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GMF Annual Report 2022-23

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Letter to our stakeholders

Local governments understand the time for climate action is now. Across Canada, communities are experiencing the impacts of climate change as extreme weather events happen more frequently and with greater intensity. Canada's average temperatures are rising at twice the global average, and three times as fast in the North. That's why Canada has committed to reducing greenhouse gas (GHG) emissions to 40 percent below 2005 levels by 2030—and to reaching net-zero emissions by 2050. These are ambitious targets. FCM's Green Municipal Fund will continue to play a critical role in bringing municipalities together to meet those targets, while also building resilient communities that thrive despite the impacts of climate change that have already occurred.

Our federal partners see this clear need and know they can rely on GMF to help deliver the tools municipalities need to both mitigate against, and adapt to, our changing climate. So, in November 2022, we welcomed the federal government's investment through the Government of Canada Climate Adaptation Action Plan (GoCAAP). It entrusted \$530 million in GMF to help municipalities in their efforts to support, accelerate and scale up community-based climate adaptation initiatives.

That's a game-changing amount of funding—and we're ready to put it to good use. But given the enormity of the challenges that lie ahead, it has become increasingly clear that the public purse can't shoulder this burden alone. We need to find new sources of capital and leverage private sector investment to maintain momentum.

Collaborative approaches, cooperation and communal spirit have always been at the heart of what we do. Now, only by coming together with new industries and pulling in the same direction will we be able to confront a global threat like climate change. Through our deep networks of local governments and municipal associations across Canada, GMF is uniquely positioned to bring people together from across all sectors so they can listen to, learn from, and inspire each other to better our communities.

We saw the results of that in February 2023 when, for the first time since 2018, we were able to gather again in person at our Sustainable Communities Conference (SCC). The conference was an inspiration, generating unprecedented levels of energy and excitement. Over the course of three days, close to 600 sustainability champions and changemakers exchanged ideas and gained new insights on how to tackle Canada's most pressing sustainability issues. Events like SCC will be increasingly important as more communities and their partners look to come together to better understand and mitigate the impacts of floods, heatwaves, storms, and wildfires.



The 2022-23 fiscal year marked the end of our previous five-year plan. We have made significant strides over the last five years, launching new initiatives and raising our funding levels to help more communities across Canada. We are now transitioning to a new Three-year Plan, which will transform the sector in entirely new ways.

It also marked a milestone for our operational excellence as the GMF Council was selected as a winner of Governance Professionals of Canada (GPC)'s 2022 Excellence in Governance awards. This achievement recognized our accomplishments in organizational governance, highlighting how efficient program administration is key to supporting local governments in the fight against climate change.

As we look ahead to the future, we want to be an even stronger partner, not just to municipalities, but also to all orders of government and the private sector. We are committed to finding ways to provide multi-solving benefits, foster a low-carbon future, and integrate community resilience throughout the full breadth of our programming.

Together with communities across the country, we will create something greater than the sum of our parts: a prosperous and sustainable future for all Canadians.

Alan DeSousa
GMF Council Chair
Mayor of Saint-Laurent,
Quebec

Scott Pearce
FCM President
Mayor of the Township of Gore,
Quebec

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The GMF story

Communities are the central hubs for Canadians' every day lives—the places we live, work, and gather. In these shared spaces, our actions can become bigger than ourselves. Cities, communities and municipalities have an essential role to play in climate action as economic centres, knowledge hubs, product and material consumers, and waste producers. But as much as we face similar challenges, we also have unique contexts, experiences and insights. In our differences, we find new perspectives and innovative approaches to face climate change head on.

For more than two decades, FCM's Green Municipal Fund (GMF) has provided Canadian communities a globally unique and catalyzing mix of funding and capacity building support. GMF brings municipalities of all sizes across Canada together, connecting them with each other and to the resources they need to make a tangible, lasting impact on climate change. GMF leverages a \$1.65 billion (and growing) investment from the Government of Canada to give municipalities the tools required to accelerate their transition to a resilient, net-zero, sustainable future—and help Canada reach its 2050 targets for net-zero emissions. Through our support, communities nationwide are adopting high-performing climate solutions and practices faster that are reducing pollution, improving energy efficiency, and revitalizing public infrastructure.

Our vision

GMF's vision is that municipalities lead the way to achieving Canada's climate change and sustainability targets. GMF aims to be the go-to resource and partner for municipalities in Canada that are accelerating their transformation to resilient net-zero communities. GMF drives municipal progress using solutions that address wider outcomes across sub-sectors. It is committed to the principles of anti-racism, equity, inclusion and Reconciliation between Indigenous and non-Indigenous peoples.

Our 10-year ultimate goals

Under our new 2023-26 Three-year Plan, GMF has established ultimate goals as a set of guiding principles in our work to transform the sector over the next decade:

1. Municipalities can access innovative, technically, and economically viable solutions to their climate change mitigation, adaptation and sustainability challenges.
2. Municipalities have climate change mitigation and adaptation plans, and they and their partners have the capacity, knowledge, decision-making tools and support to scale-up the implementation of sustainable, resilient, net-zero solutions.
3. Municipalities can access the capital they need to invest in or fund sustainable, resilient, net-zero solutions.
4. GMF has the means, resources, and partner support to lead the transition to sustainable, resilient, net-zero Canadian communities.

Our key initiatives

Community Efficiency Financing (CEF)

This \$300 million initiative helps municipalities reach environmental goals and deliver home-energy upgrade financing programs for low-rise residential properties. Taking projects from planning to implementation to scale, CEF brings jobs to communities and helps Canadians build better lives.

Low Carbon Cities Canada (LC3)

LC3 is a \$183 million initiative that helps cities and communities accelerate equitable climate solutions across Canada. This partnership among FCM and seven urban centres focuses on taking proven low-carbon solutions to full-scale adoption.

