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Community Buildings Retrofit

**APPLICATION
GUIDE**



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INTRODUCTION

FCM's Community Buildings Retrofit (CBR) initiative helps to optimize the energy performance and reduce greenhouse gas (GHG) emissions of community buildings owned by municipalities and not-for-profit organizations. The CBR initiative is administered through FCM's Green Municipal Fund (GMF).

By retrofitting these buildings, municipalities and their partners can achieve significant environmental, economic and social benefits for their communities, including:

- reduced GHG emissions
- lower operating costs and new local jobs
- better building quality and greater community use

FCM's Community Buildings Retrofit initiative is a \$167 million initiative that was made possible through a \$950 million from the federal government in its 2019 budget. Applicants can stack CBR funding

with other funding programs, including those available through provincial and territorial governments.

How to use this guide

This guide outlines everything you need to know about applying for CBR funding. It contains thorough instructions for how to apply, including tips for how to complete a great application.

More information on the CBR initiative is available at www.fcm.ca/community-buildingsretrofit.

For any questions about how to apply, please contact us at gmfinfo@fcm.ca or 1-877-417-0550.

IMPORTANT

If you are applying for project funding, you first need to create a profile on FCM's new [funding portal](#). Once you've completed your profile, use this guide to help prepare and submit your application.

Why a Community Buildings Retrofit initiative?

Buildings that serve a communal purpose are cornerstones of strong, vibrant communities. But community buildings also tend to consume the most energy and have the highest levels of GHG emissions and operating costs of all buildings owned by municipalities and not-for-profit organizations.

FCM created the Community Buildings Retrofit initiative to help municipalities and their partners retrofit community buildings while managing their capital expenditures and minimizing ongoing operating and maintenance costs. Through this initiative, FCM aims to help municipalities and their partners reduce GHG emissions from community buildings by at least 50 percent within 10 years and by at least 80 percent (i.e., near net-zero GHG emissions) within 20 years. FCM also provides support for standalone retrofits that achieve GHG reductions of at least 30 percent in the near term.

GMF Municipal Energy Roadmap

Want to learn more about the best ways to significantly reduce the energy use and GHG emissions of community buildings? [See our GMF Municipal Energy Roadmap.](#)

GHG retrofits for community buildings

GHG retrofits—such as replacing windows and doors, improving insulation during wall or roof maintenance, or replacing HVAC systems—are usually done at the same time as major capital upgrades to an existing facility. These retrofits can reduce operating costs and extend the useful life of buildings while also tackling climate change. But planning a retrofit that significantly reduces GHG emissions can be complex and expensive. CBR funding can help you overcome these barriers and implement a high-impact retrofit.

Timing your retrofit with maintenance and equipment renewal cycles can also help you manage capital costs while maximizing savings. With CBR funding, you can plan and implement your retrofit in phases that will significantly reduce GHGs *and* costs over the remaining useful life of the retrofitted buildings.



AVAILABLE FUNDING

Maybe you have a community building that needs immediate repair or a major equipment replacement coming up. Or perhaps you've recently retrofitted a building and are thinking about your

next steps. We can help you find the right starting point to help you achieve your environmental, economic and social goals. Table 1 describes the funding that's available through CBR.

Table 1: Types of funding available

Funding	Details
Community Building Monitoring and Analysis grant	<ul style="list-style-type: none"> • grant for up to 80% of eligible costs • up to \$25,000 • only one project of this type is eligible for funding within an individual municipality regardless of whether the included building or buildings are owned by the municipality or a not-for-profit organization.
Community Building Recommissioning grant	<ul style="list-style-type: none"> • grant for up to 60% of eligible costs • up to \$55,000 • only one project of this type is eligible for funding within an individual municipality regardless of whether the included building or buildings are owned by the municipality or a not-for-profit organization.

Funding	Details
GHG Reduction Pathway Feasibility Studies	<ul style="list-style-type: none"> • grant for up to 80% of eligible costs • up to \$65,000 for a single building • up to \$200,000 for a portfolio of buildings (the average per building must not exceed \$65,000) • only one feasibility study of this type is eligible for funding within an individual municipality regardless of whether the included building or buildings are owned by the municipality or a not-for-profit organization.
GHG Impact Retrofit Capital Projects	<ul style="list-style-type: none"> • combined grant and loan for up to 80% of eligible costs • maximum of \$5 million per project. Up to 25% as a grant and the remainder as a loan • see the note below on the number of capital projects eligible for CBR funding.
GHG Reduction Pathway Retrofit Capital Projects	<ul style="list-style-type: none"> • Combined grant and loan for up to 80% of eligible costs • Maximum of \$5 million per project. Up to 25% as a grant and the remainder as a loan • See the note below on the number of capital projects eligible for CBR funding.

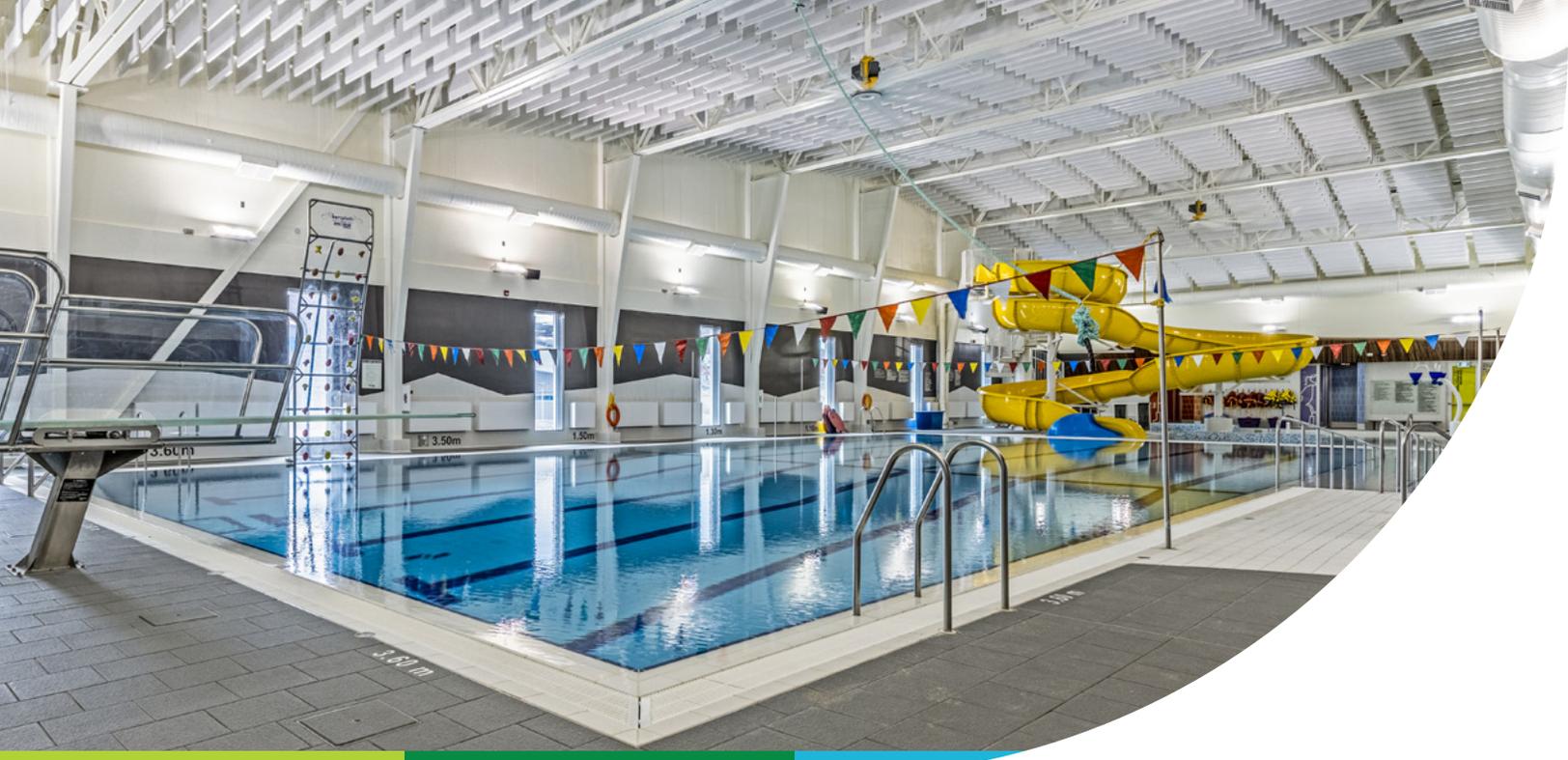
Note: Applicants may receive funding for only **one** of the following types of capital projects within an individual municipality regardless of whether the included building or buildings are owned by the municipality or a not-for-profit organization (in other words, you may apply for funding for a GHG Impact Retrofit Capital Project **or** a GHG Reduction Pathway Retrofit Capital Project, but not both):

