 2011. Applications for brownfields capital projects could be submitted at any time.

As a result, many of the activities for 2011–2012 were focused on refining the GMF funding offer and managing client expectations. To best manage the funding available to support the strongest initiatives, FCM adopted a new, competitive selection process for capital projects in the energy, transportation, waste and water sectors; updated eligibility criteria and funding limits for plans, studies and tests; and developed an updated GMF Application Form and support tools for applicants. These program updates, outlined in the table below, came into effect on December 1, 2011, when the Fund reopened for applications to be considered for funding in the 2012–2013 fiscal year. By March 31, 2012, FCM had received nine capital project applications and 15 applications for plans, studies and tests.

INITIATIVE		ELIGIBILITY	FUNDING
GRANTS	PLANS	<ul style="list-style-type: none"> Greenhouse gas reduction plans Sustainable neighbourhood action plans Community brownfield action plans 	<ul style="list-style-type: none"> Up to 50% of eligible costs to a maximum \$175,000 (reduced from \$350,000) GMF no longer funds sustainable community plans
	STUDIES	<ul style="list-style-type: none"> Feasibility studies aligned with eligible capital projects Field tests aligned with eligible capital projects 	<ul style="list-style-type: none"> Up to 50% of eligible costs to a maximum of \$175,000 (reduced from \$350,000)
LOANS	CAPITAL PROJECTS Brownfields	<ul style="list-style-type: none"> Site remediation or risk management Renewable energy production on a brownfield site 	<ul style="list-style-type: none"> Up to 80% of eligible costs (no loan limit)⁶
LOANS and GRANTS	CAPITAL PROJECTS Energy	<ul style="list-style-type: none"> Energy-efficient municipal facilities (new or retrofit) Energy recovery or district energy Net zero municipal systems 	<ul style="list-style-type: none"> Loans: up to 80% of eligible costs to a maximum of \$10 million Grants: Up to 20% of the loan amount to a maximum of \$1 million A new competitive selection process for projects in these sectors An Eligibility Questionnaire and Project Scorecard help applicants to assess their eligibility for funding and the potential score of their capital project application.
	CAPITAL PROJECTS Transportation	<ul style="list-style-type: none"> Modal shift Fleet fossil fuel reduction Fleet GHG emissions reduction 	
	CAPITAL PROJECTS Waste	<ul style="list-style-type: none"> Projects aimed at 50% diversion rate If 50% diversion already achieved, projects result in incremental improvement above 50% 	
	CAPITAL PROJECTS Water	<ul style="list-style-type: none"> Potable water conservation Stormwater management Wastewater systems Septic systems 	

⁶ Subject to various conditions and approval.

Greening Canada's brownfields

Through GMF funding, education and training, FCM helps Canadian municipalities assess and transform brownfield sites into useful, valuable land and revitalize their communities.

Brownfields funding and capacity building remain a key priority to meet the brownfields funding targets. Staff conducted outreach, marketing, communications and capacity building activities that were targeted at both municipalities and their private-sector partners who are involved in brownfield remediation and redevelopment. FCM has made best efforts to achieve the funding target through initiatives such as roundtable discussions with sector experts; tools such as the brownfield roadmaps and information on sustainable remediation approaches; a streamlined application process; and research focused on market interest and client needs.

GMF staff delivered a brownfield bootcamp webinar series and presentations at events across Canada to promote the brownfields funding offer, and met with municipalities and private-sector partners to discuss project eligibility. Collaborations continued with the Bloom Centre for Sustainability, Climatsol, the Economic Developers Association of Canada, PPP Canada and others to identify leveraging opportunities and to work together to meet the needs of municipalities and their partners.

As the majority of brownfield properties are privately owned, and the market is mainly driven by the private sector, the need for partnerships between municipalities and the private sector is becoming a greater challenge. Lending to the private sector will assist FCM in achieving its targets of allocating a minimum of 15 per cent of the Fund to non-municipal borrowers and 30 per cent to the brownfields sector in compliance with its Funding Agreement with the Government of Canada.

GMF staff are currently developing a Brownfields Strategy and Implementation Plan focusing on how to meet market need. The plan includes a review of the GMF pipeline — brownfields sector offer, business development strategy with prospects, application submission and review processes, credit risk and approval processes, private partnership requirements and tools to establish eligible partnerships, communication and capacity building strategies. Recommendations will be validated through interviews, surveys and focus group discussions with municipal leaders and industry experts.

To date, FCM's efforts have resulted in more than \$58 million in approved GMF funding for brownfield projects. Because of the complexity of these projects, more than half of this amount has been withdrawn, as most of these applicants have decided to no longer proceed with their remediation projects for various reasons. As of March 31, 2012, \$26.6 million is allocated for brownfield projects⁷ of which over \$1.7 million has been disbursed and \$24.9 million has been approved and is under contract negotiation.

Making a difference in Quebec

Over the last few years, significant efforts have been made to encourage more Quebec municipalities to apply for GMF funding. These initiatives have had a positive impact, reducing the gap in funding for Quebec projects and increasing the number of applications from Quebec municipalities.

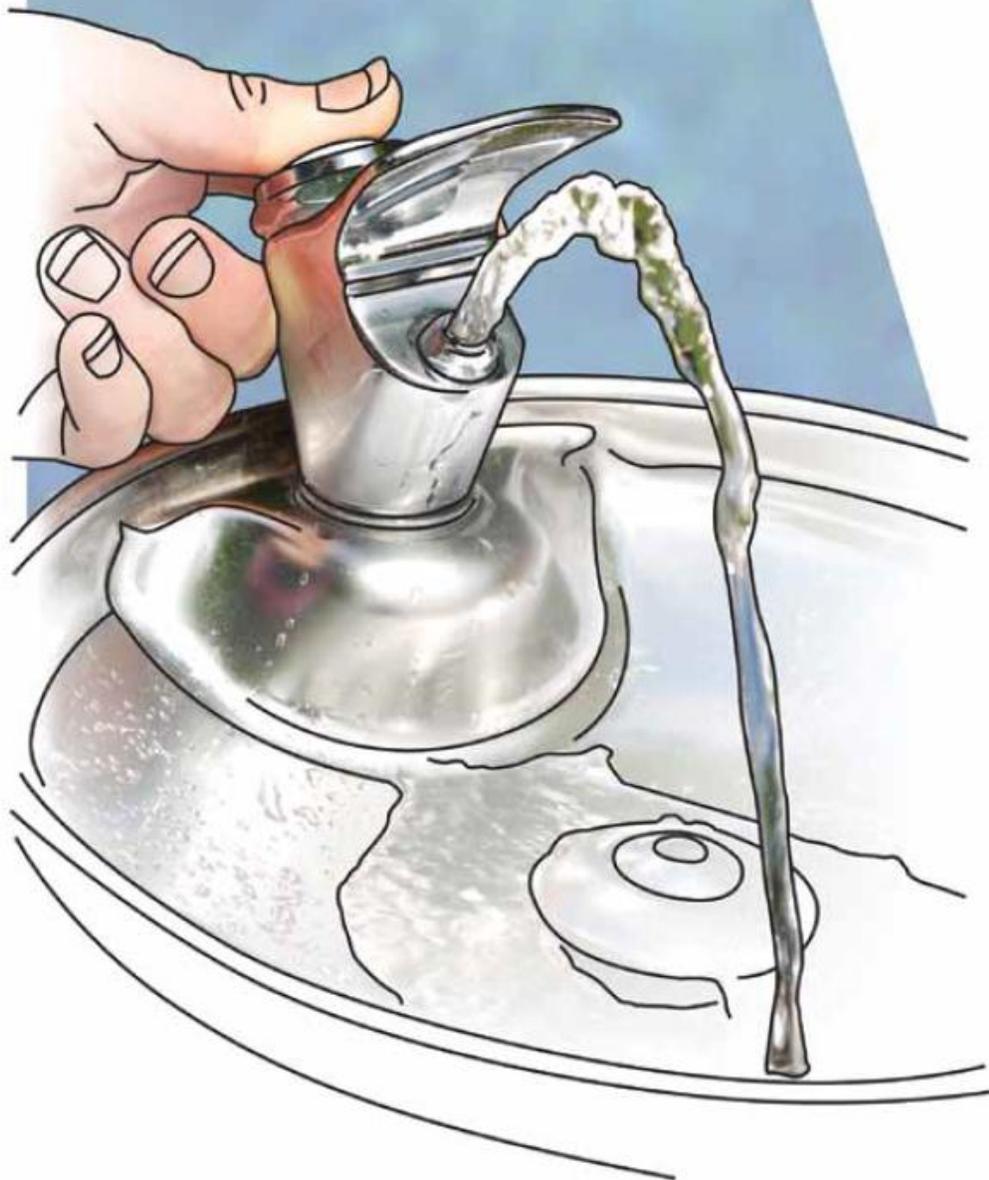
A key result of these efforts — the GMF Quebec Outreach Strategy — is near completion, and will be launched in spring 2012. The strategy aims to direct outreach and promotion efforts and to better balance the proportion of Quebec municipalities that benefit from FCM's expertise and funding to plan and implement green initiatives. Its key objective is to increase the number, quality and proportion of approved project applications from Quebec

⁷ This figure excludes withdrawn initiatives totaling \$31.4 million (net data).

municipalities to a comparable level with other regions of Canada, all while providing GMF resources and information that are adapted specifically for the Quebec market. While the plan covers a three-year period, it will be reviewed periodically and modified as needed.

To reach these targets, the strategy puts forward nine initiatives under three streams — building close relations with key stakeholders, creating relevant content and processes adapted to Quebec, and improving communications. The priority is to focus on building close relations with key stakeholders since this will enhance GMF's brand recognition and value proposition among target audiences. GMF has been collaborating with organizations such as FQM, AQME, MUEC and ClimatSol.

KNOWLEDGE



KNOWLEDGE

Since 2000, FCM has produced over 800 GMF publications and other resources. The base of knowledge resulting from GMF-funded initiatives and from education, training and capacity building services continued to grow this year through programs and events such as the FCM Sustainable Communities Awards, the FCM Sustainable Communities Conference, the Partners for Climate Protection program, and capacity building workshops; as well as over 70 new case studies of GMF-funded initiatives and a number of other publications and online resources, such as the Municipal Sustainable Bylaw Collection, that have been shared with municipalities and their partners across Canada.

Knowledge by the numbers

(Since inception)

605	Case studies
85	Other publications/collections
59	Award-winning project videos
45	Webinar podcasts
22	GMF newsletters
4	Sector research reports
3	Sustainability Solutions
1	Sustainability Snapshot

Highlights on sharing knowledge, experience and best practices in sustainable development

Brownfields: FCM completed the work it began in early 2011, launching the full series of provincial and territorial [Brownfield Roadmaps](#) to help municipalities and their private-sector partners better understand how to redevelop brownfields in their communities. The Roadmaps and other brownfield resources are also now supported by a suite of web pages dedicated to [sustainable approaches](#) to brownfield remediation and redevelopment.

Alternative Financing Mechanisms for Sustainability Initiatives: In August 2011, FCM delivered this workshop at the 2011 Ecocity World Summit in Montréal. In addition to sharing information about GMF, a range of speakers from the private sector and the municipal world, including TD Canada Trust and the City of Toronto, shared information about the mechanisms they use to spark integrated community energy solutions.

Passing Go: Moving Beyond the Plan: FCM offered a sneak preview of its newest Sustainability Solution at the 2012 Sustainable Communities Conference. [Passing Go](#) shares the five key strategies used by the City of Montréal, the City of Hamilton and the Resort Municipality of Whistler to successfully implement their award-winning sustainable community plans. The final publication will be available in spring 2012.

FCM also continues to share its sustainability expertise at major national and regional conferences and workshops focused on the GMF funding sectors. See Appendix G for a complete list of all knowledge resources produced in 2011–2012.

FCM Sustainable Communities Conference

The 2012 FCM Sustainable Communities Conference and Trade Show, held in Ottawa from February 8 to 10, was a tremendous success. The conference demonstrates that FCM is leading the charge on sustainable community development and positions the Federation as a thought leader and a catalyst for action through GMF. Feedback from the over 600 delegates has been very positive, citing the relevance of the conference theme – *Making the Business Case for Sustainability* – the outstanding trade show, and the enriched experience for francophone participants. Session summaries, presentations, podcasts and many more resources from the 2012 conference are available on the [FCM website](#).