Sustainable Affordable Housing (SAH)

This \$300 million initiative offers support to local affordable housing providers to retrofit existing affordable housing units or construct energy-efficient new builds that emit fewer GHG emissions.

Partners for Climate Protection (PCP)

A network of more than 500 Canadian municipalities committed to taking action on climate change, PCP helps local governments reduce GHG emissions and make a difference in protecting our climate. It is a partnership between FCM and ICLEI—Local Governments for Sustainability (ICLEI Canada).

Circular Cities and Regions Initiative (CCRI)

CCRI is a collaborative initiative led by the Green Municipal Fund (GMF), the National Zero Waste Council, the Recycling Council of Alberta and RECYC-QUÉBEC, to provide local governments in Canada with the knowledge and tools needed to create local action plans to accelerate circular economy solutions.

Community Buildings Retrofit (CBR)

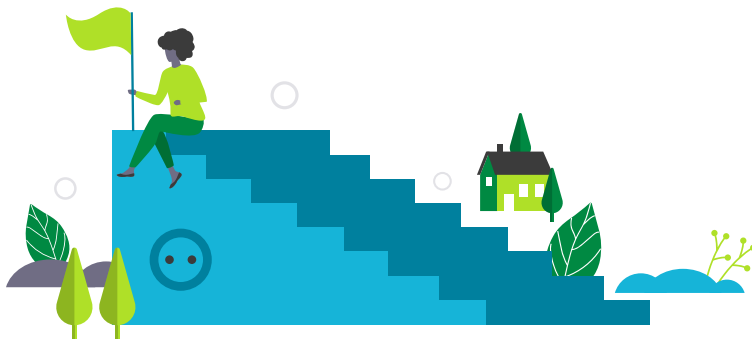
This \$167 million initiative supports local governments and not-for-profits in retrofitting public buildings to improve energy performance, lower operating and maintenance costs, extend their life cycles and transition to cleaner energy solutions over time.

GMF core funding

Part of GMF since its inception, this initiative provides funding for plans, feasibility studies, pilot projects and capital projects centred on improving sustainability in five sectors: energy, transportation, waste, water and land use.

Municipal Net-Zero Action Research Partnership (N-ZAP)

N-ZAP is a research partnership jointly led by the University of Waterloo, the Green Municipal Fund (GMF) and ICLEI Canada, working with 11 other academic institutions, eight national organizations and 13 municipal partners. N-ZAP studies and creates improved methods for monitoring, measuring and reducing local GHG emissions, making it easier for municipalities to identify, develop and assess decarbonization initiatives and align local climate work with national commitments.



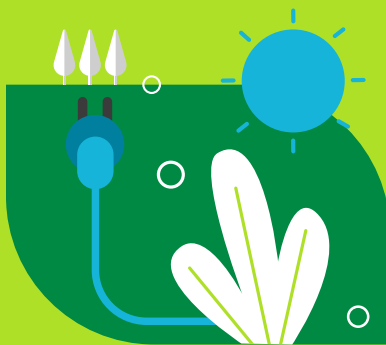


Making an impact since inception

Since its inception in 2000, GMF’s multi-solving approach has been to support local governments in pushing boundaries, delivering impact and improving the lives of Canadians. As we look back on our achievements over the past two decades,

GMF’s strong leadership role continues to be evident in bringing to life local initiatives that drive significant environmental, economic and social benefits in municipalities of all sizes nationwide.

2,100 sustainability projects approved since 2000



ENVIRONMENTAL BENEFITS

2.87 million tonnes of GHG emissions avoided



ECONOMIC BENEFITS

GMF supported projects that have generated **\$665M in national wages** and salaries paid to households



SOCIAL BENEFITS

41 initiatives with specific social impact targets



Capacity Building

Local skills development for next-level climate action

Through our grants and financing, we help municipalities identify high-impact climate action opportunities and lower the risks of innovation. But to achieve GMF's vision of creating an ecosystem that enables local sustainability solutions to be easily replicated and scaled up, municipal staff and elected officials need support to take their next steps. GMF provides this support through structured learning programs, peer support, information resources and access to training and skills development.

No matter where municipalities are on their climate action journey—from introductory awareness to project implementation to scaling proven solutions—our capacity building programming offers multiple learning pathways and products to help build their knowledge and skills every step of the way. 2022-23 marked the first full implementation year of our new capacity development strategy, which focused on three directions:

- **Connect and convene** a municipal movement in Canada to encourage collaboration, learning, and skills-building
- **Improve** GMF-funded project implementation, results and scaling
- **Inspire, inform and amplify** local climate solutions to enable replication and scale

Last year, we acted on that strategy by bringing more communities together, working with new partners and sharing our expertise in more ways—to ensure municipalities have the support, knowledge and tools required to improve and implement their sustainability projects.

KEY RESULTS:

Capacity development 2022-23

- **4,111 participants** in webinars, workshops, training sessions and peer learning sessions
- **309 participants** in GMF peer-to-peer community of practice activities
- **534 delegates** at the Sustainable Communities Conference (473 in person and 61 virtual)

Connecting and convening communities for peer learning

Helping municipalities collaborate and learn new skills is key to amplifying the impact of local sustainability solutions and replicating them across the country. In 2022-23, we launched several new services and continued successful initiatives to deliver on that mandate:

- Our **SAH Regional Energy Coach** pilot program offers one-on-one coaching and support to help affordable housing providers across the country plan and start energy-efficient retrofits of existing affordable housing units and high efficiency new builds. (*See the [SAH section of this report](#) for more details.*)
- The **CBR Advisory Services** pilot program was launched last year to help municipalities build their capacity to successfully implement projects funded through GMF's CBR initiative. Demand for these services was higher than expected, with the program quickly meeting its 20-community target. It has improved the quality of CBR projects by helping municipal staff communicate their results to council,

improve their understanding of the CBR's technical aspects and support them on their path toward capital project implementation. *(See the [CBR section of this report for more details.](#))*