- **GHG Impact Retrofit Capital Project:** If you apply for funding for this type of capital project, only one project is eligible for funding.
- **GHG Reduction Pathway Retrofit Capital Project:** If you apply for funding for this type of capital project, there are no limits on the number of projects eligible for funding, provided all projects are part of the same GHG reduction pathway (see “[GHG Reduction Pathway Feasibility Studies](#)” in the Eligibility section).

Capital projects: budgets and financing

FCM funds capital projects through a combination of loans and grants administered through our Green Municipal Fund. We aim to provide loans at competitive market rates in combination with substantial grants to buy down your project's non-recurring costs, reduce your debt burden and make GHG reduction measures with higher capital costs accessible. This funding is designed to ensure that you don't incur additional long-term costs associated with operations or debt servicing.

The total funding and grant amounts are calculated as a proportion of the total eligible project budget, not just the GHG reduction measures. This means that your overall capital construction costs, including project management costs, should be included as part of your project scope and budget.



CAPACITY BUILDING

In addition to funding, we also provide access to relevant resources, training and expertise to help you plan, implement and monitor the results of your community building retrofit projects. These include:

- a curated online library of relevant case studies, tools and resources to help you build your business case and retrofit your community buildings.
- opportunities to connect and exchange knowledge with peers and technical experts who are working on similar initiatives across Canada.
- access to free coaching, training and other capacity-building supports.

FCM will share the results and lessons learned through the CBR initiative with municipalities and their partners across the country through various networks. As a CBR funding recipient, you may be invited to share your experiences with other communities through webinars, online meetings, case studies or other activities.

For information on our latest resources and activities, visit our [website](#) and sign up for our [e-newsletter](#).



ELIGIBILITY

CBR funding is available only to certain types of applicants and only for projects that focus on community buildings.

Eligible applicants

- **Canadian municipal governments**, except for the Low Carbon Cities Canada (LC3) namesake city centres (Vancouver, Edmonton, Calgary, Toronto, Ottawa, Montreal, and the Halifax Regional Municipality)
- **Municipal partners**, which could include:
 - private-sector entities
 - Indigenous communities
 - municipally owned corporations
 - regional, provincial or territorial organizations delivering municipal services
 - non-governmental organizations
 - not-for-profit organizations
 - research institutes (e.g., universities)

Eligible buildings

A community building is an enclosed public place or an enclosed workplace that is:

- owned by a municipal government or not-for-profit organization.
- primarily used to deliver athletic, recreational, cultural and community programs or services to the local community.
- widely accessible to everyone, offering services that enhance the health and well-being, skills development, and economic development of individuals and communities.

Community buildings include:

- athletic facilities, such as indoor rinks, sports arenas, swimming pools and gyms.
- recreational facilities, such as recreation centres and clubhouses.
- cultural facilities, such as performing arts centres, art galleries, auditoriums and libraries.
- buildings such as community centres, seniors centres and clubs, and halls.

Projects focused on multi-purpose buildings that house one or more of the above community services alongside other services or administrative functions are eligible for CBR funding. Projects focused on other standalone municipal buildings—such as city hall and administrative buildings, fire halls, emergency medical services facilities and public works buildings—are also eligible for funding if the standalone building is part of a portfolio of buildings that includes community buildings.

Eligible projects

The following types of projects are eligible for CBR funding.

Community Building Monitoring and Analysis grants

Grants for these projects are targeted to owners of community buildings that do not have a building monitoring and analysis system in place. In general, a building monitoring and analysis system enables you to:

- monitor the energy performance of your buildings, allowing for weather normalization and year-over-year comparisons.

- benchmark the energy performance of your buildings.
- identify and implement simple energy conservation measures
- track, monitor and report energy performance after energy conservation measures are implemented.
- translate energy savings to GHG reductions.

We expect most projects will include a portfolio of buildings to support the business case for ongoing monitoring and analysis costs.

To be eligible for CBR funding, your community building monitoring and analysis project must include the following activities:

- setup and use of energy management software
- building energy benchmarking

Your project **may** also include the following:

- services to support the above activities or interpret the results of those activities
- additional services to identify energy conservation measures (e.g., Level 1 ASHRAE building energy audit)
- procurement and installation of a sub-metering system

Projects should address the elements of a building monitoring and analysis system as outlined above. In addition, projects should make a business case for ongoing building monitoring and analysis to support decision making.

Community Building Recommissioning grants

Grants for these projects help you to optimize the performance of your community buildings. This funding supports you in reducing your whole-building energy use by at least 5 to 15 percent, finding ways to extend the life of your equipment and reduce maintenance costs, and developing strategies and implementing actions to ensure your building systems and equipment are operating optimally at all times.

Two types of projects are eligible for this funding:

- **Building recommissioning projects:** Building recommissioning is a process to re-optimize existing buildings. It is used to improve the way building equipment and systems operate to meet building-use requirements and expectations. Using this process, building owners identify problems and integration issues as well as low- or no-cost operational improvements to improve comfort for building users and save energy. Building recommissioning can be done alone or with a retrofit.
- **Retrocommissioning projects:** Retrocommissioning is like recommissioning, but it applies to an existing building that was not originally commissioned. Additional investigation is usually needed because of this lack of prior commissioning data.

Recommissioning and retrocommissioning projects usually include four phases: planning, investigation, implementation and hand-off. Over the course of these phases, building owners define the scope of work, find and prioritize opportunities for improvement, implement these improvements and develop a strategy to maintain the building performance over time. Natural Resources Canada provides helpful information and resources on recommissioning and retrocommissioning on its [website](#).