FCM Sustainable Communities Awards

Across Canada, municipal governments are implementing innovative projects that contribute to sustainable community development. Truly sustainable projects take a holistic, integrated approach, where economic, social and environmental factors are inextricably linked. FCM recognizes municipal leadership in sustainable community development through the annual Sustainable Communities Awards.

The winners of the [2012 FCM Sustainable Communities Awards](#) were announced at a special awards ceremony on February 8, during the 2012 FCM Sustainable Communities Conference. Twelve winners were selected in eight categories from over 80 applicants. Six of the winning projects received support from FCM's Green Municipal Fund.

Award category	Winner
Brownfields	City of New Westminster, British Columbia Westminster Pier Park*
Buildings	Town of Oakville, Ontario Green Buildings and Initiatives
Energy (two winners)	Rural Municipality of Ritchot, Manitoba Île-des-Chênes Community Centre District Geothermal Project* City of Montréal, Quebec A Space for Life — Energy Efficiency Program*
Planning (two winners)	City of Vancouver, British Columbia Greenest City Action Plan* Town of Drayton Valley, Alberta Community Sustainability Plan
Planning — Neighbourhood	City of Terrebonne, Quebec Côte Terrebonne Master Plan for Sustainable Development*
Residential development	City of Kamloops, British Columbia Zoning Bylaw Review and Update
Transportation (two winners)	City of Waterloo, Ontario Davenport Multi-Use Corridor Improvement City of Sainte-Julie, Quebec Taxi 12–17
Waste	Columbia Shuswap Regional District, British Columbia Capture and Beneficial Use of Landfill Gas and Leachate at the Salmon Arm Landfill
Water	City of Cranbrook, British Columbia Wastewater Improvement Project*

*Funded by GMF

GMF webinars

This year, FCM hosted 12 free, interactive workshops, attracting 1134 participants from across Canada. Three of these 12 webinars were offered as part of the Partners for Climate Protection program. The other nine webinars were included in two new GMF webinar series: the Innovation series, to showcase leading examples of Canadian municipal innovation in sustainability; and the Brownfield Bootcamp series, to support municipalities in taking the required steps to successfully remediate and redevelop brownfields. Each webinar showcased GMF-funded projects whenever possible and featured presentations from sector experts, including municipal practitioners, elected officials and private consultants.

The audience continues to be primarily municipal, with the majority coming from Ontario (36 per cent), Quebec (29 per cent), and British Columbia (18 per cent). For the first time, the number of participants from Quebec surpassed those in British Columbia. This is partially due to a French-language, Quebec-focused webinar held in January that attracted a record-breaking crowd of 179 participants. Three of the webinars were held in French.

Almost all participants (91.3 per cent) said that the webinars either met (72 per cent) or exceeded (19.3 per cent) their expectations; and that they would recommend FCM webinars to others (93.8 per cent). FCM received 259 positive comments from this year's webinar series, up from 194 in 2010–2011. The majority of the positive comments (51 per cent) pertained to the topics presented, the format and technology used for the webinars (22.8 per cent) and the opportunity to learn from other programs (18.1 per cent). The 23 constructive suggestions received related to the format and marketing of the webinars, the speakers and PowerPoint presentations, and technical issues. Participants continue to express appreciation for the webinars as a free, accessible learning format; particularly for those in small, rural or remote municipalities. They valued the opportunity to “see what other municipalities are doing” and to network and exchange ideas with their peers across the country, without having to leave their office.

Partners for Climate Protection

The Partners for Climate Protection (PCP) program comprises a network of Canadian municipalities, working together to address climate change by reducing greenhouse gas (GHG) emissions in their communities. PCP is a partnership between FCM and ICLEI—Local Governments for Sustainability, and receives financial support from FCM's Green Municipal Fund. The program is the Canadian component of ICLEI's Cities for Climate Protection network, which involves more than 1,200 communities worldwide.

Since the program's inception in 1998, 222 municipalities have joined PCP, making a public commitment to reduce emissions. These members cover all provinces and territories, and account for more than 80 per cent of the Canadian population.

Collaboration is an integral part of the PCP program. This year, PCP staff worked with a variety of organizations in different capacities including:

- **Natural Resources Canada (Office of Energy Efficiency, Climate Adaptation Directorate, and CANMET)**
- **Engineers Canada**
- **Province of British Columbia**
- **Canadian District Energy Association**
- **Canadian Solar Industries Association**
- **Alberta Climate Change Dialogue**
- **Toronto and Region Conservation Authority**
- **Quality Urban Energy Systems of Tomorrow**

The program empowers municipalities to take action against climate change and helps members create GHG inventories, set realistic and achievable reduction targets, and develop and deliver local action plans along with measurable actions to reduce emissions.

In February 2012, FCM and ICLEI Canada renewed their partnership agreement for the delivery of the PCP program. The agreement extends the partnership for another five years and reinforces the commitment of both organizations to the issue of climate change. Supporting the important role of municipalities in contributing to emissions reductions and community energy planning remains a priority for both organizations.

FCM collected data from PCP member municipalities on their efforts to reduce emissions for the fourth [National Measures Report](#). Results from this work enable FCM to recognize real reduction projects and tell the aggregate story of municipal efforts to protect the climate. In 2011, 229 measures were collected from 43 municipalities across Canada. The annual GHG reductions associated with these initiatives total 200,000 tonnes and represent close to \$700 million in investments.

FCM welcomed six new municipalities to the PCP program in 2011–2012 while continuing to support existing members. FCM recognized 84 corporate and community milestones that were achieved by 29 local governments.

PCP Milestones	Corporate operations	Community-wide
Milestone One: Create a GHG emissions inventory and forecast.	26	33
Milestone Two: Set an emissions reductions target.	16	13
Milestone Three: Develop a local action plan.	64	60
Milestone Four: Implement the local action plan or a set of activities.	14	11
Milestone Five: Monitor progress and report results.	9	5
PCP members that have not yet achieved any of the corporate or community milestones	93 municipalities	100 municipalities
Total PCP member municipalities	222	

Spreading the word about sustainability

This year, GMF's marketing, communications, and capacity building teams laid the foundation for an integrated marketing and communication plan to promote GMF and support knowledge dissemination and capacity building. Using an approach that is guided by a best practice-based methodology for strategic communications and marketing planning, this process will strengthen internal alignment and cover all elements of strategy and delivery, from project management to evaluation, communications tools and templates. Focused workshops were held in late March to determine and document the key outcomes of the plan, to be finalized in the spring of 2012.

MEASURING SUCCESS



MEASURING SUCCESS

Fund performance

In keeping with the Funding Agreement, GMF investments are overseen by the GMF Investment Committee (appointed by the FCM Board of Directors). The commitment with GMF's previous investment manager came to an end during the fiscal year 2010–2011. Following an RFP process, the FCM Executive Committee appointed Fiera Sceptre as the Fund's new investment manager effective July 1, 2011. Since then, Fiera Sceptre has performed a number of transactions to improve matching between cash flows and expected disbursements, as well as to increase the yield.

The GMF Audit Committee meets quarterly to assist the GMF Council in fulfilling its financial oversight responsibilities. The committee reviews the audited financial statements to ensure that they fairly present GMF's financial position and results.

Environmental performance

This year, FCM worked to improve its internal systems and provide better client services by working closely with municipalities to determine and clearly document how anticipated environmental results are calculated at the outset of a project. A clear understanding by all parties will make it easier to ascertain why discrepancies exist if there is a difference between the anticipated versus actual environmental results. Environmental results data have also been standardized to account for differences between older and newer reporting requirements. With more results now available, a larger sample size, and more reliable data, FCM is working toward being able to tell qualitative stories about the impacts of GMF-funded projects.

Anticipated environmental performance of capital projects approved since inception

In 2011–2012, FCM continued to track the anticipated environmental performance of GMF-funded capital projects. The anticipated impacts of projects are calculated based on an internal assessment that also serves as an audit of applicants' claims of the environmental benefits of proposed projects. Claims of anticipated results are normalized to ensure comparability in measurement methodology.

Methodology: These data are excerpted from an internal staff assessment (compiled from the information applicants have provided in their funding applications) of the anticipated incremental environmental impacts of GMF-funded capital projects relative to what could have reasonably been expected to occur in the absence of the project (i.e. baseline). The data presented in the tables reflect only key results of a larger set of indicators developed as part of the comprehensive performance measurement system for capital projects. The new GMF Application Form includes mandatory indicators for each sector, which help in aggregating anticipated benefits within each sector.

Challenges: The indicators are not yet fully implemented and there are limitations in measuring the overall anticipated environmental footprint of projects owing to variances in the optional indicators submitted. Updated emissions factors for biomass combustion reduced overall anticipated benefits for criteria air contaminants (CACs).

Achievements: FCM has developed an assessment protocol for clarifying project-specific measurement methodology at the application stage to facilitate applicants' baseline reporting.

Table 4-1: Anticipated environmental benefits of capital projects approved in 2011–2012		GMF funding (in millions)	Number of projects
GMF funding sector	Environmental benefits		
Brownfields	33.0 ha of land recovered 251,929 m ³ of contaminated soil managed	\$24.0	5
Energy	3,940 tonnes CO ₂ e/year of GHG emissions avoided ⁸ 9,489 kg/year of CACs avoided ⁹	\$46.4	10
Transportation	1,878 tonnes CO ₂ e/year GHG emissions avoided 8,326 kg/year of CACs avoided	\$5.5	1
Waste	125,490 tonnes CO ₂ e/year of GHG emissions avoided 5,632kg/year of CACs avoided 102,571 tonnes/year of waste diverted from landfills	\$15.2	3
Water	3,515,931 m ³ /year of water and wastewater treated to Canadian Council of Ministers of the Environment (CCME) or Canadian Drinking Water Quality (CDWQ) Guidelines	\$16.6	4
			23¹⁰

⁸ GHG emissions for energy projects are calculated based on provincial average electrical emissions intensities. Water projects are expected to create an increase in GHG emissions due to increased energy use, not all projects quantify this energy usage.

⁹ CAC emissions were not reported for all projects and include: nitrogen oxides (NO_x), sulphur oxides (SO_x), volatile organic compounds (VOC), and particulate matter (PM10).

¹⁰ Includes four projects that were approved in previous fiscal years, but for which anticipated results were not available until 2011–2012.

Table 4-2: Anticipated environmental benefits of capital projects approved since inception that have not yet reported final results (includes those approved in 2011–2012)		GMF funding (in millions)	Number of projects
GMF funding sector	Environmental benefits		
Brownfields	34.0 ha of land recovered 278,929 m ³ of contaminated soil managed	\$24.9	6
Energy	228,946 tonnes CO ₂ e/year of GHG emissions avoided ¹¹ 567,594 kg/year of CACs avoided ^{12 13} 15,316 m ³ /year reduction in water consumption	\$192.5	46
Transportation	1,878 tonnes CO ₂ e/year GHG emissions avoided 8,326 kg/year of CACs avoided	\$5.5	1
Waste	245,136 tonnes CO ₂ e/year of GHG emissions avoided 5,632 kg/year of CACs avoided 208,648 tonnes/year of waste diverted from landfills	\$32.3	10
Water	2,567 tonnes CO ₂ e/year of GHG emissions avoided 15,108 kg/year of CACs avoided 119,730,651 m ³ /year of water and wastewater treated to CCME or CDWQ Guidelines 134,664 m ³ /year reduction in water consumption	\$114.0	29
			92

¹¹ GHG emissions for energy projects are calculated based on provincial average emissions intensities. Water projects are expected to increase GHG emissions due to increased energy use, not all projects quantify this energy usage.

¹² CAC emissions were not reported for all projects and include: nitrogen oxides (NO_x), sulphur oxides (SO_x), volatile organic compounds (VOC), and particulate matter (PM10).

¹³ Factors for CAC emissions were revised based on EPA study data to provide a more conservative estimate of benefits resulting from GMF projects that prevent open burning of biomass.

Actual results for 2011–2012

FCM measures the actual results of funded projects to understand the impact of GMF funding in each sector, manage targets, and report on the meaningful outcomes municipalities and their partners have achieved.

All funded projects are required to report environmental results for mandatory indicators and may also report on optional indicators. The mandatory indicators chosen for each sector reflect the most important common denominator for that sector and are different for each sector. When results are reported for optional indicators, they are aggregated and presented in Table 4-4. Since not all funding recipients report on optional indicators, the aggregate results for those indicators are incomplete. However, they demonstrate that projects have additional environmental benefits beyond those shown by the mandatory indicators.