- In their second year, our **communities of practice (CoP)** for the CEF and SAH initiatives continued to successfully bring municipalities and funding recipients together so they can learn from, and build on, each other's experiences. The CEF CoP doubled in size and was opened to municipalities at an earlier stage of developing their financing programs, in addition to those who are already actively implementing pilot and capital programs. *(See the [CEF and SAH sections of this report for more details.](#))*

Improved project implementation through stronger partnerships

After a successful inaugural year in 2021-22, the **Circular Cities and Regions Initiative (CCRI)** recruited an additional 10 communities across Canada to identify their local circular economy priorities or embed specific circular economy actions in their existing corporate plans and policies. Through a partnership between GMF, the National Zero Waste Council, RECYC-QUÉBEC and the Recycling Council of Alberta, CCRI provides access to training and education on circular economy, mentorship and support to help community leaders learn and share best practices for implementing circular economy strategies and policies, and community level workshops to identify and prioritize local circular economy opportunities. In recognition of its leadership in sustainability excellence, CCRI was presented with a [Canada's 2023 Clean50 Award](#).

Canadian municipalities will be better able to monitor, measure and achieve their net-zero GHG reduction goals thanks to the work of the new [Municipal Net-Zero Action Research Partnership \(N-ZAP\)](#). Launched in 2022 in collaboration with ICLEI Canada and the University of Waterloo, N-ZAP brings together 12 Canadian universities, 10 national organizations and more than 13 municipalities to help build local capacity to identify GHG mitigation opportunities and evaluate their effectiveness. Over the next five years, the program will engage with thousands of communities across Canada through published resources, training sessions and pilot programs.

Inform and inspire to amplify knowledge and replicate success

With greater access to information on projects happening across the country, it is much easier for communities to envision and implement successful initiatives. That's why we developed the [GMF Project Database](#). This searchable database features detailed information on GMF-supported plans, studies, pilots, and capital projects across Canada, including results and lessons learned.

Coming up in 2023, projects funded by the **Municipalities for Climate Innovation Program (MCIP)**, which concluded last year, will be added to the database. Over the course of the last six years (2016 to 2022), MCIP provided more than \$75 million in funding, resources and training to more than 700 local governments to help them tackle climate change head on. The lessons learned through MCIP are now publicly available in a [summary report published in 2022](#).

HOW WE WORK TOGETHER: CEF Learning Forum

Held in February 2023, the Community Efficiency Financing (CEF) Learning Forum was the first in-person peer learning event for the CEF funding initiative, bringing together 83 staff from Canadian municipalities and non-profit partners. Organized in conjunction with the 2023 Sustainable Communities Conference, the event offered participants the opportunity to share emerging best practices and identify gaps in the design, implementation and scale-up of local financing programs for home energy upgrades.

Through workshops and panel discussions, participants learned about replicable models, resources and tools they could apply to their own local programs and established new connections with peers and partners implementing similar programs across Canada. The forum also included a workshop centred around embedding equity in efficiency financing programs, presented by an equitable lending expert. 92 percent of post-event survey respondents indicated they were satisfied or very satisfied with the event.

All participants were invited to join the CEF Community of Practice for ongoing learning opportunities. The information and insights gathered at the forum will also inform the development of new resources to be shared with municipalities and partners across the country.

Connecting municipal sustainability champions and changemakers

2023 Sustainable Communities Conference

For the first time, FCM hosted its [Sustainable Communities Conference](#) as a fully hybrid event. With a phenomenal in-person attendance and the option of virtual attendance, the event was re-energizing and reinvigorating for sustainability champions and changemakers from all over the country after many years of working on projects in isolation due to the pandemic. This year, the hybrid event brought together close to 600 registered delegates from across Canada, with almost 90 percent attending in person. Participants heard from inspiring speakers, attended expert panel discussions and interactive workshops, and took advantage of several networking opportunities and local site visits in the region. This high-energy event amplified key calls to action around Canada's net-zero goals, climate-ready communities and the important connections between human rights, Indigenous rights and the right to housing.



Keynote and plenary sessions

The conference featured notable speakers and panellists, such as mayors, city councillors and CEOs of non-profit organizations, who highlighted the critical work communities are undertaking in developing innovative and equitable sustainability solutions. These included:

- › An inspiring keynote address by energy transition expert **Søren Hermansen**, the driving force behind the transformation of Samsø, sharing the story of how the Danish island transitioned to 100 percent renewable energy
- › A compelling discussion by **Margaret Pfoh**, Chief Executive Officer, Aboriginal Housing and Management Association, about Indigenous justice and the role all people need to play in meaningful engagement and participation that re-centres Indigenous wisdom to help transform systems (a process she likes to call reconciliACTION)
- › A thought-provoking panel session during which Indigenous and municipal leaders discussed perspectives, actions and opportunities for Reconciliation and how to embed them in community sustainability
- › A panel where several notable participants, including Edmonton's Mayor **Amarjeet Sohi**, explored how municipalities are responding to compounded threats—such as climate change, the pandemic and infrastructure deficits—while making the case that serious action is needed

Adding to our traditional keynote, panels and workshops, this year's conference program featured several new elements. These included a breakfast session where delegates had the opportunity to sit down with more than 50 Members of Parliament from all parties, an industry showcase of private sector sustainability vendors and suppliers who have been vetted to meet GMF's high performance standards, and a project showcase highlighting 22 municipal projects. Several popular elements were back this year, including in-depth training sessions and study tours of sustainability projects in the National Capital Region, enhanced networking and social events, which together made SCC 2023 an event to remember.