We expect most projects will focus on a single building, but projects that include multiple buildings are also eligible for a Community Building Recommissioning grant.

Note: Building commissioning is not eligible for a Community Building Recommissioning grant but is an encouraged component of CBR funding for GHG impact retrofit capital projects and GHG reduction pathway retrofit capital projects. If you are applying for a community building recommissioning grant and meet the eligibility criteria for the community building monitoring and analysis grant, you are encouraged to apply for both at the same time.

Building commissioning professionals

Recommissioning or retrocommissioning projects must be conducted by a qualified building commissioning professional who has conducted at least three recommissioning or retrocommissioning projects on similar buildings.

Accepted qualifications include the following:

- Association of Energy Engineers (AEE): Certified Building Commissioning Professional (CBCP) or Existing Building Commissioning Professional (EBCP)
- American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE): Building Commissioning Professional (BCxP)
- Building Commissioning Association (BCxA): Certified Commissioning Professional or Certified Commissioning Firm (CCP or CCF)
- Canada Institute for Energy Training (CIET): Advanced Building Recommissioning Training Program
- AABC Commissioning Group (ACG): Certified Commissioning Authority (CxA) Certification
- National Environmental Balancing Bureau (NEBB): Commissioning Process Professionals (CxPP)

The recommissioning professional will be responsible for working collaboratively with you to develop a workplan that covers the four phases of the recommissioning or retrocommissioning project. FCM recognizes that finding

a qualified professional may be difficult in some regions. If you are interested in conducting a Community Building Recommissioning project and are unable to find a service provider who meets the qualifications above, please contact us at gmfinfo@fcm.ca.

GHG Reduction Pathway Feasibility Studies

Grants for GHG reduction pathway feasibility studies help you to integrate energy and GHG reductions into your longer-term plans for managing community buildings. This funding supports you in conducting feasibility studies for short- and long-term capital projects while mapping out a course to extend the life of these buildings and reduce operating and maintenance costs over your buildings' remaining useful life.

These studies will enable you to identify a sequence of GHG reduction measures—the “GHG reduction pathway”—that will help you to reduce emissions from community buildings by at least 50 percent within 10 years and at least 80 percent (i.e., near net-zero GHG emissions) within 20 years. Studies will consider your unique objectives and constraints (e.g., building use, capital budgets, equipment renewal cycles, etc.) and explore multiple optimization scenarios.

For more detailed study requirements, see our [GHG Reduction Pathway Feasibility Study Guidance Document](#).

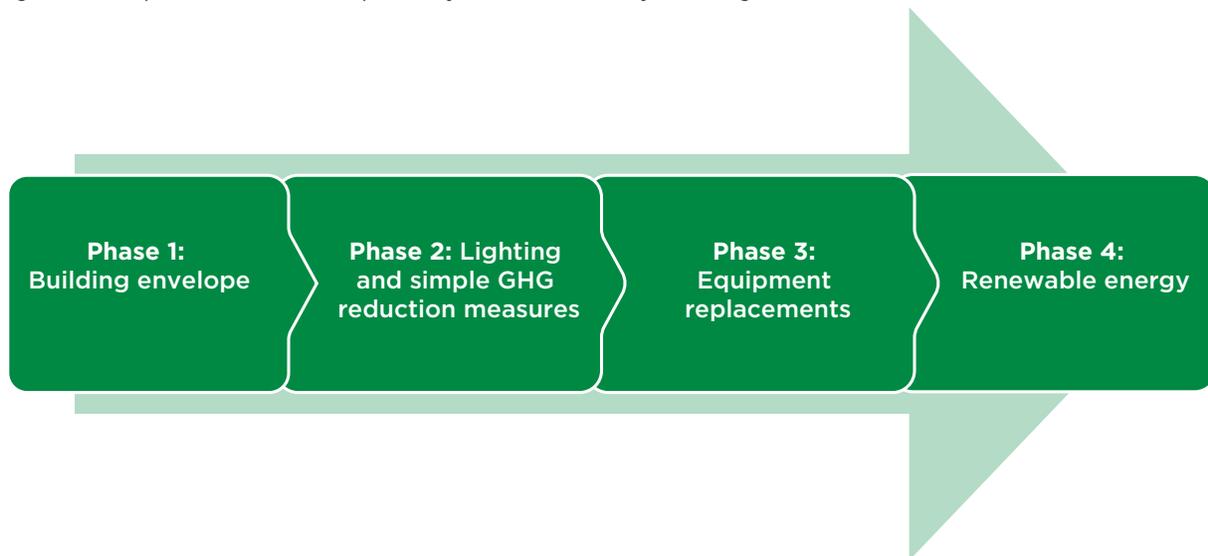
Sample GHG reduction pathway

Figure 1 provides an example of what a GHG reduction pathway could look like.

In this example, capital projects are conducted in phases toward achieving near net-zero GHG emissions. The projects are supported by an ongoing strategy to ensure existing equipment and systems operate optimally. In

Phase 1, the owner of an aging community building improves the building envelope in various ways (e.g., adding insulation, energy-efficient windows, etc.) while addressing critical building maintenance issues. In Phase 2, the building owner implements GHG reduction measures with high rates of return. Four years later, the owner replaces the HVAC system at its end of life. Three years after that, the owner adds solar photovoltaic panels to the roof, concluding Phase 4.

Figure 1: Sample GHG reduction pathway for a community building



This is just one example of a GHG reduction pathway; your own pathway will reflect your unique objectives, constraints and preferred measures. Some GHG reduction pathways may include multiple phases, whereas others may include a single, more extensive retrofit.

Projects may include more than one building if at least one of the buildings is a community building. Projects that include multiple buildings may include a portfolio of buildings within a single municipality or a group of similar buildings in multiple municipalities (e.g., indoor swimming pools located in three municipalities).

GHG Impact Retrofit Capital Projects

This funding supports you in undertaking community building retrofits that reduce GHG emissions by at least 30 percent compared to baseline emissions. Eligible projects include comprehensive retrofits of single community buildings and retrofits of a portfolio of buildings.

Retrofits of a portfolio of buildings are eligible for funding if the portfolio meets at least **one** of the following criteria:

- includes more than one community building within the same municipality.
- includes at least one community building and other municipal buildings within the same municipality.
- includes similar community buildings within multiple municipalities (subject to GMF review).

GHG Reduction Pathway Retrofit Capital Projects

This funding supports you in implementing one or more phases of a GHG reduction pathway as defined in a GHG reduction pathway feasibility study or equivalent. Eligible projects may focus on a pathway for a single building or a portfolio of buildings.

GHG reduction pathway retrofits for a portfolio of buildings are eligible for funding provided the portfolio meets at least **one** of the following criteria:

- includes more than one community building within the same municipality.
- includes at least one community building and other municipal buildings within the same municipality.
- includes similar community buildings within multiple municipalities (subject to GMF review).

Your funding application must include at least one retrofit phase identified in the pathway or a combination of GHG reduction measures identified in the pathway that are appropriately sequenced to achieve near net-zero GHG emissions within 20 years. If your funding application is approved, you can apply for funding support for subsequent phases in the future, subject to funding availability.