Methodology: These data are excerpted from an internal assessment of the actual incremental environmental impacts of GMF-funded capital projects compiled from the Environmental Results Reports submitted by funding recipients and the GMF project performance reporting system verified by a third-party consultant. These data reflect the performance of these projects relative to what could have reasonably been expected to occur in the absence of the project (i.e. baseline). The data presented in the tables reflect only key results of a larger set of indicators.

Challenges: While the framework for monitoring environmental benefits has improved, normalizing previous measurement and reporting methodologies to understand the aggregated environmental benefits and impacts remains a challenge, as does assessing environmental benefits over time and keeping reporting requirements simple for applicants without compromising data accuracy. Work is ongoing to aggregate appropriate social and economic measures for projects.

Achievements: To improve accuracy, actual results are compared directly to anticipated results in each sector. A GMF logic model has been adopted to normalize post-project results and anticipated benefits. This year, a thorough review of all completed and previously reported capital projects has resulted in some revisions to the actual benefits reported. Tracking of outstanding anticipated environmental performance (i.e. by subtracting the anticipated environmental performance of projects for which actual results have been reported) has been implemented.

Next steps: FCM's continued work in environmental performance measurement will centre on the following activities:

- Refine the mandatory indicators to assist in decision-making and reporting.
 - Harmonize reporting methodology with other funders of municipal infrastructure projects, such as Sustainable Technology Development Canada and Natural Resources Canada.
 - Normalize data on anticipated environmental performance for all projects for which actual results have been reported. This will enable FCM to compare the actual environmental performance of projects approved since inception of the Fund to their anticipated environmental performance.
 - Investigate mechanisms to track environmental return on GMF investment.
-

Table 4-3: Anticipated vs. actual environmental benefits of capital projects reported in 2011–2012 ¹⁴			GMF funding (in millions)	Number of projects
GMF funding sector	Anticipated environmental benefits	Actual environmental benefits		
Brownfields				
Energy	51,310 tonnes CO ₂ e/year of GHG emissions avoided 237,078 kg/year of CACs avoided	47,704 tonnes CO ₂ e/year of GHG emissions avoided ¹⁵ 217,653 kg/year of CACs avoided ^{16 17}	\$42.3	16
Transportation				
Waste	283,096 tonnes CO ₂ e/year of GHG emissions avoided 91,697 tonnes/year of waste diverted from landfills	63,827 tonnes CO ₂ e/year of GHG emissions avoided ¹⁸ 19,999 tonnes/year of waste diverted from landfills ¹⁹	\$10.9	4
Water ²⁰	5,853 tonnes CO ₂ e/year of GHG emissions avoided 4,394 kg/year of CACs avoided 120,713,191 m ³ /year of water and wastewater treated to CCME or CDWQ Guidelines	4,343 tonnes CO ₂ e/year of GHG emissions avoided 3,860 kg/year of CACs avoided 100,349,060 m ³ /year of water and wastewater treated to CCME or CDWQ Guidelines	\$36.0	10
				30

¹⁴ With few exceptions, capital project applicants are expected to provide results based on the first complete year of operation. The first year of operation is often a time of learning and fine-tuning; environmental benefits suffer as a result but are expected to increase in subsequent years. This is observed across all sectors, but most notably in energy, waste and transportation projects.

¹⁵ GHG emissions for energy projects are calculated based on provincial average emissions intensities.

¹⁶ CAC emissions were not reported for all projects and include: nitrogen oxides (NO_x), sulphur oxides (SO_x), volatile organic compounds (VOC), and particulate matter (PM10).

¹⁷ All CAC emissions calculations now use updated 2011 emissions factor for biomass combustion.

¹⁸ The discrepancy in anticipated vs. actual benefits is due to a shortfall in collection rates for one project (GMF 9346) reported in 2011–2012.

¹⁹ The discrepancy in anticipated vs. actual benefits is due to a shortfall in collection rates for one project (GMF 9346) reported in 2011–2012.

²⁰ Water projects are expected to increase in GHG emissions due to increased energy use. Not all projects quantify this energy usage or CACs avoided as these are optional indicators for this sector.

Table 4-4: Cumulative anticipated vs. actual environmental benefits of capital projects completed since GMF inception^{21,22}			GMF funding (in millions)	Number of projects
GMF funding sector	Anticipated environmental benefits	Actual environmental benefits		
Brownfields	67.8 ha of land recovered 28,100 m ³ of contaminated soil managed	67.8 ha of land recovered ²³ 33,482 m ³ of contaminated soil managed 9,163 m ³ of water treated to CCME or CWDQ Guidelines	\$1.8	2
Energy	212,266 tonnes CO ₂ e/year of GHG emissions avoided 338,135 kg/year of CACs avoided 7,003 m ³ /year reduction in water consumption	183,791 tonnes CO ₂ e/year of GHG emissions avoided ²⁴ 293,696 kg/year of CACs avoided ^{25 26} 24,913 m ³ /year of water and wastewater treated to CCME or CDWQ Guidelines ²⁷ 6,461 m ³ /year reduction in water consumption	\$83.1	38
Transportation	27,249 tonnes CO ₂ e/year GHG emissions avoided 133,822 kg/year of CACs avoided	28,390 tonnes CO ₂ e/year GHG emissions avoided 141,065 kg/year of CACs avoided	27.3	5
Waste ²⁸	341,039 tonnes CO ₂ e/year of GHG emissions avoided 8,173 kg/year of CACs avoided 211,761 tonnes/year of waste diverted from landfills	122,588 tonnes CO ₂ e/year of GHG emissions avoided 8,073 kg/year of CACs avoided 138,404 tonnes/year of waste diverted from landfills	\$13.9	9
Water ²⁹	5,853 tonnes CO ₂ e/year of GHG emissions avoided 4,408 kg/year of CACs avoided 156,932,272 m ³ /year of water and wastewater treated to CCME or CDWQ Guidelines 304,252 m ³ /year reduction in water consumption	4,343 tonnes CO ₂ e/year of GHG emissions avoided 3,868 kg/year of CACs avoided 136,568,140 m ³ /year of water and wastewater treated to CCME or CDWQ Guidelines 284,068 m ³ /year reduction in water consumption	\$51.6	16
				70

²¹ A review and recalculation of results of all completed projects has resulted in some revisions to amounts reported in 2010–2011.

²² With few exceptions, capital project applicants are expected to provide results based on the first complete year of operation. The first year of operation is often a time of learning and fine-tuning; environmental benefits suffer as a result but are expected to increase in subsequent years. This is observed across all sectors, but most notably in energy, waste and transportation projects.

²³ This environmental benefit is calculated according to the total area of land made available, not the portion actively remediated.

²⁴ GHG emissions for energy projects are calculated based on provincial average emissions intensities.

²⁵ For all categories, CAC emissions were not reported for all projects and include: nitrogen oxides (NOX), sulphur oxides (SOX), volatile organic compounds (VOC), and particulate matter (PM10).

²⁶ All CAC emissions calculations now use updated 2011 emissions factor for biomass combustion.

²⁷ For all categories, this metric has not been applied to many projects approved prior to 2009.

²⁸ The discrepancy in anticipated vs. actual benefits in the waste sector is due to a shortfall in collection rates in one project (GMF 9346) completed in 2011–2012.

²⁹ Water projects are expected to increase in GHG emissions due to increased energy use. Not all projects quantify this energy usage or CACs avoided as these are optional indicators for this sector.

APPENDIX A: FUNDING ALLOCATIONS

Table A1: Number of applications and approvals for sustainable community plans, feasibility studies and field tests³⁰

	Total	2011-2012	2010-2011	2009-2010	2008-2009	2000-2008
Completed Intent to Apply forms submitted	2103	N/A	49	110	70	1874
Accepted Intent to Apply forms	1613	N/A	52	100	60	1401
Completed applications submitted	1125	24	70	108	53	870
Approvals³¹	843	47	76	66	38	616

Table A2: Number of applications and approvals for capital projects³²

	Total	2011-2012	2010-2011	2009-2010	2008-2009	2000-2008
Completed Intent to Apply forms submitted	953	N/A	N/A	N/A	N/A	953
Accepted Intent to Apply forms	591	N/A	N/A	N/A	N/A	591
Completed applications submitted	421	18	23	29	61	290
Approvals³³	251	19	16	19	34	163

³⁰ As of January 1, 2008, Intent to Apply forms were not required for capital projects.

³¹ Applications may be carried over and approved in the fiscal year following the fiscal year in which the application was submitted. As such, the number of approved projects in a given year may exceed the number of applications.

³² As of January 1, 2008, Intent to Apply forms were not required for capital projects.

³³ Applications may be carried over and approved in the fiscal year following the fiscal year in which the application was submitted. As such, the number of approved projects in a given year may exceed the number of applications.

Table A3: Approved sustainable community plans, feasibility studies and field tests by province (Dollar figures presented in \$1000s)

Province	Population ³⁴	% of pop.	SINCE INCEPTION					2011-2012			2010-2011			2009-2010			2008-2009			2000-2008		
			#	% of approvals	% of total Grants	Grant (\$)	TPV ³⁵ (\$)	#	Grant (\$)	TPV ² (\$)	#	Grant (\$)	TPV ² (\$)	#	Grant (\$)	TPV ² (\$)	#	Grant (\$)	TPV ² (\$)	#	Grant (\$)	TPV ² (\$)
Alberta	3,290,350	10.4	94	11.2	12.3	9,666	25,063	5	652	4,049	3	265	584	4	281	643	7	1,037	2,568	75	7,431	17,219
British Columbia	4,113,487	13.0	157	18.6	17.1	13,447	34,857	9	1,035	2,331	20	2,106	5,007	12	593	1,420	4	442	1,668	112	9,271	24,431
Manitoba	1,148,401	3.6	31	3.7	2.8	2,214	10,471	1	71	147	3	132	469	4	561	3,870	1	6	11	22	1,444	5,974
New Brunswick	729,997	2.3	38	4.5	2.1	1,675	3,674	1	16	32	4	101	227	2	78	157	3	213	491	28	1,267	2,767
Newfoundland and Labrador	505,469	1.6	13	1.5	1.2	985	2,174	0	0	0	1	16	33	2	78	164	0	0	0	10	891	1,977
Nova Scotia	913,462	2.9	35	4.2	3.0	2,344	5,236	1	18	35	4	129	264	1	17	39	1	44	111	28	2,136	4,787
Northwest Territories	41,464	0.1	9	1.1	1.3	999	2,144	0	0	0	0	0	0	0	0	0	0	0	0	9	999	2,144
Nunavut	29,474	0.1	4	0.5	0.4	340	912	0	0	0	1	158	464	0	0	0	0	0	0	3	182	448
Ontario	12,160,282	38.5	278	33.0	34.7	27,344	65,828	8	978	3,585	26	2,275	5,563	18	1,846	4,782	14	1,457	3,184	212	20,788	48,714
Prince Edward Island	135,851	0.4	5	0.6	0.6	459	1,216	0	0	0	1	350	1,000	0	0	0	0	0	0	4	109	216
Quebec ³⁶	7,546,131	23.9	138	16.4	19.2	15,087	46,259	21	2,892	8,729	11	2,251	12,620	22	2,324	5,876	7	618	1,427	77	7,002	17,607
Saskatchewan	968,157	3.1	33	3.9	4.2	3,290	10,217	1	334	722	2	460	4,296	1	51	112	1	25	123	28	2,420	4,964
Yukon	30,372	0.1	8	0.9	0.6	478	1,250	0	0	0	0	0	0	0	0	0	0	0	0	8	478	1,250
Additional ³⁷					0.5	422						135			9					0	278	
Total	31,612,897	100	843	100	100	78,750	209,301	47	5,996	19,630	76	8,378	30,527	66	5,838	17,063	38	3,842	9,583	616	54,696	132,498
Less ³⁸			(71)			(12,436)	(14,241)	0	(267)	0	(6)	(1,932)	(1,541)	(8)	(1,902)	(1,699)	(13)	(2,618)	(3,093)	(44)	(5,717)	(7,908)
Net	31,612,897		772			66,314	195,060	47	5,729	19,630	70	6,446	28,986	58	3,936	15,364	25	1,224	6,490	572	48,979	124,590

³⁴ Source: Statistics Canada 2006 Census³⁵ TPV = Total Project Value³⁶ In March 2004, the first municipal proposals were approved following the signature in 2003 of an agreement between the Government of Quebec and FCM authorizing Quebec municipalities to receive GMF funding.³⁷ Additional = Funding added to previously approved studies.³⁸ Less = Cancelled initiatives and amounts not disbursed on completed initiatives. Note that an initiative may be cancelled after the fiscal year in which it was approved.