KEY RESULTS:

- › Most participants since 2011 with **534 registered delegates** (473 in person, 61 virtual)
- › **83%** of respondents were satisfied or very satisfied
- › **86%** of respondents said the conference was relevant and inclusive
- › **71% first-time attendees**, 29% returning attendees
- › **21,600 unique visits** to the conference website
- › 35 digital ads over 14 weeks generated **1.2 million impressions**

Sustainable Communities Awards

Our Sustainable Communities Awards (SCAs) honour the most innovative and responsible local environmental sustainability initiatives. This year's [winning projects](#) ranged from turtle-saving road-work measures to organic waste diversion as a way of tackling climate change and food scarcity. Awards were given in five categories:

- › Natural asset management
- › Climate change mitigation
- › Waste
- › Affordable housing retrofit
- › Community building retrofit

This year, the awards were presented in person during the Sustainable Communities Conference. The winners also shared project insights at three "SCA Talk" sessions open to all delegates attending the conference. [Case studies](#) on each of the winning initiatives, along with video recordings of the SCA Talk sessions, were also released after the winners were announced.



Sustainable Affordable Housing (SAH)

A multi-solving approach to the housing crisis and climate change

Climate change and affordable housing are deeply linked. Extreme weather events impact the housing circumstances of the most vulnerable, earlier, and more severely than other residents. Aging buildings, rising energy costs and growing demand for affordable housing make it increasingly challenging for municipalities and affordable housing providers to meet their communities' needs. The need to reinvest in affordable housing to reduce climate risks and transition to net zero is clear—but doing so without reducing affordability requires new solutions.

The Sustainable Affordable Housing (SAH) initiative was the first national initiative of its kind in Canada—a pan-Canadian fund supporting affordable housing providers to upgrade existing units or build new housing stock while delivering climate change mitigation solutions through deep energy savings and GHG emissions reduction. The funding and resources available through SAH are helping communities reduce energy consumption and GHG intensity, increase affordability, improve build quality, and enhance residents' health and comfort.

Key to this initiative's success is its unique design. For new construction, the fund leverages other investments to support the incremental cost of building toward net zero. For retrofits of existing affordable housing units, our funding incentivizes better environmental outcomes by increasing financial support based on the level of energy efficiency incorporated into a building.

KEY RESULTS: SAH 2022-23

- **\$53.5 million** in funding approved for 61 projects
- **3,908 affordable units** retrofitted or built
- **2,995 tonnes** in GHG emissions avoided
- **55% of project-funded units** at least 80% below median rent

Saskatchewan's first net-zero affordable housing complex

Supported by a \$500,000 SAH grant, the National Affordable Housing Corporation (NAHC) is undertaking a pilot project in Regina that is **Saskatchewan's first affordable housing complex to achieve net zero**—earning it the 2022 Canadian Housing and Renewal Association (CHRA) Sustainability Award. The six net-zero units (within a 48-unit development) will feature a high-performance building envelope, high-efficiency furnace and heat pump, improved domestic water heating and eco-drain recovery system, smart thermostats, and LED lighting. The prefabricated panel design will make this project highly replicable, which will help accelerate development of similar net-zero solutions across the province. Two of the six units will be further subsidized for families with complex medical needs.

Empowering affordable housing providers for greater impact

In collaboration with the Saskatchewan Environmental Society and the Community Housing Transformation Centre, last year SAH launched a customized version of the [Building Operators Training \(BOT\) e-course](#) to introduce custodians, maintenance personnel and building operators in the affordable housing sector to new energy-efficient technologies and facility retrofits. This free, self-paced online course focuses on some of the costliest measures for affordable housing providers: water conservation, electrical billing, lighting, electrical equipment and HVAC systems. Participants learn how to implement energy-efficiency projects, identify energy-and cost-saving opportunities, discover best practices in water and energy conservation, and use savings calculations to create long-term energy-efficiency plans. Since its launch in Fall 2022, 32 participants have completed the course successfully, with new registrants signing up monthly.

SAH also released [Understanding energy efficiency: A guide for affordable housing providers](#), which offers practical steps to help housing providers increase energy efficiency, save money, improve resident comfort and reduce GHG emissions. Through this guide, affordable housing developers will gain a greater understanding of what is possible in terms of benefits and cost savings and get equipped with the knowledge they need to get started on an energy-efficiency project.

HOW WE WORK TOGETHER: SAH Regional Energy Coaches and Community of Practice

Our [SAH Regional Energy Coaches](#) help affordable housing providers plan and initiate energy-efficient retrofits and new builds through project management, technical support and energy assessments. They assist in identifying opportunities for energy retrofits and evaluating their feasibility, demonstrate technologies housing providers can leverage, help with funding applications, and more. In the second year of the pilot, the RECs supported 124 housing providers and had 395 one-on-one interactions. 72 percent of REC clients reported that they feel motivated to apply the learnings acquired in the interactions with the RECs to their projects.

The SAH Regional Energy Coaches are delivered in partnership with the Community Housing Transformation Centre, the Co-operative Housing Federation of Canada, and the BC Non-Profit Housing Association.

The SAH Community of Practice (CoP) brings together 13 organizations for training, coaching and peer-to-peer exchanges on energy efficiency in affordable housing. Last year, it included five sessions, two in the spring of 2022, two in the fall of 2022 and one in February 2023, that featured a project spotlight of a SAH-funded pilot currently in construction, presentations on funding and financing energy retrofit capital projects, and coaching from FCM staff. A drop-in session on how to prioritize energy conservation measures was also held in conjunction with the Community Buildings Retrofit (CBR) initiative, with participants learning about renewable energy, building envelopes and heat recovery.

Sustainable affordable housing for seniors in Vancouver

Brightside Community Homes Foundation

Seventeen percent of all residents of public housing struggle to pay their utility bills and experience energy poverty. Seniors with low incomes can be particularly hard hit, with utility bills typically being their highest monthly expenditure after housing. By investing in affordable and energy-efficient housing, we can meet the critical needs of both the environment and the most vulnerable among us.