GHG emissions reduction criteria

Eligible projects must meet the GHG emissions reduction requirements outlined in Table 2.

Table 2: GHG emissions reduction criteria by type of project	
Project	GHG reduction criteria
Community Building Monitoring and Analysis Grants	N/A
Community Building Recommissioning Grants	N/A
GHG Reduction Pathway Feasibility Studies	The feasibility study must aim to reduce GHG emissions by at least 50 percent compared to the current or baseline performance of the building within 10 years, and by at least 80 percent compared to the current or baseline performance of the building (i.e., near net-zero GHG emissions) within 20 years.
GHG Impact Retrofit Capital Projects	The capital project must aim to reduce GHG emissions by at least 30 percent compared to the current or baseline performance of the building. Baseline performance may be estimated where the retrofit changes the size or function of the building. GMF staff will validate the project baseline calculations provided in the feasibility study.
GHG Reduction Pathway Capital Projects	<p>The capital project must be supported by a GHG reduction pathway feasibility study or an equivalent feasibility study (see the GHG Reduction Pathway Feasibility Study Guidance Document).</p> <p>The capital project must include at least one retrofit phase identified in the GHG reduction pathway study or a combination of GHG emissions reduction measures sequenced in alignment with the GHG reduction pathway study. The capital project must support the timelines included within the GHG reduction pathway study.</p>



EVALUATION OF APPLICATIONS

Building monitoring and analysis projects; building recommissioning projects

GMF will evaluate your submitted building monitoring and analysis projects or building recommissioning projects based on the following evaluation criteria:

- Project potential (recommissioning only)
- Project team and risk
- Next steps
- Budget
- Workplan

Feasibility studies and capital projects

GMF will evaluate your feasibility study or capital project using the following three criteria:

- **Impact:** The project has the potential to generate measurable environmental benefits, including GHG emissions reductions as well as other improvements or sustainable practices; decrease energy costs; and support community benefits.
- **Implementation:** The project is designed holistically with a strong project management approach that includes planning, risk management, stakeholder engagement and appropriate resourcing.
- **Transformative potential:** The project demonstrates or adopts new and better solutions, with a high likelihood of encouraging replication.

Table 3 outlines the elements of these criteria.

Table 3: Evaluation criteria		
Impact	Implementation	Transformative potential
<ul style="list-style-type: none"> • Quantitative environmental benefits • Qualitative environmental benefits • Financial benefits • Community benefits • Relative impact 	<ul style="list-style-type: none"> • Stakeholder engagement • Team and partners • Workplan and budget • Risk management • Financing • Measurement and monitoring 	<ul style="list-style-type: none"> • Capacity building • Replication potential • Innovation • Audacity



APPLICATION PROCESS

To apply for GMF funding, you must submit the following:

- a pre-application form
- an application form
- a project workbook
- all required supporting documents ([see Table 4](#))

A GMF project officer will be your point of contact throughout the process. They will review your file and provide feedback. You may be asked to revisit some steps to help you submit a complete and high-quality application.

Before you begin the full application, you will need to submit a pre-application form to confirm your eligibility (steps 1 and 2). To do this, you need to create a client profile in FCM's [funding portal](#).

Funding and review process



Figure 2: Steps to obtaining GMF funding

Step 1: Pre-application submission

You must submit a simple pre-application form through FCM’s funding portal. To access the funding portal, you must register with FCM to create your client profile:

- From the funding portal home page, click **Register Now**.
- Fill in all the fields and click **Submit**. This will send a service request to FCM.
- Check your email. You will receive a message with a PIN and instructions for accessing the funding portal and choosing your password.

Once you have access to the funding portal and your client profile:

- Select **My Applications** from the menu on the left.
- Click the folder icon for the desired program name (**FCM Green Municipal Fund—CBR**).
- Select **New Submission**. Click **Next** to complete all the pre-application sections and questions.
- Note: You can save your progress at any time at the bottom of page and return to the form later to complete it.

Step 2: Eligibility determination

A GMF project officer will review your pre-application form to determine whether your organization and project are eligible for funding before you submit a full application. You will receive a response within 15 business days of the date we receive your pre-application form.

Step 3: Full application

Once your eligibility is confirmed, GMF staff will inform you that the full application form is available through FCM’s funding portal, ready for you to complete and submit. They will also provide you with an Excel project workbook template to complete and submit.

Step 4: Verification and submission

As you complete the application form, don’t hesitate to reach out to your assigned GMF project officer with any questions you might have. Once you’ve verified the information on your application form, project workbook and required supporting documents, submit them to GMF through the FCM funding portal.

Step 5: GMF project officer review

A GMF project officer will review your application for accuracy and completeness and will work with you to resolve any remaining questions.

Step 6: Peer review and internal review

An external expert peer review panel evaluates all funding applications. An internal analysis is also completed to provide a funding recommendation to GMF's managing director, the GMF Council and FCM's Board of Directors.

Step 7: FCM funding decision

For building monitoring and analysis, existing building recommission, and studies, funding decisions are determined by GMF's managing director. The average time for a funding decision from the application submission is three to five months.

For capital projects, FCM's Board of Directors approves the funding recommendation made by the GMF Council. The average time for a funding decision from the application submission is four to six months.

When to apply

We accept applications year-round until all annual funds are allocated. Once all funding is allocated for the year, any new applications are then deferred for a funding decision to the following fiscal year, beginning April 1. If this happens, we will let you know.

Required supporting documents

Throughout the application process, we ask you to include supporting documents with important information about your organization and the details of your proposed project. Items on the required supporting document list are mandatory. You are welcome to provide further evidence as needed and available.

The supporting documents we ask you to provide vary based on whether your organization is a municipal government or a partner of a municipal government. The following table outlines these requirements, as well as the requirements and conditions that your organization must fulfill before you submit your application. Please note that we may request additional documentation.

Table 4: Required supporting documents by type of application

Application	Required supporting documents
All applications	<ul style="list-style-type: none"> <input type="checkbox"/> Completed full application form <input type="checkbox"/> Project workbook <input type="checkbox"/> Letters from confirmed sources of funding <input type="checkbox"/> Letter of confirmation of consultation with your provincial or territorial government* <input type="checkbox"/> Project team organizational chart and resumé <input type="checkbox"/> Evidence of municipal support (i.e., council resolution or letter of support); the resolution or letter of support should acknowledge any eligibility limitations for feasibility studies and capital projects (see the Eligibility section) <p>*Consultation with the provincial or territorial government is a requirement of FCM's funding agreement with the federal government. We will provide you with a template consultation letter and contact information.</p>