Table A4: Approved capital projects by province (Dollar figures presented in \$1000s)

Province	Population	% of pop.	SINCE INCEPTION						2011–2012				2010–2011				2009–2010				2008–2009				2000–2008				
			# of Applications	% of approvals	% of total Grants and Loans	Grant (\$)	Loan (\$)	TPV (\$)	# of Applications	Grant (\$)	Loan (\$)	TPV ² (\$)	# of Applications	Grant (\$)	Loan (\$)	TPV ² (\$)	# of Applications	Grant (\$)	Loan (\$)	TPV ² (\$)	# of Applications	Grant (\$)	Loan (\$)	TPV ² (\$)	# of Applications	Grant (\$)	Loan (\$)	TPV (\$)	
Alberta	3,290,350	10.4	21	8.4	7.1	9,901	41,644	226,406	0	0	0	0	1	400	4,000	33,026	2	111	1,112	6,359	3	662	4,472	19,131	15	8,728	32,060	167,890	
British Columbia	4,113,487	13.0	42	16.7	17.1	12,190	111,967	667,587	2	500	12,000	71,871	2	721	7,067	52,544	1	302	3,024	4,631	1	52	348	500	36	10,615	89,528	538,041	
Manitoba	1,148,401	3.6	11	4.4	5.8	6,889	34,886	78,014	4	1,300	16,249	29,376	0	0	0	0	1	23	235	323	0	0	0	0	6	5,566	18,402	48,315	
New Brunswick	729,997	2.3	9	3.6	2.6	2,093	17,043	63,512	1	500	5,474	19,462	2	496	4,961	16,104	0	0	0	0	4	848	5,661	25,201	2	249	947	2,745	
Newfoundland and Labrador	505,469	1.6	7	2.8	4.1	3,385	26,153	118,317	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7	3,385	26,153	118,317	
Nova Scotia	913,462	2.9	11	4.4	5.1	3,292	33,943	445,502	2	410	2,269	29,249	0	0	0	0	2	527	5,273	43,420	0	0	0	0	7	2,355	26,401	372,833	
Northwest Territories	41,464	0.1	0	0.0	0.0				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Nunavut	29,474	0.1	1	0.4	0.0	78	78	310	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	78	78	310	
Ontario	12,160,282	38.5	99	39.4	39.7	25,655	262,076	1,798,703	6	2,389	24,710	148,832	8	2,744	44,360	176,470	9	2,076	22,690	173,195	20	5,600	35,611	468,729	56	12,846	134,705	831,477	
Prince Edward Island	135,851	0.4	1	0.4	0.1	851		1,723	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	851	0	1,723	
Quebec	7,546,131	23.9	37	14.7	9.6	14,156	55,473	330,516	4	999	10,267	20,957	3	1,793	15,723	40,848	4	1,126	12,162	27,219	5	948	5,009	12,722	21	9,290	12,312	228,770	
Saskatchewan	968,157	3.1	10	4.0	1.1	1,145	6,507	22,534	0	0	0	0	0	0	0	0	0	0	0	1	82	824	2,740	9	1,063	5,683	19,794		
Yukon	30,372	0.1	2	0.8	0.2	250	885	1,562	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	250	885	1,562	
PPRGA ³⁹	n/a	n/a	0	n/a	0.5	3,630		3,630	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,630	0	3,630
Additional			0	0	6.9	5,319	44,942		0		2,541	0	0	5,319	42,401	0	0	0	0	0	0	0	0	0	0	0			0
Total	31,612,897	100	251	100	100	88,834	635,596	3,758,316	19	6,098	73,509	319,747	16	11,473	118,512	318,992	19	4,165	44,496	255,147	34	8,192	51,925	529,023	163	58,906	347,154	2,335,407	
Less	0		(89)			(17,118)	(160,500)	(660,138)	(7)	(1,457)	(21,083)	(75,683)	(7)	(2,799)	(9,380)	(116,473)	(16)	(2,843)	(25,779)	(139,882)	(15)	(4,541)	(30,657)	(130,310)	(44)	(5,478)	(73,601)	(197,790)	
Net	31,612,897		162			71,716	475,096	3,098,178	12	4,641	52,426	244,064	9	8,674	109,132	202,519	3	1,322	18,717	115,265	19	3,651	21,268	398,713	119	53,427	273,553	2,137,617	

³⁹ Project Performance Reporting Grant Agreement (PPRGA) grants to capital projects.

Table A5: Urban–rural balance of sustainable community plans, feasibility studies and field tests

			SINCE INCEPTION			2011–2012	2010–2011	2009–2010	2008–2009	2000–2008					
Municipality Type ⁴⁰	Population ²	% of pop.	Approvals	% of approvals	Approvals per 1,000,000 inhabitants	Approvals	% of approvals	Approvals	% of approvals	Approvals	% of approvals				
Small, rural and remote	6,262,154	19.8	274	32.5	41.1	18	38.3	26	34.2	21	31.8	11	28.9	198	32.1
Towns and cities	25,350,743	80.2	569	67.5	21.3	29	61.7	50	65.8	45	68.2	27	71.1	418	67.9
TOTAL	31,612,897	100	843	100	25.2	47	100	76	100	66	100	38	100	616	100

Table A6: Urban–rural balance of capital projects

			SINCE INCEPTION			2011–2012	2010–2011	2009–2010	2008–2009	2000–2008					
Municipality Type ¹	Population ²	% of pop.	Approvals	% of approvals	Approvals per 1,000,000 inhabitants	Approvals	% of approvals	Approvals	% of approvals	Approvals	% of approvals				
Small, rural and remote	6,262,154	19.8	76	30.3	11.4	4	21.1	3	18.8	5	26.3	5	14.7	59	36.2
Towns and cities	25,350,743	80.2	175	69.7	6.3	15	78.9	13	81.3	14	73.7	29	85.3	104	63.8
TOTAL	31,612,897	100	251	100	7.3	19	100	16	100	19	100	34	100	163	100

⁴⁰ Urban areas are areas with populations of at least 1,000 and no fewer than 400 persons per square kilometre. All other communities are considered rural (Statistics Canada). Regional organizations are considered rural except in census metropolitan areas.

APPENDIX B: FUND MANAGEMENT

Table B1: Amount and type of funding disbursed

	Since Inception	2011-2012 (\$)	2010-2011 (\$)	2009-2010 (\$)	2008-2009 (\$)	2007-2008 (\$)	2006-2007 (\$)	2005-2006 (\$)	2000-2005 (\$)
Grants for plans, feasibility studies and field tests	51,967,516	5,206,016	7,622,663	7,450,982	6,577,364	7,214,040	6,055,898	3,984,478	7,856,075
Grants for capital projects	36,495,187	4,224,526	2,080,100	3,243,219	7,144,527	3,180,527	4,443,777	7,617,437	4,561,074
Project Performance Reporting Grant Agreement (PPRGA) grants for capital projects	1,014,123	254,669	269,243	105,379	123,318	142,391	78,593	10,530	30,000
Loans for capital projects	216,124,251	32,267,172	29,036,017	18,913,476	10,790,735	21,020,474	8,918,905	37,831,916	57,345,556
Total	305,601,077	41,952,383	39,008,023	29,713,056	24,635,944	31,557,432	19,497,173	49,444,360	69,792,705

Table B2: Performance of unallocated funds

Fiera Sceptre Inc. manages the portion of the Fund that has not yet been disbursed to studies and projects. Directives for investments of these unallocated funds are contained in the GMF Investment Policy and Strategy, which was revised in November 2010 to ensure sufficient returns for the Fund in line with the Fund's objectives and financial sustainability.

The following table illustrates the rate of return on unallocated funds since inception.

	Since Inception	2011–2012	2010–2011	2009–2010	2008–2009	2007–2008	2006–2007	2005–2006	2004–2005	2003–2004
Return on investment (%)	6.02	5.06	4.69	6.09	4.69	6.63	5.3	3.97	3.21	8.74

Table B3: Senior management compensation

GMF senior management is composed of these positions: a director, deputy director, and one senior manager for each business unit: Funding Services, Client Services and Governance.

Their remuneration for the fiscal year 2011–2012 was based on the salary ranges listed below.

From April 1, 2011, to March 31, 2012

Director	\$119,700 to \$155,300
Deputy director and senior managers	\$97,400 to \$125,800

In addition to their salary, employees receive group benefits including \$300 through an annual health care spending account, and a contribution to a group RRSP, which amounts to a five per cent contribution of their annual compensation by the organization.

Compensation for GMF Council members and peer reviewers

GMF Council members, except for federal government appointees, may claim an honorarium of \$350 for each day of a council meeting, plus a one-day honorarium to cover preparation time. For teleconference meetings, a half-day honorarium rate of \$175 may be claimed, plus a half-day honorarium to cover preparation time.

GMF peer reviewers may claim fees of \$800 per day. While the Funding Agreement permits peer reviewers appointed by the federal government to be compensated, none have made any claims since the inception of GMF.

APPENDIX C: FINANCIAL STATEMENTS

**Financial Statements of the
FEDERATION OF CANADIAN MUNICIPALITIES – GREEN MUNICIPAL FUND
Year ended March 31, 2012**

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INDEPENDENT AUDITORS' REPORT

To the National Board of Directors and Members of the Federation of Canadian Municipalities

Report on the Financial Statements

We have audited the accompanying financial statements of the Federation of Canadian Municipalities - Green Municipal Fund, which comprise the statement of financial position as at March 31, 2012, the statements of operations, changes in fund balance and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Federation of Canadian Municipalities - Green Municipal Fund as at March 31, 2012, and its results of operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Report on Other Legal Requirements

As required by the Canada Corporations Act, we report that, in our opinion, these principles have been applied on a basis consistent with that of the preceding year.

Other Matter

The financial statements of the Federation of Canadian Municipalities - Green Municipal Fund as at and for the year ended March 31, 2011 were audited by another auditor who expressed an unmodified opinion on those statements on June 5, 2011.



KPMG Chartered Accountants, Licensed Public Accountants
June 3, 2012
Ottawa, Canada

FEDERATION OF CANADIAN MUNICIPALITIES - GREEN MUNICIPAL FUND

Statement of Financial Position

March 31, 2012, with comparative figures for 2011

	2012	2011
Assets		
Current assets:		
Cash	\$3,036,100	\$2,611,600
Short-term investments (note 3)	164,113,600	92,166,800
Interest receivable	3,091,700	2,707,000
Other receivables	134,200	90,100
Current portion of loans receivable (note 4)	14,664,100	11,247,200
Prepaid expenses	23,100	31,000
	<u>185,062,800</u>	<u>108,853,700</u>
Long-term investments (note 3)	322,403,200	403,732,200
Loans receivable (note 4)	143,486,300	124,428,300
Capital assets (note 6)	1,152,200	1,353,100
	<u>\$652,104,500</u>	<u>\$638,367,300</u>
Liabilities and Fund Balance		
Current liabilities:		
Accounts payable and accrued liabilities	\$931,200	\$736,200
Interfund payable (note 5)	363,900	300,100
Grants payable (note 7)	48,554,900	47,870,800
	<u>49,850,000</u>	<u>48,907,100</u>
Fund balance:		
Invested in capital assets	1,152,200	1,353,100
Accumulated unrealized gains and losses	24,726,500	21,905,700
Reserve for non-performing loans (note 8)	10,354,500	9,042,700
Externally restricted	566,021,300	557,158,700
	<u>602,254,500</u>	<u>589,460,200</u>
Commitments (note 9)		
	<u>\$652,104,500</u>	<u>\$638,367,300</u>

See accompanying notes to financial statements.

On behalf of the Board



President



Past President

FEDERATION OF CANADIAN MUNICIPALITIES – GREEN MUNICIPAL FUND

Statement of Operations

Year ended March 31, 2012, with comparative figures for 2011

	2012	2011
Revenue:		
Investments	\$26,234,300	\$21,177,200
Interest on loans	3,629,700	3,317,200
Other	48,100	90,200
	<u>29,912,100</u>	<u>24,584,600</u>
Operating expenses:		
Personnel costs	4,532,900	4,142,600
Other operating expenses	4,291,700	4,524,200
Amortization of capital assets	198,200	181,300
Occupancy costs	546,400	408,700
	<u>9,569,200</u>	<u>9,256,800</u>
Excess of revenue over expenses before grants	<u>20,342,900</u>	<u>15,327,800</u>
Grants (note 7)	<u>10,369,400</u>	<u>15,122,800</u>
Excess of revenue over expenses	<u>\$9,973,500</u>	<u>\$205,000</u>

See accompanying notes to financial statements.