Brightside Community Homes Foundation (BCHF) is one of Vancouver's largest and longest-standing housing societies, providing homes for more than 1,150 residents across the city. Seventy percent of BCHF residents are seniors, 20 percent are living with a disability and the remaining 10 percent are families. In March 2022, in partnership with the



Government of Canada, GMF announced a \$10 million investment to support BCHF in developing two six-storey buildings in East Vancouver that will include 157 units designated for low and moderate-income seniors and people with mobility challenges. The project will not only provide affordable housing for independent seniors, but it will also be one of the first Passive House-certified rental projects in Vancouver.

The International Passive House standard promotes resilient structures that can drastically reduce GHG emissions. The standard is recognized by the United Nations as the optimal way to build healthy, climate-resilient, affordable and energy-efficient buildings. This project will pursue Passive House certification through improved thermal envelope performance and natural shading to reduce the risk of summer overheating. With low window-to-wall ratios, triple pane non-metal frame glazing, and high-efficiency mechanical and electrical systems, the buildings will have overall lower heating and cooling demands—resulting in 50 percent less energy use and a 93 percent decrease in GHG emissions compared to conventional buildings in the city.

Construction is expected to be completed by spring 2024. The project will serve as a model for other energy-efficient projects currently in development by BCHF, and the organization will document and share the results and lessons learned across all stages of construction with funding partners and the community.

ANTICIPATED RESULTS:

- > 50% less total energy use intensity (TEUI) than a typical building
- > 93% reduction in GHG emissions
- > 54% lower net energy use



Community Efficiency Financing (CEF)

Empowering municipalities to help homeowners make affordable energy upgrades

Home-energy upgrade programs are a win-win for municipalities and residents alike because they help reduce GHG emissions, cut energy costs and provide healthier and more comfortable places to live—all while making buildings more resilient to climate change. While Canadian homeowners are eager to upgrade the energy performance of their homes, rising costs and a lack of accessible knowledge create significant barriers to doing so. But with the right support, municipalities can help them finance and get started on the renovations their homes require. [Through our Community Efficiency Financing \(CEF\) initiative](#), we're providing municipalities with the funding and resources they need to implement their own efficiency financing programs for low-rise residential properties. CEF takes into account the local context, offering a broad range of impactful financing models such as utility on-bill financing and third-party lending partnerships so municipalities can choose the right approach for their region.

Since launching CEF, the number of local efficiency financing programs in Canada has increased from just two to more than 20 CEF-funded programs across the country, supporting energy efficiency retrofits and renewable energy installations for more than 6,000 single-family homes. To get to this point, CEF has acted as the catalyst to test

and validate a variety of efficiency financing models adapted to local and regional legislation, enabling municipalities to de-risk the adoption of their efficiency financing programs—and making it easier for them to enable positive economic, environmental and social benefits for their communities.

As a conduit between municipalities and private lenders/investors, GMF is able to offer a variety of financing solutions—including loans, grants and loan guarantees—that cater to the needs and realities of small and mid-sized municipalities, but remain nimble enough to accommodate new opportunities and more transformative projects. And by forming new partnerships and exploring new financing tools, GMF can improve the business case for investing in low-carbon, climate resilient community assets, while creating hand-off points for different types of investors to take solutions to scale.

To date, CEF programs have leveraged nearly \$45 million in capital from the private sector, including an impressive investment from Vancity Community Investment Bank into the Better Homes Ottawa Loans Program. This initiative alone is already helping an estimated 500 households in Ottawa access a low-interest, 20-year loan to undertake energy efficiency retrofits and other home improvements.

KEY RESULTS:

CEF 2022-23

- **\$37 million** in programs and studies approved
- Approved programs have potential to avoid over **15,000 tonnes of GHG emissions/year**
- Potential average **GHG reductions of over 38%** in each home

Helping communities make the case for home-efficiency programs

In 2022, we launched the new [Community Efficiency Financing market guide](#) to help municipalities and their partners across Canada assess the potential for a local home-energy upgrade programs in their communities. It provides step-by-step guidance for municipalities to help them determine whether this kind of program makes sense for their community and then build a case they can present to their local council.

HOW WE WORK TOGETHER:

CEF Community of Practice

Through in-person and online peer learning, the CEF Community of Practice (CoP) connects municipalities and partners that are actively developing or implementing an efficiency financing program to share experiences, tools and knowledge on how to successfully launch and scale up their programs. Last year, we hosted five CEF CoP meetings in May, July, September and November 2022 and March 2023, which featured spotlights on successful efficiency financing programs being delivered in Kingston, Ontario, and Fort Collins, Colorado, as well as a presentation on how the Region of Waterloo embedded equity considerations into the design of its program. We also hosted an information session on the Canada Greener Homes Loan Program and how it can complement CEF-funded programs.

To increase our impact even further, we opened the CoP to municipalities at an earlier stage of program development, welcoming 45 new members and doubling the size of the group.

Scaling for success:
Private partnerships make
home-energy upgrades
more accessible for
Ottawa homeowners

Better Homes Ottawa Loan program

Energy-inefficient homes are not only costly, they also contribute to high amounts of GHG emissions. In Canada, 17 percent of all GHG emissions are caused by the ongoing operation of our homes and buildings. Retrofitting a home can yield significant sustainability benefits and improved comfort—but the high initial costs can keep that option out of reach for many Canadian homeowners.