Application	Required supporting documents
<p>Additional information required for all capital projects</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Completed feasibility study; feasibility studies for GHG reduction pathway capital projects must comply with the requirements in the GHG Reduction Pathway Feasibility Study Guidance Document <input type="checkbox"/> Energy model or relevant calculations <input type="checkbox"/> Engineering cost estimate <input type="checkbox"/> Your organization’s audited financial statements for the past three years or, if a guarantor is providing a financial guarantee, the audited financial statements of the guarantor <input type="checkbox"/> Executive summary of the environmental assessment of your project, if required under federal, provincial or territorial laws <input type="checkbox"/> New Brunswick municipalities (other than the City of Saint John): Evidence that you have obtained the New Brunswick Municipal Capital Borrowing Board’s authorization to borrow funds <input type="checkbox"/> Nova Scotia municipalities: Evidence that you have obtained authorization from the Minister of Service Nova Scotia and Municipal Relations to borrow funds <input type="checkbox"/> Quebec municipalities: Evidence that you have obtained the <i>règlement d’emprunt</i> issued by the Ministère des Affaires municipales et de l’Habitation
<p>Additional information required for capital projects undertaken by municipal partner applicants</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Project financial model (i.e., pro forma) <input type="checkbox"/> Confirmation of equity contribution (if applicable) <input type="checkbox"/> Confirmation of any ongoing subsidies (if applicable) <input type="checkbox"/> Recent property appraisal and needs assessment (if conducted) <input type="checkbox"/> Copy of fixed priced contract entered into with contractor references (if obtained) <input type="checkbox"/> Constatting documents (founding articles of incorporation of the lead applicant, to ensure eligibility)



HOW TO COMPLETE YOUR APPLICATION

Follow the instructions below as you complete your pre-application and full application forms. Answer each question with enough detail so that someone who has never heard of your project or community would fully understand your application.

Before you apply: All applicants requesting funding must complete their pre- and full application forms through FCM's funding portal.

Please read the instructions in this section for how to answer the application questions available through the application portal.

If you have any questions about how to apply, please contact an FCM representative at gminfo@fcm.ca or 1-877-417-0550.

The instructions below provide detailed information on how to complete each section of both the pre-application and the full application.

Pre-application

The information you provide in this step will help GMF staff members determine the eligibility of your initiative and whether to invite you to complete the full application.

Applicant eligibility

In this section, please tell us who you are, where you are from and who your main partners are, if any.

Project type

Please select the type of funding you are applying for:

- Community Building Monitoring and Analysis project
- Community Building Recommissioning project
- GHG Reduction Pathway Feasibility Study
- GHG Impact Retrofit Capital Project
- GHG Reduction Pathway Retrofit Capital Project

Eligibility screening

This section will only appear if you are applying for a Building Monitoring and Analysis project or a Community Building Recommissioning project.

Please answer each question as accurately as possible. If you answered “No” to any of the questions, your project will be deemed ineligible. You may still submit your pre-application, and GMF will reach out to discuss your file.

If you are applying for a recommissioning project, you will be asked additional screening questions. If you selected two or more of the statements as “Yes,” your building is likely a good candidate for recommissioning. If not, you can still submit your pre-application, GMF will reach out to discuss your file.

Applicant information

Participating organization

Please provide the name and role of each participating organization:

- **Lead applicant:** the municipality, or a partner organization, that would be signing the contract with FCM, overseeing the initiative (even if it has a third party complete the work), incurring the costs of the initiative, and submitting the required reporting to FCM
- **Lead municipality:** the municipality where the initiative is taking place or that will benefit from the initiative

Organization information

(for non-municipal applicants only)

Tell us about your organization. How long you have been operating, and how are you involved in community buildings? If your organization is a not-for-profit, provide a brief history of your organization and indicate whether you own a single community building or a portfolio of community buildings.

Note that you will also be asked to provide supporting documents showing that a municipal government is partnering on the project. Your support letter should state the municipality’s support of the project and acknowledge its understanding that if the project receives CBR funding, no further projects of the same type located within the municipality will be eligible for CBR funding (with the exception of GHG reduction pathway capital projects—see [Table 1](#)). The support letter must be signed by the mayor on behalf of council,

or by the municipality’s chief administrative officer or city manager. You can find a template [here](#).

Optional: Specify in the letter any way in which the municipality has demonstrated its support, if applicable (e.g., in-kind contribution, financial contribution, etc.).

Project team members

At this stage, please provide contact details for the **lead contact** on the project team. Non-municipal applicants should also provide the municipal contact.

Note: Municipal corporations must also complete this step.

If possible, please indicate how you heard about FCM’s funding.

Project information

In this section, tell us about your initiative, the anticipated benefits, why this project is important and how you intend to implement it.

Tip: Be as concise and specific as possible when you answer the questions in the pre- and full application forms. Provide quantitative (measurable) information in your responses whenever possible. You can answer each question or refer us to specific sections or pages in your attached documents.

Project working title	<p>The title should:</p> <ul style="list-style-type: none"> • describe the initiative • mention the name of the lead municipality
Project type	<p>Type of funding requested:</p> <ul style="list-style-type: none"> • Building Monitoring and Analysis • Building Recommissioning • GHG Reduction Pathway Feasibility Study • GHG Impact Retrofit Capital Project • GHG Reduction Pathway Retrofit Capital Project <p>Note: this response will be locked after your response on project type on the pre-application form.</p>

Sector	Energy Note: this response will be locked as it is the only possible response for this type of funding application
Building type	Is the community building included in the project an arena, indoor pool, community centre, arts centre or other building type? Or are there multiple buildings?
Community building ownership	Select the ownership of the building(s): <ul style="list-style-type: none"> • Municipality • Not-for-profit
Number of buildings included within the project	How many buildings are included in your project? If your project includes more than one building, please specify the type of building for each building listed.
Project start and end date (YYYY-MM-DD)	Indicate the start and end dates for your proposed initiative.
Anticipated total project costs (\$)	Provide the anticipated total costs of your proposed initiative.
Funding request (\$)	Indicate the amount of funding you are requesting for your proposed initiative. See Table 1 for available funding.

Executive summary

Please summarize your project in a couple of paragraphs. Be sure to do the following:

- Highlight key aspects of your project.
- Tell us why this project is important for your community. What problem or problems are you trying to solve?
- Outline the key benefits of your project. In particular, what are its environmental benefits?

Please include in this field any other information that you feel will help us to understand your project and intended outcomes. Non-municipal applicants may provide additional details on their partnership with the lead municipality.

Environmental benefits

Provide a summary of the anticipated environmental benefits, to the best of your knowledge, of your initiative.

For capital projects, describe the GHG emissions reduction and other environmental measures associated with the project.

Required documents

Please review the [list of required documents \(see Table 4\)](#) that you'll need to submit to FCM if you are invited to complete a detailed application. Capital projects are required to submit a feasibility study at the pre-application stage. Non-municipal applicants are also required to submit a municipal support letter.

Declaration and signature

In the declaration and signature section, simply type the information of the person with signing authority from the lead applicant organization.

Note that the person with signing authority may be different from the lead applicant/primary contact.

Full application

Depending on the project type, not all sections below will apply. The portal will indicate which sections apply to you.

Applicant information

The information gathered from your pre-application form will appear here. This is your opportunity to review and edit it, and add any supporting documents.

Project information

The information gathered from your pre-application form will appear here. This is your opportunity to review and edit it.

Tip: Be as concise and specific as possible when you answer the questions in the application form. Provide quantitative (measurable) information in your responses whenever possible. You can answer each question or refer us to specific sections or pages in your attached documents.

Overview

Details of your project

Working title	This section will have information you provided at the pre-application stage. This is your opportunity to review and edit if needed.
Type of project	This section will be locked with the information you selected at pre-application.
Sector	This section will be locked as “Energy” is the only possible response for this type of funding application.
Building type	This section will be locked with the information you selected at pre-application.
Community building ownership	This section will be locked with the information you selected at pre-application.
Number of buildings included within the project	This section will be locked with the information you provided at pre-application.