FEDERATION OF CANADIAN MUNICIPALITIES – GREEN MUNICIPAL FUND

Statement of Changes in Fund Balance

Year ended March 31, 2012, with comparative figures for 2011

	Invested in capital assets	Accumulated unrealized gains	Reserve for non- performing loans	Externally restricted	Total 2012	Total 2011
Balance, beginning of year	\$1,353,100	\$21,905,700	\$9,042,700	\$557,158,700	\$589,460,200	\$584,413,400
Excess of revenue over expenses	–	–	–	9,973,500	9,973,500	205,000
Amortization of capital assets	(198,200)	–	–	198,200	–	–
Purchase of capital assets	12,500	–	–	(12,500)	–	–
Loss on disposal of capital assets	(15,200)	–	–	15,200	–	–
Net increase in unrealized gains on available-for-sale financial assets	–	2,820,800	–	–	2,820,800	4,841,800
Transfer to Reserve for non-performing loans (note 8)	–	–	1,311,800	(1,311,800)	–	–
Balance, end of year	\$1,152,200	\$24,726,500	\$10,354,500	\$566,021,300	\$602,254,500	\$589,460,200

See accompanying notes to financial statements.

FEDERATION OF CANADIAN MUNICIPALITIES - GREEN MUNICIPAL FUND

Statement of Cash Flows

Year ended March 31, 2012, with comparative figures for 2011

	2012	2011
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	\$9,973,500	\$205,000
Items not affecting cash:		
Amortization of premium/ discount on investments	(9,483,100)	(12,319,100)
Net realized gain (loss) on sales of investments	(7,305,900)	617,300
Amortization of capital assets	198,200	181,300
Loss on disposal of capital assets	15,200	39,600
Changes in non-cash operating working capital items	522,000	4,701,600
	(6,080,100)	(6,574,300)
Investing activities:		
Purchase of investments	(452,939,100)	(387,672,100)
Sale of investments	481,931,100	413,713,900
Net increase in loans receivable	(22,474,900)	(19,308,100)
Purchase of capital assets	(12,500)	(1,425,900)
	6,504,600	5,307,800
Increase (decrease) in cash	424,500	(1,266,500)
Cash, beginning of year	2,611,600	3,878,100
Cash, end of year	\$3,036,100	\$2,611,600

See accompanying notes to financial statements.

FEDERATION OF CANADIAN MUNICIPALITIES – GREEN MUNICIPAL FUND

Notes to Financial Statements

Year ended March 31, 2012

1. Purpose of the organization:

On March 18, 1937, the Federation of Canadian Mayors and Municipalities (FCMM) was created from the merger of the 36-year old Union of Canadian Municipalities and the Dominion Conference of Mayors, formed two years earlier.

On February 2, 1967, the FCMM was incorporated by letters patent under Part II of the Canada Corporations Act. At that time, charitable status was sought and obtained from Canada Revenue Agency. Supplementary Letters Patent changed the name of the organization to Federation of Canadian Municipalities (FCM) on August 9, 1976. Owing to its charitable status, FCM is not subject to income taxes.

FCM is the national leader and voice of local governments, shaping the national agenda and fostering strong and effective local governments. FCM membership includes Canada's largest cities, the major provincial and territorial municipal associations, and rural and urban communities.

In April 2000, FCM received from the Government of Canada \$100,000,000 to set up the Green Municipal Investment Fund (GMIF) and \$25,000,000 for the Green Municipal Enabling Fund (GMEF). Both funds were established to stimulate investment in innovative municipal projects and practices to improve the environmental performance of Canadian municipalities. In April 2002, FCM received an additional \$100,000,000 for the GMIF and \$25,000,000 for the GMEF. As of March 31, 2005, the GMIF and GMEF have been merged into one fund called Green Municipal Fund (GMF). In July 2005, FCM received another \$300,000,000.

2. Significant accounting policies:

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles (GAAP) and include the following significant accounting policies:

(a) Basis of presentation:

FCM follows the restricted fund method of accounting for contributions for not-for-profit organizations.

These financial statements report the activities of the Green Municipal Fund only. They do not report on the other funds of the FCM.

(b) Fund accounting:

In accordance with the principles of fund accounting, FCM maintains its accounting records to ensure that limitations and restrictions placed on the use of available resources are observed. Under this method, resources are classified for accounting and reporting purposes into funds that are in accordance with specific activities or objectives. Accordingly, separate accounts are maintained for the General Fund and the externally restricted Green Municipal Fund.

Green Municipal Fund (GMF):

GMF supports through grants and loans the implementation of innovative environmental projects undertaken by Canadian municipalities and other public and private sector partners.

(c) Financial instruments:**(i) Investments:**

Investments are designated as available for sale and are recorded at fair value. Realized investment income is recorded in the statement of operations using the effective interest rate method of amortization and

unrealized gains or losses from the change in fair value are recorded in the statement of changes in net assets until an impairment charge is taken or the unrealized gains or losses become realized when it is transferred to realized investment income on the statement of operations. Fair value is determined at quoted market prices. Sales and purchases of investments are recorded on the settlement date. Transaction costs related to the acquisition of investments are expensed as incurred.

(ii) Cash:

Cash is designated as held for trading and is recorded at fair value. Fair value fluctuations, including interest earned, interest accrued, realized and unrealized gains and losses are included in investment revenue.

(iii) Other financial instruments:

FCM has classified its other receivables as loans and receivables and accounts payable and accrued liabilities and grants payable as other liabilities.

Upon initial recognition, these financial assets and liabilities are measured at fair value. Subsequent to initial recognition, these financial assets and liabilities are measured at amortized cost using the effective interest method of amortization. Related party financial assets and liabilities are recorded at exchange amounts.

(d) Revenue recognition:

Receipts in restricted funds and unrestricted receipts in other funds are recognized as revenue in the appropriate fund when received or receivable.

Interest revenue is recognized in the particular fund to which it applies on an accrual basis.

(e) Loans receivable:

Loans are determined to be impaired when payments are contractually past due or where FCM's management is of the opinion that the loan should be regarded as impaired. An exception may be made where management determines that the loan is well secured and the collection efforts are reasonably expected to result in either repayment of the loan or its restoration according to the terms of the contract.

Actual write-offs, net of recoveries, are expensed and then applied against the internally restricted Reserve for non-performing loans. The Reserve for non-performing loans is described in note 8.

(f) Capital assets:

Assets purchased for externally funded projects are charged directly to project expense. All other assets are capitalized in the year of purchase and amortized using the straight-line basis over the following terms:

Furniture and equipment	5 years
Computer hardware and software	3 to 5 years
Leasehold improvements	period of lease

(g) Grants:

Grants are recognized as an expense in the period in which the Board approval process has been completed.

(h) Use of estimates:

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from these estimates.

3. Investments:*Short-term investments:*

	2012		2011	
	Cost	Fair value	Cost	Fair value
Short-term bonds	\$162,975,000	\$164,113,600	\$91,599,300	\$92,166,800

Long-term investments:

	2012		2011	
	Cost	Fair value	Cost	Fair value
Supranational bonds	\$82,172,800	\$88,428,800	\$103,419,200	\$109,265,700
Federal bonds	5,898,400	5,891,800	512,500	532,500
Provincial bonds	117,305,300	130,787,600	190,873,600	203,183,300
Corporate bonds	91,389,900	95,080,100	85,531,600	88,645,100
Municipal bonds	2,048,900	2,214,900	2,057,100	2,105,600
Long-term investments	\$298,815,300	\$322,403,200	\$382,394,000	\$403,732,200

GMF's fixed income notes have effective interest rates ranging from 0.365% to 7.405% and maturity dates ranging from April 24, 2012 to December 31, 2108.

FCM regularly reviews investments to determine whether unrealized losses represent temporary changes in fair value or are a result of other than temporary impairments. The consideration of whether an investment is other than temporarily impaired is based on a number of factors which include, but are not limited to, the financial condition of the issuer and the length and magnitude of the unrealized loss and specific credit events.

FCM also considers its intent and ability to hold an investment for a sufficient period of time for the value of the unrealized loss to recover. Based on the evaluation as of March 31, 2012, no unrealized losses are considered to be other than temporary.

4. Loans receivable:

	2012	2011
Municipalities and Municipal Corporations	\$157,695,200	\$134,992,600
Corporations	455,200	682,900
	158,150,400	135,675,500
Less current portion	14,664,100	11,247,200
	\$143,486,300	\$124,428,300

Maturities and interest rates

	1 to 5 years	Rate	5 to 10 years	Rate
Municipalities and Municipal Corporations	\$65,098,600	0.28% to 5.8%	\$92,596,600	1.47% to 3.765%
Corporations	455,200	6.686%	–	– %
	\$65,553,800		\$92,596,600	

Loan repayments expected over the next five years based on the same terms and conditions are as follows:

2013	\$14,664,100
2014	13,336,200
2015	44,043,400
2016	22,318,900
2017	9,118,700
	\$103,481,300

5. Interfund receivable and payable:

The balance is without defined terms of repayment and is non-interest-bearing.

6. Capital assets:

	2012		2011	
	Cost	Accumulated amortization	Net book value	Net book value
Furniture and equipment	\$483,300	\$125,100	\$358,200	\$442,600
Leasehold improvements	883,500	133,700	749,800	849,800
Computer hardware and software	404,900	360,700	44,200	60,700
	\$1,771,700	\$619,500	\$1,152,200	\$1,353,100

Cost and accumulated amortization at March 31, 2011 amounted to \$1,774,400 and \$421,300 respectively.

7. Grants payable:

	2012	2011
Balance, beginning of year	\$47,870,800	\$42,720,000
Approvals	10,369,400	15,122,800
Disbursements	(9,685,300)	(9,972,000)
Balance, end of year	\$48,554,900	\$47,870,800

Management cannot reasonably estimate the amounts that will be disbursed in future years, as such the total balance is reported as current.

8. Reserve for non-performing loans:

GMF, under terms of the funding agreement, transfers to this reserve annually an amount equivalent to five per cent of its annual investment revenue for the purpose of managing risk from potentially non-performing loans.

9. Commitments:

(a) GMF loans:

As at March 31, 2012, GMF had loans approved by the Board but undisbursed for a total amount of \$258,970,400 (2011 - \$238,811,700).

(b) Leases:

FCM (GMF) is committed under operating leases for the office space over the next ten years as follows:

	Office Space	Office Equipment	Total	
2013	\$540,300	\$4,400	\$544,700	2013
2014	551,600	4,400	556,000	2014
2015	566,800	4,400	571,200	2015
2016	588,900	2,900	591,800	2016
2017	614,400	–	614,400	2017
2018	629,600	–	629,600	2018
2019	644,700	–	644,700	2019
2020	659,900	–	659,900	2020
2021	333,400	–	333,400	2021
2022				2022
	\$5,129,600	\$16,100	\$5,145,700	

10. Retirement benefits:

The employer matches employee RRSP contributions up to 5% of their salaries. Total employer contributions for the year were \$187,300 (2011 - \$185,000).

11. Related party transactions and allocation of expenses:

During the year, a total amount of \$67,700 (2011 - \$78,400) was charged to GMF for its participation in various FCM events. These transactions were carried out in the normal course of operations and are recorded at fair market value.

Also, FCM allocates the administrative overhead costs between its strategic programs and projects based on the proportion of actual salaries and benefits incurred. Administrative overhead is primarily composed of: building, information technology, human resources, finance, payroll and other common administrative expenses.

These expenses were allocated as follows:

	2012			2011		
	General Fund	Green Municipal Fund	Total	General Fund	Green Municipal Fund	Total
Administrative overhead	\$2,736,200	\$1,388,800	\$4,125,000	\$1,918,000	\$1,393,900	\$3,311,900
	66.33%	33.67%	100.00%	57.91%	42.09%	100.00

12. Capital management:

GMF's objectives when managing capital are to continue to comply with the external capital requirements specified in the agreement with the Government of Canada. Capital consists of fund balance. The funds held are only available for the operations of the GMF.