With the cost of living on the rise and extreme weather events happening more frequently, it is critically important to start rethinking the energy efficiency of residential homes. In 2022, GMF, Vancity Community Investment Bank (VCIB) and the City of Ottawa came together to reduce the financial barriers and encourage more homeowners to undertake home energy improvement projects. In partnership with the Government of Canada, CEF contributed \$12.2 million in funding, on top of \$33.9 million from VCIB, to help the City of Ottawa develop a specialized program that covers the costs of a wide range of home-energy upgrades, including new windows and doors, heat pumps or other energy-efficient appliances, and solar or geothermal technologies that make use of renewable energy. Through these retrofits, the Better Homes Ottawa Loan program is estimated to reduce individual household GHG emissions by 30 percent per year and cut energy use and costs by up to 48 percent.

The program offers low-interest, 20-year loans ranging from \$15,000 to \$125,000. The loans are tied to the property (and therefore the property tax bill) and not the individual. This benefits the homeowners, as they are not stuck paying for the retrofit project should they decide to sell later on. The new homeowner will assume the balance of the loan while benefitting from a more efficient and comfortable home.

GMF's collaboration with the City of Ottawa and VCIB is an example of the innovative models, tools and partnerships that can be leveraged through CEF to create a more climate-resilient infrastructure—and support the extensive energy-efficiency retrofits required to meet Canada's target to reduce GHG emissions to zero by 2050.

ANTICIPATED RESULTS:

- > **Up to 48%** annual savings on energy use and costs
- > **30%** GHG emission reductions annually in each household
- > **500 homes** to receive loans for home energy upgrades





Community Buildings Retrofit (CBR)

Breathing new life into community hubs through net-zero solutions

The facilities at the heart of Canada's communities are often the buildings in need of the most significant upgrades. Aging arenas, pools, libraries and recreation centres require deep retrofits to improve their energy performance, reduce operating and maintenance costs, and transition to cleaner energy solutions over time.

Our [Community Buildings Retrofit \(CBR\) initiative](#) supports local governments and not-for-profit organizations in retrofitting their community facilities toward net-zero. Prioritizing sustainable asset-management practices and data-backed decision-making, CBR provides funding and resources at all stages of a retrofit project, helping communities of every size reduce GHG emissions, extend the life of their buildings and improve services for their residents. It encourages them to apply a long-term lens to planning, designing and implementing a pathway that reflects their unique objectives, constraints and preferred measures.

Achieving ambitious decarbonization goals through a pathway approach

CBR is leveling-up community building decarbonization through its [GHG Reduction Pathway approach](#)—a sequence of GHG reduction measures that enable municipalities to identify, assess and then implement a number of upgrades to their community buildings to achieve significant GHG reductions over time. This approach empowers municipalities and not-for-profit decision-makers to go further

in their GHG mitigation efforts, making early and informed capital planning decisions for their assets in alignment with their specific organizational goals. The upgrades assessed and funded through CBR's GHG Reduction Pathway will help reduce building GHG emissions by at least 50 percent within 10 years and by at least 80 percent within 20 years, all while managing capital and operating costs.

Since its inception in 2021, CBR has provided funding for 34 pathway feasibility studies, with two moving into the capital implementation phase in 2022–23. While the initiative serves communities of all sizes, it has a strong mandate to support smaller and rural municipalities. Twelve of those CBR studies support small communities with populations under 20,000 and nine have been for rural communities with populations under 10,000.

KEY RESULTS: CBR 2022–23

- > **3,717 tonnes** of CO₂e/year in GHG emissions avoided
- > **\$25 million** in funding approved for 25 community buildings
- > **21 projects** funded in small and rural communities

A new way to upgrade your rink

Indoor ice rinks are often the largest GHG emitters and typically account for 20–30 percent of energy usage in municipal building portfolios. In 2022, CBR released a new guidebook, [Taking your indoor ice rink to net zero](#), to help municipalities create an actionable roadmap toward achieving net-zero emissions for their

local arenas. Developed in partnership with the Climate Challenge Network (CCN), this guidebook provides practical, step-by-step instructions on how municipalities can propose, plan and execute low-carbon retrofits for community ice rinks—and in doing so, generate savings, improve the quality of services for residents and support Canada in meeting its climate change goals.

HOW WE WORK TOGETHER: CBR Advisory Services

In 2022–23, we piloted the [CBR Advisory Services](#) to assist municipalities in successfully implementing emissions-reduction retrofit projects in community buildings. CBR funding recipients can opt-in to tailored, one-on-one coaching from our advisors who can help them address gaps and improve the outcomes of their projects. Advisors assist with everything from stakeholder engagement, procurement and staffing to monitoring and analysis, establishing GHG benchmarks, and building recommissioning.

Following the successful pilot, the service was expanded to include all clients exploring CBR funding opportunities and now has 20 participating municipalities. We also recruited several new external coaches who will help scale the advisory work for the official program launch in 2023–24.

Timely upgrades help a Nova Scotia community centre meet its energy efficiency targets

Pictou County Wellness Centre

The Pictou County Wellness Centre was initially conceived as one of the most energy-efficient complexes of its kind in Canada—but incompatible systems and aging equipment presented barriers to that vision. Through support of the CBR initiative, the facility is getting the much-needed upgrades it needs to finally achieve that goal.

Built in 2012, the 155,000 square foot facility features two arenas, a large aquatics centre, a fitness centre and a variety of community meeting spaces. At the time of construction, some of the original equipment was not fully compatible with the building's operations systems, resulting in high

operating costs and unsustainable energy consumption. As some of the equipment and systems are nearing the end of their useful life, now is the ideal time to upgrade and replace them so that the facility can live up to its full potential.

The building authority conducted a CBR-supported GHG Reduction Pathway Feasibility Study leveraging a \$180,000 grant from GMF and the Government of Canada to identify the equipment upgrades and conservation measures required to achieve its energy efficiency targets and GHG emissions reduction objectives. Those upgrades include swimming pool heating that uses waste-heat capture from the building's arenas, on-site energy generation and storage for peak energy shaving; and dynamic ventilation, temperature and equipment control based on facility usage. Once completed, the project is expected to deliver a 34 percent reduction in energy usage and GHG emissions, along with more than \$5 million in operating cost savings over 15 years—with average annual savings estimated at \$356,000.