Executive summary

The information you provided on your pre-application form will appear here. This is your opportunity to review and edit it, and add any supporting document(s).

Note that if your project is approved, we may post the executive summary on our website.

Project funding and timeline

Project start and end date (YYYY-MM-DD)	This section will have information you provided at the pre-application stage. This is your opportunity to review and edit it if needed.
Anticipated total project cost	This section will have information you provided at the pre-application stage. This is your opportunity to review and edit it if needed. Make sure this amount is equal to the amount calculated using the project workbook.
Loan amount requested (capital project only)	Indicate the loan amount you are requesting. This number will be calculated using the provided project workbook. Make sure this amount equals the amount calculated using the workbook.
Grant amount requested	Indicate the grant amount you are requesting. This number will be calculated using the provided project workbook. Make sure this amount equals the amount calculated using the workbook.
FCM funding request	This section will be locked with the information you provided at pre-application.

Environmental benefits

The information you provided on your pre-application form will appear here. This is your opportunity to review and edit it and add any supporting document(s).

This section asks you to describe the environmental measures you intend to implement and their probability of achieving the stated benefits. GHG emission reductions will be considered, along with other environmental benefits.

Environmental results and performance toward a more sustainable society is the primary mandate of FCM's Green Municipal Fund. As such, this is an

important section and it receives greater weight in funding decisions. Please refer to the required GHG emissions reductions ([see GHG emissions reduction criteria in the Eligibility section of this guide](#)) that you must meet to be eligible for funding.

Project workbook

If you're applying for funding for a capital project, please review the environmental benefits tab in the project workbook. The worksheet will be pre-populated for you based on your submitted feasibility study.

GHG reductions

Please consider the following as you complete the application:

- **GHG Reduction Pathway Feasibility Studies:** Confirm your intent to reduce GHG emissions by at least 50 percent compared to the current or baseline performance of the building within 10 years and by at least 80 percent compared to the current or baseline performance of the building (i.e., near net-zero GHG emissions) within 20 years. If available, include recent relevant work that quantifies baseline energy consumption or GHG emissions and identifies potential GHG reduction opportunities as part of your supporting documentation (e.g., building monitoring reports, energy audits etc.). See *GHG Reduction Pathway Feasibility Study Guidance Document* for additional details.
- **GHG Reduction Impact Retrofit Capital Projects:** Describe the measures you will use to reduce GHG emissions by 30 percent, as outlined in your feasibility study. Please ensure the expected GHG reduction can be compared to a baseline or assessment of the current state.
- **GHG Reduction Pathway Retrofit Capital Projects:** Describe at a high level the project phases and timing that will be required to reduce GHGs by at least 50 percent compared to the current or baseline performance of the building within 10 years and by at least 80 percent compared to the current or baseline performance of the building (i.e., near net-zero GHG emissions) within 20 years, as outlined in your feasibility study.

Note the phase (or combination of GHG reduction measures) you're requesting funding for and describe the GHG reduction measures you'll include in this phase as well as the expected reduction in GHG emissions. Please ensure the expected GHG reduction can be compared to a baseline or assessment of the current state.

Other environmental benefits

Please consider the following as you complete the application:

- Will your project result in other environmental benefits not represented or highlighted by the energy model? Examples include improving natural assets, using sustainably sourced materials, integrating climate change adaptation and resilience into design, reducing environmental nuisances such as light and noise, conserving water and reducing waste.
- Are these other environmental benefits quantifiable? If so, please provide estimates, ensuring that the reduction can be compared to a baseline or assessment of the current state (e.g., low-flow fixtures that will save water).

If you're applying for funding for a feasibility study, simply explain how the study may discuss other environmental benefits in the analysis.

If you are applying for a Community Building Monitoring and Analysis project or a Community Building Recommissioning Project, please follow the instructions provided in the FCM funding portal. If you are applying for a capital project or a feasibility study, follow the instructions below when answering questions in the portal.

- Do you anticipate achieving any other related benefits from your project (e.g., extension of asset life, lower total cost of ownership, revenue generation, etc.)?
- As an optional consideration, consider how this project may impact local economic development.

Economic and social benefits

This section asks you to describe the economic and social benefits of your project. A wide variety of benefits are acceptable. Economic benefits could include job creation, while social benefits could include improved services.

Project workbook

If you're applying for funding for a capital project, please fill out the economic and social benefits tab in the project workbook.

Economic benefits

Here are some key considerations regarding economic benefits:

- How do your proposed solutions and mechanisms reduce costs, and how are they financially efficient and effective? Describe the return on investment you expect to achieve from the proposed GHG reduction measures (i.e., the financial health of the project).
- What operating cost savings do you anticipate will result from this project? What will be the benefit of these savings (e.g., operational savings will be invested in future capital projects, usage fees will be decreased, services will be expanded, etc.)?

If you're applying for funding for a feasibility study, simply explain the different economic factors that you will investigate in your study.

Social benefits

Recognizing that community buildings provide an important social benefit in themselves, focus on benefits that go above and beyond the social benefits the building currently provides. Where possible, provide any quantification related to these benefits. Some examples of social benefits to consider include:

- Supporting local communities in maximizing the benefits of these projects. Examples include supporting local work opportunities, skills training and fair wages for qualified residents and groups who are traditionally underrepresented in the skilled trades sector, such as apprentices, Indigenous workers and women.
- Improving services provided to the community, including ensuring recent immigrants, racialized groups, seniors, parents and low-income Canadians have access to safe and affordable community spaces.
- Improving building quality, the building environment (e.g., light, air quality, noise, heat) and the health and safety of users.

If you're applying for funding for a feasibility study, simply explain the different social factors that you will investigate in your study.

Measuring and monitoring

This section asks you to describe your plan for measuring and monitoring the results of your project. These results yield valuable lessons that can help future applicants and improve the CBR initiative overall. Monitoring is also important for municipalities to ensure the expected benefits are realized. Monitoring and reporting are essential for FCM to report back to our funder, the federal government, on the impact of its investment.

Note: If your organization does not have a building monitoring and analysis system (see the Eligibility section), we strongly recommend you apply for a grant to undertake a community building monitoring and analysis project. If you intend to apply for both a community building monitoring and analysis project and a capital project, please indicate in your response that you will do so.

FCM is looking for projects that have a robust measurement system to demonstrate expected benefits, particularly quantifiable environmental benefits. This section assesses how you will collect and analyze data, and how you will verify the performance of your project.

A strong measurement system will include a range of indicators, including those related to environmental or energy performance, the business case for your project and anticipated improvements

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

When preparing to conduct a feasibility study, consider how you plan to measure and validate performance for each of your proposed GHG emissions reduction measures.

Note: Building commissioning is an eligible expense for capital projects. We strongly recommend that you include commissioning within your capital project and integrate your measurement and monitoring plan with the commissioning strategy. This integration will ensure your project and building operate optimally into the future.

Replication

This section considers the use of best practices and proven solutions to implement a project successfully. It also considers whether the GHG reduction mechanisms you intend to implement encourage adoption and replication by your own organization and by others.