The GMF shall maintain the nominal value of the Fund Assets of at least \$500,000,000 excluding the value of the reserve for non-performing loans and the reserve for guarantees. As of March 31, 2012 this balance was equal to \$591,900,000 (2011 - \$580,417,500). From the \$500,000,000 dedicated to stimulate innovative municipal projects and practices, to improve the environmental performance of Canadian municipalities, a minimum amount of \$150,000,000 is restricted for the remediation and redevelopment of brownfields. The GMF complies with the requirements of these externally restricted funds.

There have been no changes to the GMF's capital requirements and its overall strategy to capital remains unchanged from the prior year.

13. Financial instruments:

(a) Fair values:

The carrying values of cash, other receivables, accounts payable and accrued liabilities and grants payable approximate their fair value due to the relatively short periods to maturity of the instruments.

(b) Interest rate risk:

GMF is exposed to interest rate risk with respect to its interest-bearing investments, as disclosed in note 3.

(c) Currency risk and credit risk:

GMF believes that it is not exposed to significant currency or credit risks arising from its financial instruments.

14. Comparative figures:

Certain prior year figures have been reclassified to conform to the current year's presentation.

APPENDIX D: GMF INITIATIVES APPROVED IN 2011–2012

The following initiatives were approved by the FCM Board of Directors in 2011–2012. These initiatives were assessed to have the potential to result in significant environmental improvements in air, water and soil quality, including reductions in GHG emissions.

BRITISH COLUMBIA

Regional District of the Central Okanagan Regional Growth Strategy Review (GMF 11021)

Lead applicant: Regional District of Central Okanagan

Total project value: \$349,800

GMF grant: \$174,900

Central Saanich Firehall Project - Site / Environmental Assessment (GMF 11008)

Lead applicant: District of Central Saanich

Total project value: \$112,500

GMF grant: \$52,250

An Integrated Community Sustainability Plan and OCP Sustainability Update for District of Highlands (GMF 10428)

Lead applicant: District of Highlands

Total project value: \$63,030

GMF grant: \$31,515

Westminster Pier Park — From Brownfield to Greenfield (GMF 10338)

Lead applicant: City of New Westminster

Total project value: \$33,125,000

GMF loan: \$2,000,000

Parksville Plan 2010 — A Vision for our Future (GMF 10403)

Lead applicant: City of Parksville

Total project value: \$270,000

GMF grant: \$81,400

City of Prince George Municipal Police Facility (GMF 10433)

Lead applicant: City of Prince George

Total project value: \$38,746,000

GMF grant: \$500,000

GMF loan: \$10,000,000

Liquid Waste Management Plan Stage 3 (GMF 11032)

Lead applicant: City of Prince Rupert

Total project value: \$77,500

GMF grant: \$38,750

Squamish Oceanfront Blue Barn Study (GMF 10432)

Lead applicant: Squamish Oceanfront Development Corporation

Total project value: \$227,000

GMF grant: \$102,800

Squamish Oceanfront Development – Mamquam Blind Channel Dredge Characterization Study (GMF 11046)

Lead applicant: Squamish Oceanfront Development Corporation

Total project value: \$86,000

GMF grant: \$43,000

City of Surrey - Community Climate Action Strategy (GMF 11040)

Lead applicant: City of Surrey

Total project value: \$330,000

GMF grant: \$165,000

Vancouver Plug-in Electric Vehicle (GMF PEV) Charging Infrastructure Field-Test (GMF 10410)

Lead applicant: City of Vancouver

Total project value: \$800,000

GMF grant: \$350,000

District of West Kelowna Westbank Centre Revitalization Plan - Phases 2 and 3 (GMF 11027)

Lead applicant: District of West Kelowna

Total project value: \$127,810

GMF grant: \$47,905

Quick Start ICSP BC (GMF 10425)

Lead applicant: Resort Municipality of Whistler

Total project value: \$293,875

GMF grant: \$146,375

ALBERTA**Town of Beaumont Environmental Master Plan (GMF 10395)**

Lead applicant: Town of Beaumont

Total project value: \$110,800

GMF grant: \$51,700

Town of Cochrane Integrated Downtown Improvement Plan (GMF 11036)

Lead applicant: Town of Cochrane

Total project value: \$426,800

GMF grant: GMF grant: \$213,400

City of Edmonton Contaminated Gas Stations Redevelopment Action Plan (GMF 11018)

Lead applicant: City of Edmonton

Total project value: \$70,000

GMF grant: \$16,500

Phase 2 Environmental Site Assessment for Marwayne's Downtown Revitalization Project Area (GMF 12004)

Lead applicant: Village of Marwayne

Total project value: \$41,140

GMF grant: \$20,570

Strathcona Community Energy System – Biomass Combustion Demonstration and Testing Facility (GMF 10415)

Lead applicant: Strathcona County

Total project value: \$3,400,000

GMF grant: \$350,000

SASKATCHEWAN**City of Regina Official Community Plan (GMF 10363)**

Lead applicant: City of Regina
Total project value: \$4,066,000
GMF grant: \$350,000

City of Saskatoon Strategic Plan and Community Visioning Initiative (GMF 10371)

Lead applicant: City of Saskatoon
Total project value: \$721,605
GMF grant: \$333,771

MANITOBA**The Yards at Fort Rouge Winnipeg — Brownfield Component (GMF 11024)**

Lead applicant: GEM Equities Inc.
Total project value: \$5,934,610
GMF loan: \$4,747,688

The Yards at Fort Rouge Winnipeg — Energy Component (GMF 11049)

Lead applicant: GEM Equities Inc.
Total project value: \$10,158,500
GMF grant: \$500,000
GMF loan: \$5,000,000

The Yards at Fort Rouge Winnipeg — Transportation Component (GMF 11050)

Lead applicant: GEM Equities Inc.
Total project value: \$8,470,330
GMF grant: \$500,000
GMF loan: \$5,000,000

Île-des-Chênes Community Centre New Build Energy (GMF 11006)

Lead applicant: Rural Municipality of Ritchot
Total project value: \$4,813,000
GMF grant: \$300,333
\$1,501,667

Sustainable Urban Structure and Master Plan for the City of Winkler (GMF 10396)

Lead applicant: City of Winkler
Total project value: \$146,722
GMF grant: \$70,861

ONTARIO**City of Cambridge Sustainable Community Plan (GMF 10391)**

Lead applicant: City of Cambridge
Total project value: \$231,100
GMF grant: \$60,800

Elora Wastewater Treatment Plant and Clyde Street Sewage Pumping Station Upgrade (GMF 11000)

Lead applicant: Township of Centre Wellington
Total project value: \$16,500,000
GMF grant: \$1,000,000
GMF loan: \$10,000,000

Town of Deseronto Brownfield and Waterfront Revitalization Community Improvement Plan (GMF 10332)

Lead applicant: Town of Deseronto

Total project value: \$93,920

GMF grant: \$42,572

Phase II Environmental Assessment Gananoque (Oak and Third and Mitchell Wilson properties) (GMF 10382)

Lead applicant: Town of Gananoque

Total project value: \$23,200

GMF grant: \$9,900

Georgetown Branch Library and Cultural Centre LEED Silver Project (GMF 10437)

Lead applicant: Town of Halton Hills

Total project value: \$12,500,000

GMF grant: \$500,000

\$6,603,274

Town of Hearst District Heating Feasibility Study (GMF 10392)

Lead applicant: Town of Hearst

Total project value: \$115,300

GMF grant: \$56,650

Town of Kapuskasing Wastewater Treatment Plant Upgrades Project (GMF 10431)

Lead applicant: Town of Kapuskasing

Total project value: \$7,558,760

GMF grant: \$231,766

GMF loan: \$2,317,662

Kingston Soil Treatment Field Test (GMF 10422)

Lead applicant: City of Kingston

Total project value: \$380,720

GMF grant: \$127,160

County of Lanark Integrated Community Sustainable Official Plan (GMF 10414)

County of Lanark

Total project value: \$176,000

GMF grant: \$88,000

Town of Newmarket Community Centre Lands Redevelopment — ESA (GMF 11007)

Lead applicant: Town of Newmarket

Total project value: \$275,000

GMF grant: \$40,150

Niagara Region Climate Action Plan2 (GMF 10388)

Lead applicant: Regional Municipality of Niagara

Total project value: \$123,000

GMF grant: \$44,000

City of Orillia OPP Detachment (GMF 10402)

Lead applicant: City of Orillia

Total project value: \$12,179,125

GMF grant: \$400,000

GMF loan: \$4,000,000

Village of Shakespeare Wastewater Collection and Treatment Project (GMF 10411)

Lead applicant: Township of Perth East

Total project value: \$8,546,000

GMF grant: \$425,867

GMF loan: \$2,129,333

Sault Ste. Marie Water Treatment Plant Energy Efficiency Project (GMF 11039)

Lead applicant: PUC Services Inc.

Total project value: \$1,739,100

GMF loan: \$1,159,400

Smart Water Meters to Promote Water Conservation Programs Sault Ste. Marie PUC Inc. (GMF 10387)

Lead applicant: The Public Utilities Commission of the City of Sault Ste. Marie

Total project value: \$268,620

GMF grant: \$101,470

Thorold Park Redevelopment (GMF 11002)

Lead applicant: Thorold Park Redevelopment Inc.

Total project value: \$19,920,000

GMF loan: \$16,000,000

City of Toronto's New Disco Road Organics Processing Facility (GMF DROPF) (GMF 11010)

Lead applicant: City of Toronto

Total project value: \$70,983,100

GMF grant: \$500,000

GMF loan: \$5,000,000

Waterfront Toronto Port Lands Pilot Soil Recycling Facility (GMF 11005)

Lead applicant: Toronto Waterfront Revitalization Corporation

Total project value: \$1,830,500

GMF grant: \$350,000

Grand River Transit North Depot Expansion Targeted LEED Silver (GMF 11004)

Lead applicant: Regional Municipality of Waterloo

Total project value: \$47,505,000

GMF grant: \$500,000

GMF loan: \$7,500,000

City of Windsor, Former Wickes Manufacturing Facility, Risk Assessment and Site-Specific Remedial Action Plan (GMF 10413)

Lead applicant: City of Windsor

Total project value: \$308,000

GMF grant: \$154,000

Energy Analysis at York Region Water and Wastewater Facilities (GMF 10300)

Lead applicant: Regional Municipality of York

Total project value: \$189,237

GMF grant: \$68,094

QUEBEC**City of Baie-Comeau's Sustainable Development Policy (GMF 10407)**

Lead applicant: City of Baie-Comeau

Total project value: \$86,100

GMF grant: \$34,650

Action Plan for Sustainable Development in Environmental and Land Use (GMF 10405)

Lead applicant: City of Beauharnois

Total project value: \$550,000

GMF grant: \$261,250

Ecological Parking for the RCM of Brome-Missisquoi (GMF 11009)

Lead applicant: RCM of Brome-Missisquoi

Total project value: \$371,800

GMF grant: \$185,900

Remediation Project for the New Drummondville Library (GMF 11058)

Lead applicant: City of Drummondville

Total project value: \$2,324,370

GMF loan: \$1,324,370

Land Use Planning and Sustainable Development for the City of Gatineau (GMF 10397)

Lead applicant: City of Gatineau

Total project value: \$1,137,500

GMF grant: \$350,000

Lac Sainte-Marie Sustainable Development Action Plan — 2020 (GMF 10424)

Lead applicant: Municipality of Lac Sainte-Marie

Total project value: \$144,000

GMF grant: \$66,000

Sustainable Development Plan for the Community of La Prairie (GMF 11033)

Lead applicant: City of La Prairie

Total project value: \$87,800

GMF grant: \$42,900

Field Test for Treatment of Organic matter in the RCM des Basques (GMF 10435)

Lead applicant: RCM of Les Basques

Total project value: \$264,201

GMF grant: \$129,910

Les Cèdres Strategic Sustainable Community Plan (GMF 10416)

Lead applicant: Municipality of Les Cèdres

Total project value: \$53,874

GMF grant: \$25,845

City of Lévis Sustainable Development Action Plan (GMF 10398)

Lead applicant: City of Lévis

Total project value: \$349,193

GMF grant: \$83,600

City of Lévis Parc du Rigolet — Containment of Biogas and Excavation Waste (GMF 11055)

Lead applicant: City of Lévis
Total project value: \$1,099,230
GMF loan: \$879,384