ANTICIPATED RESULTS:

- > **34%** GHG emissions reduction
- > **34%** energy use reduction
- > **\$5 million** in cost savings over 15 years

By sharing guidance, start-up instruction documents and hosting site tours, the Pictou County Wellness Centre project will pass their lessons learned onto other municipalities across Canada that also have large multiplex facilities with significant heating and cooling requirements in need of retrofits and upgrades.





Low Carbon Cities Canada (LC3)

Actioning insights to zero-in on high-impact outcomes

Low Carbon Cities Canada (LC3) supports seven major Canadian cities in reaching their highest potential in reducing carbon emissions. This network works with local communities and partners to demonstrate, de-risk and scale up local climate solutions that both reduce key emissions sources and create equitable community benefits.

With all seven Centres up and running across the country, the LC3 network has made significant progress in advancing local and national strategies that deliver highest-impact carbon reduction, while positioning them for full scale adoption. Each Centre has delivered grants, investments and programs that are tailored to the local context, community priorities and needs. In 2022-23, this totaled over \$2.4 million in grants, \$1.6 million in direct investments and \$1.1 million in LC3 Centre-led initiatives for priority area projects, including buildings, electrification of transport, renewable energy systems and capacity building efforts.

Although each Centre is locally managed, all LC3 Centres apply a common set of metrics as selection criteria for grants, programs and impact investment decisions, including carbon reduction, scalability, job creation and community benefits potential. These metrics will be used on a Network-wide basis to identify gaps and challenges, as well as trends and opportunities to improve LC3's collective impact.

Using data from the previous 12 months, lessons from local efforts were compiled into LC3's first Annual Learning Report. This report revealed key takeaways related to organizational development, including the communication of LC3's impacts, excellence in governance and community engagement efforts.

The report identified LC3s' grant-making approach as a focus area where Centres will work together, sharing best practices and principles to evolve their grant offerings and be even more responsive to local skills, ideas, and needs. Another focus area is the continued work on LC3's GHG quantification protocol, both to measure and identify high-impact GHG reduction initiatives and to better align the process with local contexts, while ensuring quality analysis. And the Network will focus on refining the protocol in 2023-24 through a new LC3 GHG Quantification Community of Practice.

KEY RESULTS: LC3 2022-23

- > **\$2.4 million** in grants
- > **\$1.6 million** in direct investments
- > **\$1.1 million** in LC3 Centre-led initiatives

HOW WE WORK TOGETHER:

Collaborative action to advance viable solutions

The collaborative aspect of the LC3 network gathered momentum this past year through two in-person summit meetings in Ottawa and regular bi-weekly meetings to share insights, lessons and peer-to-peer support across Centres.

The Network is joining forces around common objectives while building capacity with local leaders to accelerate the transition to net-zero. One of the Network's first projects was a partnership between GMF and all seven of the LC3 Centres to create *The Unique Role of Canadian Cities in Accelerating Zero-Emission Transportation*—a guide outlining the highest-impact municipal actions cities can take to accelerate the adoption of zero-emission vehicles.

The LC3 Centres also jointly funded Efficiency Canada's efforts in advancing research on building codes and performance standards—a critical policy area for cities looking to lead the transition to net-zero. LC3 and Efficiency Canada co-hosted two webinars and published accompanying guides on key technical aspects of net-zero ready building codes and related policies to inform, build capacity and nudge key stakeholders towards more ambitious tiers of the National Building Code. Read the *Municipal Guide to Net-Zero Energy Ready Building Codes* and *What Municipalities Need to Know about Canada's Net-Zero Emissions Building Codes* to learn more. A third guide and webinar will be released in the next year.

Climate and equity—building capacity for next level action

Equity-seeking populations are often the most impacted by climate change—and a hallmark of LC3's work is supporting initiatives that tackle key carbon emissions sources in cities while producing multi-solving community benefits with a growing focus on equity-deserving communities. While the Network just launched a decision-making metric

around social equity at the end of 2022, LC3 Centres are already working to build capacity in this area by supporting local leaders, including:

- Metro Vancouver Zero Emissions Innovation Centre's (ZEIC) work with the [Women4Climate Mentorship program](#) to advance BIPOC women in climate leadership role
- Alberta Ecotrust Climate Innovation Fund's (CIF) work with [ACORN Institute Canada](#) to engage tenants in apartment retrofits;
- The Atmospheric Fund's (TAF) work with [Building Up](#) to incorporate a green construction curriculum into their pre-apprenticeship program
- Ottawa Climate Action Fund's (OCAF) convening of The [Ottawa Climate Equity Initiative](#) to bring together social inclusion and climate change leaders
- Halifax Climate Investment Innovation and Impact Fund's (HCi3) support of the [ONE + ReCover initiative](#) to bridge the employment gap for African Nova Scotians through green workforce training

Reaching a key milestone in embedding equity in its work, the Network was fortunate to be awarded \$5 million over five years in funding from the McConnell Foundation in December 2022. This investment will deepen work on integrating social equity and Reconciliation between Indigenous and non-Indigenous peoples in climate action. The funding will be allocated locally through re-granting to community leaders and used to build relationships with local leaders and collaborators to identify, cultivate and support integrated projects in a meaningful way.

Over the next year, the Centres will continue to expand on this work to identify, co-develop and scale out the highest impact opportunities alongside community partners and municipalities to ensure the integration of LC3's foundational principles (scale and equity) while enhancing the social and economic benefits that these projects can provide.

Embodied emissions: Metro Vancouver supports GHG reduction in local building construction through incentive- based programming

Embodied carbon refers to emissions resulting from extraction, manufacturing and transport of building materials, along with the construction of a building itself. There is growing evidence that embodied carbon emissions are equivalent to those generated from a building and its operations once construction is complete—which is considered the largest source of emissions in most Canadian cities.