A project is considered replicable when it includes:

- models or best practices with demonstrated proven results in the design of the project
- clear performance benefits that address common problems across community buildings

- solutions for key challenges experienced by owners of community buildings
- clear market drivers for the adoption of a solution (e.g., cost savings over status quo, financial returns, regulation requirements and incentives)
- commonly understood metrics and measures to show performance

Give specific examples of mechanisms you will use to encourage adoption and replication, such as:

- a replication mechanism that is integral to the design of the solution (e.g., a packaged solution, toolkits, best practices, plan to replicate within a portfolio, etc.)
- partnership with one or more private sector, academic, government or non-governmental organizations with mandates for replicating solutions
- involvement of city staff and elected officials to ensure your value proposition for this project can be translated to other municipal buildings

Capacity building and stakeholder engagement

This section considers how a project is designed to increase the knowledge and capacity of municipalities and their partners to undertake GHG-related capital projects.

Capacity building

Some questions to consider around capacity building could include:

- What knowledge or skills gap will this project address in your organization? How will you share or maintain this expertise internally and apply it to future projects?

- What knowledge or skills gap may remain and what existing opportunities (training, etc.) are there to help address this?
- Will you work with local suppliers (e.g., trades, contractors, consultants, etc.) to build knowledge and skills for energy-related projects within your community?
- How do you plan to share the results of your project within your community and with other communities?
- Do you plan on creating educational activities or materials to share knowledge and lessons learned with other communities or networks?
- How will you ensure staff responsible for operating the building and energy systems have sufficient resources and training to maintain the performance target over time?

Stakeholder engagement

Identify all relevant stakeholders you have engaged or plan to engage to successfully plan, design and execute your project (e.g., neighbours, neighbourhood or community associations, agencies or service providers, citizen groups, council, and/or municipal staff). Describe the level and type of interaction and the input you will seek from them.

In particular, please outline how you will engage with current and potential users of your community building and community stakeholders (e.g., recent immigrants, racialized groups, seniors, parents and low-income Canadians) to understand how you can improve the social value of your community building.

Innovation

This section asks you to describe the innovation of your proposed project. CBR funding is intended to support entrepreneurial owners and operators of community buildings who undertake innovative and impactful solutions. We recognize, however, that innovation is a relative measure and can mean different things to different people and organizations. What is innovative for a small or rural community may not be so for a large one. When answering this question, consider how innovation relates to the specific context of your organization or community.

Innovative aspects of the project

A project is considered innovative when it demonstrates at least **one** of the following:

- development or application of new knowledge, policy, practice or advanced technology
- a new or emerging application of an existing technology or practice
- adoption of knowledge or a practice that is new to a community or provider to suit the circumstances of that particular community or provider, or the adoption of advanced technology

In answering the question, also consider the following:

- How is each GHG reduction measure innovative?

- For example, does it develop or apply new, best practice knowledge, policies, practices, technologies or financial models that your organization hasn't used before?
- Or does it apply any of these in a new way, possibly to suit your unique circumstances?

Uncertainties around innovation (audacity)

We recognize that uncertainties and challenges are an inevitable part of any new and transformative solution, and we want to support projects that take on this worthy task.

Uncertainties and challenges are different from the risks associated with implementing your project. A project is considered to be taking on uncertainties and challenges when you, the applicant, tries something that you haven't tried previously, or you push further to achieve greater anticipated benefits, considering best practices, particularly from an environmental perspective.

When answering this question, speak generally about some of the uncertainties or challenges you might face in trying to achieve your target outcomes, and explain how you will tackle them.

Project management and delivery

Project management is an essential component in our evaluation of any funding application. A project may be a great idea, but if there is no budget or financial ground to stand on, it's difficult to evaluate whether it can be implemented successfully.

Project management summary

Tell us about your project management approach and demonstrate how it is appropriate given your project's stage of development and risk profile.

Describe the following:

- the project team (include the structure, roles, expertise and gaps)
- financing (include the sources, secured and unsecured amounts, and the plan to secure all financing)
- coordination (describe your plan to collaborate across all relevant municipal departments)
- stakeholder engagement (describe your plan for engagement, the participants and the type of participation you expect from them—for example, the type of input will you seek from them, or their involvement in a monitoring system)

Project team

If you haven't done so already, identify up to five members of your project team and the role of each. Attach their resumés or documents that list their professional qualifications and experiences. If your team members have not yet been identified, provide documentation that describes the positions that will make up your team, including roles, qualifications and experience necessary to complete a successful project. The table should include at least one member of the lead applicant's project management team. If your project is sponsored or championed by a municipal elected official, include them as well. For non-municipal applicants, please also provide the municipal contact.

Supporting documents: Provide a well-defined organizational chart of both the organization and the project team, team members' resumés and the municipal support letter, if applicable.

Project implementation risk

We want to know more about the biggest risks and challenges you face in implementing this project, and how you will manage and mitigate them.

Typical types of implementation risks and challenges include the following:

- environmental
- financial
- regulatory
- social
- technical
- timing

TIP: If you have identified risk mitigation measures, make sure they are well reflected in appropriate sections of your application and that they are supported by appropriate documents.

Project workbook

If you are applying for a feasibility study or capital project, please fill out the Project Team and Risk Management Tab in the project workbook.

Budget and workplan

For this section, you will be required to complete the budget and sources of funding tabs in the project workbook that GMF staff have provided.

Make sure the amounts you enter in the **Project funding and timeline** section of the application match the amounts calculated in the project workbook.

Required documents

Please review the list of required documents (see Table 4) that you will need to submit with your completed detailed application.

Declaration and signature

Simply fill in the name and title of the person with signing authority from the lead applicant organization who will sign the application. Note that this person may differ from the primary contact of the lead applicant organization.

Once the application is complete, please verify that you have gathered all supporting documents listed in the **Required supporting documents** section (see Table 4). Follow the instructions below to submit your application and required documents.

How to submit your application

Organize your supporting documents

Before you submit your application, please check the list of required supporting documents for your project type in the **Required supporting documents** section (see Table 4). These documents validate the information you provide in your application. Make sure that your documents have filenames and titles that properly reflect their contents.

TIP: If possible, add to each document's title the application section that the document supports. This will help staff and peer reviewers find the appropriate files more quickly.

Ready to submit your application?

Ensuring your submission is complete with all supporting documents will reduce processing time. Here are some tips for completing the submission process:

- The portal will let you know if all sections of the form have been properly completed and you have uploaded the required supporting documents. You will not be able to submit until all the required information has been provided.

- If you are not able to submit, make sure you have answered all the questions in the application form. If the form is properly filled in, check that the project workbook is complete and has been uploaded as a supporting document in the budget section.
- When everything is ready, you will see that the submit button is available, which means you are ready to submit your application.

Quebec municipal applicants

There is a slightly different process for Quebec municipal applicants. The pre-application needs to be downloaded from the funding portal and submitted by your municipality to the Ministère des Affaires municipales et de l’Habitation (MAMH). Once you have completed your pre-application, click **View current form** at the top of the Summary page. This will open the document in a new window, and you will be able to print the form as a PDF document. Once downloaded, you will

be able to send the pre-application form to MAMH for review. The ministry will determine if your proposed project complies with Quebec policies before issuing an “Avis Favorable.” GMF may not contact the applicant until MAMH provides its compliance decision. Please visit <https://www.mamh.gouv.qc.ca/> for more information. GMF may provide some assistance if needed.