Reorganization of Waste Collection, Treatment, Disposal and Recovery (GMF 11045)

Lead applicant: Régie de gestion des matières résiduelles de Manicouagan
Total project value: \$8,808,600
GMF grant: \$500,000
GMF loan: \$5,569,920

Pilot Project to Detect and Replace Lead Pipes (GMF 10375)

Lead applicant: City of Montréal
Total project value: \$554,384
GMF grant: \$273,692

Strategic Sustainable Development Plan for the Borough of Pierrefonds-Roxboro (GMF 10429)

Lead applicant: City of Montréal – Borough of Pierrefonds-Roxboro
Total project value: \$119,205
GMF grant: \$59,603

The Eco-Community: Strategic Planning, Governance Structure and Action Plan (GMF 10400)

Lead applicant: RCM of Pierre-De Saurel
Total project value: \$626,115
GMF grant: \$222,365

St-Félicien's Agrothermal Park (GMF 11030)

Lead applicant: City of Saint-Félicien
Total project value: \$8,724,400
GMF grant: \$498,590
GMF loan: \$2,492,947

Testing Hybrid Street Sweepers in the City of Saint-Jérôme (GMF 10418)

Lead applicant: City of Saint-Jérôme
Total project value: \$320,400
GMF grant: \$160,200

"The Land of the Sun" Sustainable Neighbourhood Development Plan in the Municipality of Sainte-Martine (GMF 11047)

Lead applicant: Municipality of Sainte-Martine
Total project value: \$20,000
GMF grant: \$8,500

Creating a Sustainable Development Plan for the Municipality of Saint-Ubalde (GMF 11034)

Lead applicant: Municipality of Saint-Ubalde
Total project value: \$24,750
GMF grant: \$12,375

Creating a Sustainable Development Plan for the Municipality of Saint-Valérien (GMF 11051)

Lead applicant: Municipality of Saint-Valérien
Total project value: \$31,790
GMF grant: \$25,850

Trois Lacs Restoration Project in the RCM of Arthabaska and des Sources (GMF 10408)

Lead applicant: Intermunicipal Board for the Restoration and Preservations of Trois Lacs

Total project value: \$1,905,370

GMF grant: \$350,000

Field Test in Trois-Rivières — Optimizing Snow Removal Operations (GMF 10409)

Lead applicant: City of Trois-Rivières

Total project value: \$360,000

GMF grant: \$99,000

Sustainable Neighbourhood Development Plan in Trois-Rivières — Forging a New Consciousness (GMF 11019)

Lead applicant: City of Trois-Rivières

Total project value: \$53,950

GMF grant: \$24,475

Feasibility Study — Efficient Fleet Operations (GMF 11035)

Lead applicant: City of Trois-Rivières

Total project value: \$103,500

GMF grant: \$49,500

Multi-purpose Eco-energetic Library (Net Zero) (GMF 11012)

Lead applicant: City of Varennes

Total project value: \$974,000

GMF grant: \$350,000

Restoration of the Beudet Reservoir and Its Watershed as a Water Supply Source (GMF 10406)

Lead applicant: City of Victoriaville

Total project value: \$1,145,600

GMF grant: \$350,000

NEW BRUNSWICK**Centre multifonctionnel J.K. Irving (GMF 11052)**

Lead applicant: Municipalité de Bouctouche

Total project value: \$19,462,410

GMF grant: \$500,000

GMF loan: \$5,473,600

Bill Johnstone Memorial Park and Fire Hall Brownfield Site Assessment (GMF 12001)

Lead applicant: Town of Sackville

Total project value: \$31,790

GMF grant: \$15,895

NOVA SCOTIA**Multi-Government Complex with Combined Heat and Power for Net Zero Energy Study (GMF 11003)**

Lead applicant: County of Kings

Total project value: \$66,000

GMF grant: \$33,000

Wastewater Treatment and Conveyance Project (GMF 10331)

Lead applicant: Town of Pictou

Total project value: \$8,617,641

GMF grant: \$44,281

GMF loan: \$442,811

Next Generation in Energy Efficiency at the Queens Place Recreation Centre (GMF 11023)

Lead applicant: Region of Queens Municipality

Total project value: \$20,631,000

GMF grant: \$365,266

GMF loan: \$1,826,333

Waste Transportation and Transfer Station Study (GMF 10427)

Lead applicant: District of Shelburne

Total project value: \$35,200

GMF grant: \$17,600

APPENDIX E: ASSESSMENT CRITERIA

Each application for a sustainable community plan, feasibility study, field test or capital project is assessed by two or three independent third-party reviewers against a set of assessment criteria. The criteria are intended to assess the sustainability potential, knowledge value, and management approach of each initiative, with an emphasis on anticipated environmental benefit.

Reviewers for each application are selected from the GMF Peer Review Committee, a group of approximately 75 independent experts in specific environmental fields. One-third of the committee's members are from federal departments and organizations, one-third are from municipal governments and one-third are from private sector or non-governmental organizations. The FCM Board of Directors selects up to two-thirds of the committee members. The ministers of natural resources and the environment provide a list of candidates for the remaining positions on the committee; the FCM Board of Directors appoints the remaining members from this list. Members are appointed to the committee for a term of two years and reappointed for one or more two-year terms based on participation, turnover and the need for a balance of technical and financial expertise.

The selection of reviewers for a particular application or proposal is based on the sector in which the initiative falls and the expertise of the reviewers. The number of required reviewers for a given application or proposal depends on the dollar amount and type of funding requested.

Completed peer review assessments are presented to the GMF Council, which recommends a decision on eligible project proposals to the Executive Committee of the FCM Board of Directors. The Executive Committee ensures that due diligence is exercised in the decision process and makes the final decision on eligible project proposals.

In its review, the GMF Council considers a number of factors including the independent peer review score, GMF's funding priorities as outlined our Funding Agreement with the Government of Canada, regional balance and innovation, and available funding.

The following tables outline the assessment criteria applied to applications received during the 2011–2012 fiscal year.

Plans, feasibility studies and field tests

Table E1: Assessment criteria for sustainable community plans

RATED CRITERIA	MAXIMUM SCORE
Sustainability approach	
Systems approach	20
Linkages to existing plans	15
Sustainability considerations	15
Replication and knowledge sharing	
Innovation– beyond business as usual	10
Potential for broad application and lessons learned	10
Management and workplan	
Management capacity	10
Workplan	10
Budget	10
Total	100

Table E2: Assessment criteria for feasibility studies and field tests

RATED CRITERIA	MAXIMUM SCORE
Sustainability approach	
Environmental benefits	25
Systems approach	10
Linkages to existing plans and policies	10
Social and economic benefits	5
Replication and knowledge sharing	
Innovation – beyond business as usual	10
Potential for broad application and lessons learned	10
Management and workplan	
Management capacity	10
Workplan	10
Budget and cost-effectiveness	10
Total	100

Capital projects

Table E3: Assessment criteria for capital projects

RATED CRITERIA	MAXIMUM SCORE
Potential benefits	
Direct environmental benefits	10 points
Probability of environmental success	10 points
Other environmental considerations – impacts	10 points
Other environmental considerations – integration approach	10 points
Social benefits	10 points
Economic benefits	10 points
Total potential benefits	60 points
Knowledge value	
Innovation – beyond business as usual	10 points
Replication and knowledge sharing	10 points
Total knowledge value	20 points
Project management, public engagement and commitment	
Management	5 points
Risk management and timelines	10 points
Financing	5 points
Total project management potential	20 points
TOTAL	100 points

The funding objectives for the five GMF-funded sectors are to:

- Promote the redevelopment of **brownfield** sites and avoid “greenfield” development.
- Reduce **energy** consumption through projects that incorporate energy efficiency, energy production from residual or renewable sources, thermal energy transmission as well as net-zero technologies.
- Reduce fossil fuel consumption and emissions for **transportation** through projects that encourage modal shift away from single occupancy vehicles or that encourage fleet fuel efficiency or fleet fuel switching.
- Protect local **watersheds** through projects that promote water conservation, stormwater management, wastewater treatment and septic system management.
- Reduce **waste** being sent to landfill.

APPENDIX F: GMF COUNCIL MEMBERS



Incoming and outgoing GMF Council members (January 2012)

Back row – left to right: Michael Roschlau, Michel Morin, Tammy Lomas-Jylhä, Lisa Dignard, Nirmalendu Bhattacharya, Philippe Morel, Emilio Imbriglio, FCM President Berry Vrbanovic, Mark Heyck, Philippe Dunsky, Andrew Bowerbank, Karen Nasmith, Sonya Read, Alexander S. Wood, Lloyd Hines, Eva Ligeti

Front row: Karen Leibovici, outgoing chair; Raymond Louie, incoming chair

Absent: Carol Buckley, Lise Burcher, Javier Gracia-Garza, John Marrone

Current members

***as of March 31, 2012**

Current members appointed by the FCM National Board of Directors

Councillor Raymond Louie, Chair
City of Vancouver, British Columbia
Appointed January 2012

Councillor Lise Burcher
City of Guelph, Ontario
Appointed September 2008

Mayor Michel Morin, Vice-Chair
Ville de Rivière-du-Loup, Québec
Appointed November 2009

Warden Lloyd Hines
Union of Nova Scotia Municipalities
Appointed December 2008

Councillor Mark Heyck, Vice-Chair
City of Yellowknife, Northwest Territories
Appointed August 2007

Current members representing the federal government

Carol Buckley, Director General
Office of Energy Efficiency
Energy Sector
Natural Resources Canada
Appointed October 2006

Alternate
Kevin Lee, Director, Housing Division
Office of Energy Efficiency
Natural Resources Canada
Appointed September 2010

John Marrone, Director General
Ottawa Research Centre
CanmetENERGY
Innovation and Energy Technology Sector
Natural Resources Canada
Appointed August 2004

Alternate
Dr. Gilles Jean, Director General
Varenes Research Centre, CanmetENERGY
Innovation and Energy Technology Sector
Natural Resources Canada
Appointed August 2004

Philippe Morel, Regional Director General
Quebec Region
Environment Canada
Appointed March 2012
Appointed as Alternate November 2010

Alternate
Paul Kluckner, Regional Director General Pacific and
Yukon Region
Environment Canada
Appointed March 2012

Dr. Javier Gracia-Garza, Director General
Science and Technology Strategies
Environment Canada
Appointed August 2008
Appointed as Alternate November 2007

Alternate
Dr. Charles Lin, Director General
Atmospheric Science and Technology Directorate
Environment Canada
Appointed March 2012

Member

Unselected member

Alternate

Unselected member

Current members representing the private and academic sectors

Andrew Bowerbank, Special Advisor
Bowerbank Services Inc.
Appointed January 2012

Karen Nasmith, Managing Director, Co-Founder
Project Neutral
Appointed January 2012

Nirmalendu Bhattacharya, P.Eng., MCIP
Professional Engineer and Planner
Appointed January 2012

Alexander Wood, Senior Director
Policy and Markets, Sustainable Prosperity
Appointed January 2012

Emilio Imbriglio, Partner and Chairman of the Board
Raymond Chabot Grant Thornton
Appointed January 2012

Former members

Former members appointed by the FCM National Board of Directors

Councillor Karen Leibovici, Chair
City of Edmonton, Alberta
Served 2007–2012

Councillor Ann Bourget
City of Québec, Québec
Served 2003–2006

Mayor Jean Perras, Vice-Chair
Municipality of Chelsea, Québec
Served 2007–2010

Councillor Bill Mara
City of Windsor, Ontario
Served 2001–2003

Councillor Marguerite Ceschi-Smith, Vice-Chair
City of Brantford, Ontario
Served 2007–2008

Deputy Mayor Ken Friesen
Town of Steinbach, Manitoba
Served 2000–2002

Councillor Sheila Fougere
City of Halifax, Nova Scotia
Served 2007–2008

Mayor Gilles Vaillancourt
Vice-President and Vice-Chair
City of Laval, Québec
Served 2000–2002

Mayor Sam Synard, Chair
Town of Marystown, Newfoundland and Labrador
Served 2000–2007

Alderman Bob Charters
City of Hamilton, Ontario
Served in 2000

Councillor Patricia A. Wallace, Vice-Chair
Past President and Vice-Chair
Union of British Columbia Municipalities
Served 2000–2007

Mayor Doug Archer
City of Regina, Saskatchewan
Served in 2000

Councillor Ken Lesniak, Vice-Chair
(appointed Chair in 2007)
Strathcona County, Alberta
Served 2002–2007