Municipal corporations and not-for-profit organizations do not need to submit application forms to MAMH.

Need help or have suggestions to improve this guide?

If you’re having trouble completing your application or uploading your files, or simply have some questions, please contact us at ginfo@fcm.ca or 1-877-417-0550.



APPENDIX: ELIGIBLE COSTS

This table outlines the costs that can be reimbursed by FCM. Please pay particular attention to any costs that may be *ineligible* for reimbursement.

Table 5: Eligible costs

Section A: Costs incurred *before* the date FCM receives your application

Cost category	Eligible costs	Ineligible costs
Application preparation	Consulting costs (to a maximum of \$5,000) to write the application, including inserting information into the project workbook, incurred up to 90 days before the date FCM receives your application	All other costs incurred before the date FCM receives your application, including any stakeholder engagement or research that took place to complete the full application or project workbook

Section B: Costs incurred *after* the date FCM receives your application

Cost category	Eligible costs	Ineligible costs
Administrative	<p>Administrative costs that are directly linked to and have been incurred for the project, including:</p> <ul style="list-style-type: none"> • communication costs (e.g., long-distance calls or faxes) • permits or certifications required for the project • printing or photocopying by outside suppliers • outsourced printing or photocopying • acquisition of documents used exclusively for the project • document translation 	<ul style="list-style-type: none"> • general overhead costs, including operating costs related to the general maintenance, repair and overhead costs associated with the project • administrative costs not specifically listed as eligible costs • office space, supplies and general overhead costs incurred in the ordinary course of business
Advertising	<p>Advertising costs essential to communicating the project to the public and evaluating the project, such as:</p> <ul style="list-style-type: none"> • fees for advertising development • fees for media distribution • website development • public surveys 	<ul style="list-style-type: none"> • advertising costs for general education or publicity associated with ongoing or other business activity, and that is not a specific requirement of the project • promotional items
Audit (capital projects only)	<p>The cost of a financial audit conducted by a third-party accredited professional for the capital project, which is required by FCM</p>	N/A

Cost category	Eligible costs	Ineligible costs
<p>Capital expenditures</p>	<p>Capital costs as defined and determined in accordance with generally accepted accounting principles (GAAP), including:</p> <ul style="list-style-type: none"> • costs for acquiring, developing, constructing, modernizing or leasing systems (equipment, hardware, software, etc.) • costs of construction, renovation or modernization of facilities and structures, such as material and installation costs 	<p>Purchase or lease of real property</p>
<p>Equipment rental (capital projects only)</p>	<p>Rental of tools and equipment related to the capital project.</p>	<p>Rental of tools or equipment related to ongoing or other business activities</p>
<p>Meetings and public gatherings</p>	<p>Costs related to meetings and public gatherings that communicate the project to the public and that collect feedback, such as:</p> <ul style="list-style-type: none"> • facility rental. • audiovisual equipment rental 	<p>Any hospitality expenses, such as:</p> <ul style="list-style-type: none"> • food and drink • alcohol • door prizes • entertainment • music • decorations • flowers or centerpieces

Cost category	Eligible costs	Ineligible costs
Services	<p>Fees for professional or technical services, including:</p> <ul style="list-style-type: none"> • consultant and contract- or fees for work related to building monitoring and analysis, existing building commissioning (EBX), low-carbon pathway studies and capital projects • fees incurred by a third-party qualified commissioning agent or existing building commissioning agent for a comprehensive review of building systems • fees incurred by a certified professional to conduct project measurement and verification • the cost of an environmental audit, which is required by FCM, undertaken by a third-party verification specialist (capital projects only) 	<p>Costs for engineering studies, audit studies or studies for which grants or contributions are provided by or committed to be provided by any program of the Government of Canada</p>

Cost category	Eligible costs	Ineligible costs
<p>Staff remuneration</p>	<p>Daily rates actually paid by the eligible recipient to its employees (including permanent and contract employees) in Canada for time actually worked on the implementation of the project (including staff time to participate in capacity-building activities led by or on behalf of FCM); the daily rate per employee shall include the following costs:</p> <p>Direct salaries:</p> <ol style="list-style-type: none"> Actual and justifiable sums paid by the eligible recipient to employees in accordance with the eligible recipient's pay scales as regular salary, excluding overtime pay and bonuses. <p>Fringe Benefits:</p> <ol style="list-style-type: none"> Fringe benefits, in accordance with the eligible recipient's policies, as follows: <ul style="list-style-type: none"> time-off benefits (pro-rated to the annual percentage of time actually worked on the implementation of the project): allowable number of days to be paid by the eligible recipient for the payable absences of statutory holidays and annual vacation 	<ul style="list-style-type: none"> overtime pay bonuses or performance pay fringe benefits, such as sick days, maternity leave, parental leave, pension plan and any other fringe benefits not listed as eligible costs related to ongoing or other regular business activities and not specifically required for the project staff wages while receiving training or attending learning events professional membership fees or dues

Cost category	Eligible costs	Ineligible costs
Staff remuneration	<ul style="list-style-type: none"> paid benefits: actual sums paid by the eligible recipient for paid benefits (pro-rated to the annual percentage of time actually worked on the implementation of the project); this includes the eligible recipient's contribution to employment insurance and workers' compensation plans (where applicable), health and medical insurance, group life insurance, or other mandatory government benefits <p>Note: For private-sector entities only, as determined by FCM, the value of total staff remuneration cannot exceed 10% of eligible costs for the project</p>	<ul style="list-style-type: none"> staff remuneration for which a grant or contribution is provided by or committed to be provided by FCM (this includes funding provided or committed through Climate Change Staff grants from FCM's Municipalities for Climate Innovation Program)
Supplies and materials	Supplies and materials that are specifically needed for the project	Costs related to ongoing or other business activities that are not specifically required for the project
Transportation, shipping and other courier charges	Transportation costs for delivery of materials and services essential for the project	Any transportation expense related to ongoing or other business activities

Cost category	Eligible costs	Ineligible costs
Travel and accommodation	Travel and associated expenses for your staff and consultants to the extent that the travel and accommodation rates comply with Treasury Board of Canada guidelines and to the extent that such travel is necessary to complete the project, including travel and accommodation costs to attend CBR capacity-building activities organized by or on behalf of FCM	<ul style="list-style-type: none"> travel and associated expenses of a partner in the project travel, accommodation and fees to attend conferences, missions or trade shows
Taxes	The portion of taxes for which your organization is not otherwise eligible for rebate	The portion of provincial, territorial or federal taxes for which your organization is eligible for rebate
In-kind contributions	N/A Note: Lead applicants can include costs for staff time for time actually worked on the implementation of the project and list this as “staff remuneration” (see the <i>Staff remuneration</i> category above)	<ul style="list-style-type: none"> Any goods and services that are received through donation or in-kind contribution
Other	Other costs considered by FCM’s Board of Directors or FCM staff to be necessary direct costs incurred properly and reasonably to implement your project	N/A