Former members representing the federal government

Randall Meades, Director General
Public and Resources Sectors
Environment Canada
Served 2009–2012

Catherine Higgins, Director General
Environmental Programs
Transport Canada
Served 2008–2011
Served as Alternate in 2007

Dr. Daniel Lebel, (Alternate) Regional Director General,
Atlantic Region, Environment Canada
Served 2010–2011

Jim Vollmershausen, Regional Director General
Environment Canada – Ontario
Served in 2010

Philip Jago, (Alternate) Director
Office of Energy Efficiency Buildings Division
Natural Resources Canada
Served 2008–2010

Linda Savoie, (Alternate)
Director, Environmental Initiatives
Environmental Affairs
Transport Canada
Served 2008–2010

Jim Abraham, Regional Director General
Environment Canada – Atlantic
Served 2007–2010

Maria Dober, (Alternate)
Manager, Sydney Tar Ponds
Environmental Protection Operations Division
Environmental Stewardship Branch
Environment Canada – Atlantic
Served 2008–2010

Anne O’Toole, Director General
Public and Resources Sectors
Environment Canada
Served 2007–2008

Guylaine Roy, Director General Special Projects
Policy Group
Transport Canada
Served in 2007

Anne Auger (Alternate), Director
Office of Energy Efficiency
Energy Technology and Programs Sector
Natural Resources Canada
Served 2005–2007

Shirley Anne Scharf (Alternate)
Technology and Industry Branch
Environment Canada
Served 2005–2007

David MacIsaac (Alternate), Acting Director
Environmental Initiatives, Transport Canada
Served in 2006

Robert Lyman, Director General
Environmental Affairs, Transport Canada
Served 2002–2006

Neil MacLeod, General Director
Office of Energy Efficiency, Energy Sector
Natural Resources Canada
Served 2000–2006

Margaret Kenny, Director General
Environmental Technology Advancement Directorate
Environment Canada
Served in 2005

Gordon Owen, Director General
Air Pollution Prevention Directorate
Environmental Protection Service, Environment Canada
Served 2003–2005

Garth Bangay, Regional Director General
Atlantic Region, Environment Canada
Served in 2002–2005

Bryan Cook, Director General
CANMET-Energy Technology Branch
Natural Resources Canada
Served 2000–2004

David Thornton, Acting Director General
Environmental Technology Advancement Directorate
Environment Canada
Served 2000–2003

Phil Kurys, Acting Director General
Environmental Affairs, Transport Canada
Served in 2002

Nancy Schepers, Director General
Environmental Affairs, Transport Canada
Served 2001–2002

John Forster, Director General
Environmental Affairs, Transport Canada
Served 2000–2001

Jean-Pierre Gauthier, Director General
Québec Region, Environment Canada
Served 2000–2002

Former members representing the private and academic sectors

Philippe Dunsy, President
Dunsy Energy Consulting
Served 2002–2012

Stephanie Foster, Executive Director
Centre for Environment and Sustainability, Upper Canada
College
Vice-President, CH2M HILL Canada
Served 2002–2005

James R. Craven, Municipal Financial Analyst
James Craven & Associates
Served 2003–2012

Dennis Bevington
Stand Alone Energy Systems
Served 2000–2005

Eva Ligeti L.L.B., L.L.M., Executive Director
Clean Air Partnership
Served 2005–2012

Beth Johnson
Beth Johnson Consulting
Served 2000–2005

Michael Roschlau
President and Chief Executive Officer
Canadian Urban Transit Association
Served 2007–2012

Mark Gilbert, PhD, Chief Executive Officer
Nova Scotia Municipal Finance Corporation
Served 2002–2003

Tammy Lomas-Jylhä, Vice-President
Sustainable Remediation and Brownfield Services
OCETA (now the Bloom Centre for Sustainability)
Served 2005–2011

Professor Raymond Côté
School for Resource and Environmental Studies
Faculty of Management, Dalhousie University
Served 2000–2002

Dave Reynolds, President
Discovery Environmental Consulting Ltd.
Served 2005–2006

Nick Sonntag, President
CH2M Gore and Storrie Limited, and
President, CH2M HILL Canada Limited
Served 2000–2002

APPENDIX G: KNOWLEDGE RESOURCES

FCM produced over 70 GMF case studies, 12 webinars and a number of other educational resources in 2011–2012. Electronic copies of these knowledge resources were distributed by email bulletin to GMF subscribers and partner organizations. Print copies were distributed at relevant conferences and mailed on request to various municipal recipients. All knowledge resources are available on the [FCM website](#).

Case studies

The following [case studies](#) were published in 2011–2012:

BRITISH COLUMBIA

District of Central Saanich
Rainwater plan would ease runoff problems (GMEF 7072)

City of Langley
Langley makes plans to cut greenhouse gas emissions (GMF 10193)

District of 100 Mile House
Sustainability built into 100 Mile House infrastructure planning (GMEF 7150)

District of Peachland
Town centre poised for a renaissance (GMF 10277)

City of Port Alberni
Waterside redevelopment hinges on site cleanup (GMF 9626)

City of Port Coquitlam
West Coast city moves to cut energy use (GMEF 7198)

City of Rossland
Growing resort town hammers out sustainability plan (GMF 9645)

District of Squamish
Ecosystem mapping to improve land use planning (GMEF 7323)

Thompson-Nicola Regional District
Study helps streamline waste management (GMF 9688)

City of Vancouver
Innovative heating system gets its start in Olympic Village (GMF 9780)

City of Victoria
Wetlands and restored streams treat stormwater (GMEF 7042)

City of Victoria
Victoria sets high standards for sustainable waterfront development (GMEF 7259)

ALBERTA

City of Airdrie
Green sewage treatment custom made for small communities (GMF 10122)

Town of Hardisty
Town drafts a sustainability plan (GMF 10000)

Town of High Level
Northern Alberta town looks for long-term, sustainable growth (GMF 10124)

City of Hinton
Compost cover could cut landfill emissions (GMEF 7057)

City of St. Albert
Integrated plan deals with park's past and future (GMF 9316)

Town of Stettler
Arenas test ice cooling technology to cut energy costs (GMEF 7104)

SASKATCHEWAN

Northern Village of Pinehouse
Cheaper, cleaner heat close to home (GMF 9402)

City of Saskatoon
Booming Prairie city moves to protect climate (GMEF 7245)

City of Saskatoon
Landfill gas collection feasible for semi-arid region (GMEF 7270)

City of Saskatoon
City adds four hybrids to bus fleet (GMF 9463)

ONTARIO

City of Barrie
Energy auditors propose retrofits in Barrie's affordable housing (GMEF 7305)

Town of Greater Napanee
Looming landfill closure prompts waste diversion study (GMF 9739)
City of Guelph
Guelph plans for compact growth (GMEF 7201)

City of Guelph
Guelph plans to cut energy use in half (GMEF 7281)

City of Guelph
Full district energy system would need major funding (GMF 10178)

Town of Halton Hills
Financial incentives key to revitalization plan (GMF 9721)

City of Hamilton
Database characterizes city's industrial lands (GMEF 3896)

Town of Markham
Town studies ways to control creek erosion (GMEF 2609)

Town of Markham
Town and developer study alternative energy solutions (GMEF 7268)

Niagara Region
Fighting urban sprawl through brownfield redevelopment (GMF 9074)

City of North Bay
Landfill gas to generate power (GMF 9096)

Region of Peel
Airport eco-industrial zone offers benefits to all (GMF 9676)

City of Thunder Bay
Dump site assessment paves way for training facility (GMF 9057)

City of Toronto
Ontario municipalities brainstorm to improve arenas (GMEF 7224)

City of Toronto
Conference centre aims for LEED silver (GMF 10081)

City of Toronto
Toronto Zoo hopes to use geothermal energy in new buildings (GMF 10117)

City of Windsor
City works to reclaim former industrial land (GMF 9374)

Regional Municipality of York
Winds do not favour turbine project (GMEF 7071)

QUEBEC

City of Boisbriand
Wastewater treatment plant brought up to standard (GMEF 5624)

City of Gatineau
City assesses ways to recover organic waste (GMF 9759)

Regional County Municipality of Haut-St-François
Project would divert waste but raise costs (GMEF 7020)

City of Laval
Action plan targets greenhouse gas emissions (GMF 9308)

Town of Mercier
Mercier assesses a municipal building's energy performance (GMEF 191)

Regional County Municipality of Montcalm
Rural municipality studies two ways to cut landfill waste (GMF 9635)

City of Montréal
Stakeholders hammer out concept for community housing (GMF 9435)

Town of Port-Cartier
Town studies its waste management options (GMF 9655)

Quebec City
Prototype captures carbon dioxide at incinerator (GMEF 3204)

Quebec City
Quebec City looks toward ecological management of green spaces (GMEF 7063)

Quebec City
Quebec City drafts a plan to reduce emissions (GMF 9285)

Quebec City
City finds water sources for street cleaning and plants (GMF 9686)

Quebec Metropolitan Community
Quebec City area considers a regional composting centre (GMEF 7131)

Town of Ste-Agathe-des-Monts
Ste-Agathe-des-Monts takes stock of its natural resources (GMF 9411)

Municipality of Saint-Damien
Brownfield contamination less serious than expected (GMF 9060)

City of Salaberry-de-Valleyfield
Action plan designed to improve quality of life (GMF 10175)

Regional County Municipality of Thérèse-de-Blainville
High-tech system tracks residents' waste and recycling (GMEF 7181)

Village Municipality of St-Zotique
New master plan will help protect wetlands (GMF 9306)

Municipality of Très-Saint-Rédempteur
Rural municipality plans for a sustainable future (GMF 9762)

City of Victoriaville
Thermal hydrolysis can improve aerobic sludge treatment (GMF 9508)

NEW BRUNSWICK

Town of Bouctouche
Green plan is first of its kind in New Brunswick (GMF 9050)

Town of St. Andrews
Watershed plan will protect drinking water (GMF 9519)

Town of Tracadie-Sheila
Winds measured for possible wind farm (GMF 9720)

Town of Woodstock
Woodstock creates energy management plan (GMF 9121)

NOVA SCOTIA

Town of Annapolis-Royal
Nova Scotia tourist town assumes deeper shade of green (GMF 9525)

NORTHWEST TERRITORIES

City of Yellowknife
Yellowknife studies mine energy for space heating (GMF 9556)

City of Yellowknife
Smart growth for the long term (GMF 9560)

NUNAVUT

City of Iqaluit
Low-cost sewage sludge treatment is a success (GMF 9090)

Webinars

*Offered in English

**Offered in French

FCM's Sustainable Communities 2011 Mission to Quebec
April 14, 2011** and May 5, 2011*

Quick Start ICSP — On the Fast Track to Sustainability*
October 13, 2011

Brownfield Plans — Sowing the Seeds of Redevelopment*
November 3, 2011

UniverCity — A Model Sustainable Community in the Making*
November 10, 2011

Scaled Innovations: Small Community Climate Action* (PCP webinar)
November 24, 2011

Municipal Innovation in Action*
December 8, 2011

Varenes' Net-Zero Library**
January 30, 2012

Canada's First LEED Transit Operations Centre*
February 16, 2012

Renewable Energy - Choices for Municipal Action* (PCP webinar)
February 23, 2012

Putting Waste to Work — Landfill Gas Capture in Salmon Arm*
March 8, 2012

Partners for Climate Protection Showcasing Results — 2011 Measures Report* (PCP webinar)
March 15, 2012

Sustainable Approaches to Brownfield Remediation and Redevelopment*
March 22, 2012

Other educational resources

The following resources were published in 2011–2012:

[Brownfield Roadmaps](#) (Saskatchewan, Manitoba, New Brunswick, Nova Scotia, Prince Edward Island, Newfoundland and Labrador, Nunavut, Northwest Territories and Yukon)

GMF newsletter/FCM Green (four editions)

[Creating a Change in Climate through Local Action](#) (PCP publication)

Getting to Milestone Three: How to Create a Local Action Plan to Manage Energy and Emissions (PCP publication)

[Measures Report 2011](#) (PCP publication, web-based)

[Greenhouse Gas Reduction Initiative of the Month](#) (PCP publication, 10 case studies)

Ontario Regulation 397/11 and PCP criteria guidance document (PCP publication)

Paying for Municipal Infrastructure: Alternative Financial Mechanisms for Municipal Governments (PCP publication)