In February 2023, LC3's Metro Vancouver Zero Emissions Innovation Centre (ZEIC) launched an innovative initiative aimed at reducing the embodied carbon in new home builds by 40 percent. Led by ZEIC's specialized zero-emissions building knowledge centre, [ZEBx](#), and in close collaboration with the City of Vancouver, the second stream of the [NearZero Program](#) will gather

expertise from the local home building community to significantly reduce the carbon impact in local building construction.

Through the program, local builders will receive training and resources on low-carbon building materials and construction techniques—including practices that simplify design and make more judicious use of materials. Participants choose their own approach to incorporating these strategies into their projects with the help of incentives ranging from \$5,000 for carbon reductions of 30 percent and up to \$40,000 for a reduction of 80-100 percent. The program will also curate peer-to-peer information exchange opportunities and compile a sourcing guide for low carbon materials to help builders locate and price out products.

In return, participants will report back on the practicalities of their approach at the design stage and once construction is complete, help create a picture of how these new ideas are being adopted on the ground. In this sense, the Program doubles as an applied research program that will offer new data and inform future City of Vancouver building standards while supporting materials innovation in new builds that may be scaled out city-wide.





Core Funding

Testing solutions, scaling-up proven technologies and raising the bar on innovation

Since GMF's inception, our core funding offer has been foundational to everything we do: delivering financial support, creating tailored products and providing skills development to help municipalities design, launch and follow through on a broad range of sustainability projects. Last year, we supported 52 projects, approving more than \$71 million for projects in our five key sectors: energy, transportation, waste, water, and land use.

Over the past three years, we completed the development of individual sub-sector strategies for energy, waste, transportation, and land use. Work continued last year on a strategy for the water sub-sector, which is expected to be completed in 2023-24. These targeted strategies help identify the key challenges and barriers in sustainability and climate action municipalities face related to these sub-sectors, along with the solutions they will need to deploy to address those challenges.

KEY RESULTS:

Core funding 2022-23

- > **9,685 tonnes CO₂e/year** in GHG emissions avoided
- > **24,400 tonnes/year** of waste diverted
- > **469,300 m³/year** reduction in water use

Renewing our core offer, doubling down on net-zero targets

Last year, we began the process of renewing and redesigning our core funding offer to further improve the way we help communities achieve their climate objectives and support a net-zero Canada by 2050. By applying the lessons learned from our other programs and collaborations, we're developing an even more impactful funding offer that can amplify project outcomes, advance proven solutions and support sector transformation.

2022-23 was largely a research year for the renewed design. As a starting point, we reviewed the replication potential of GMF-supported projects, as well as strategies used by other climate funds. Our findings clearly underscored the importance of capacity development and knowledge sharing, as well as better integrating municipalities' financing decision-making options and limitations into our own processes. We also engaged several municipal partners to better understand how we can help them unlock the business case for sustainability and prioritize sustainability initiatives in their communities.

Additionally, in alignment with the commitments made in our 2023-26 Three-year Plan to embed multi-solving benefits throughout our work, we drafted a set of community benefits indicators to improve the way the economic and social impacts of GMF-supported projects are measured, including indicators of anti-racism, equity, and inclusion. These indicators will be formalized and embedded into all current and future funding offers, beginning in the 2023-24 fiscal year.

This year we also launched a new online grants and loans management system, enabling municipalities to submit, monitor and revise their funding applications through a digital portal. The software also provides increased measurement and data-tracking opportunities and improves our investment forecasting and funding application pipeline overview.

HOW WE WORK TOGETHER:

Partners for Climate Protection (PCP)

For more than 25 years, [the Partners for Climate Protection \(PCP\) program](#), a collaboration between ICLEI—Local Governments for Sustainability (ICLEI Canada) and FCM, has been committed to providing communities with the support they need to reduce local GHG emissions and take action on climate change.

A network of more than 510 Canadian municipalities across Canada, PCP provides one-on-one advice, peer learning activities, technical support tools, assistance in accessing funding opportunities, and workshops and training to help communities implement lasting and environmentally sustainable changes.

In 2022–2023, PCP hosted six virtual workshops, six drop-in calls and two webinars on topics such as climate targets and increasing ambition, financing a climate action plan, and community building retrofits. When surveyed, 94 percent of participants reported an increase in awareness of the need to reduce GHGs.

The program also released [Integrating Equity, Diversity and Inclusion into Municipal Climate Action](#), a guide full of definitions, key concepts and case studies to help local governments better understand how to develop climate action plans that consider and represent the needs of all residents. Intended to inspire collaboration and learning, this resource can help municipalities take the first steps on their EDI journey.

Connecting rural Quebec communities through greener public transit

Electrification of Gaspésie-Îles-de-la-Madeleine's bus fleet

Inter-municipal transit services create vital links between communities in rural regions throughout Canada, including Atlantic Quebec. But due to distances travelled, low density, and lack of infrastructure, electrified public buses are not often considered viable options outside large urban centres. Nevertheless, sourcing more sustainable, cost-effective measures means small budgets can go further with more route options for rural residents, while supporting local and provincial sustainability goals, and aligning with Canada's 2050 net-zero target.

The region of Gaspésie-Îles-de-la-Madeleine's transit service, Régie intermunicipale de transport Gaspésie-Îles-de-la-Madeleine (RÉGÎM), serves approximately 18 routes, varying from 15 to 105 kilometres in length. With their current traditional bus fleet, the routes are determined by available operating budget, not available buses—but the community is looking to change that by implementing a fully electrified bus system with charging stations installed in strategic locations across the territory to ensure a seamless user experience.

Through \$1.75 million in funding from GMF and the Government of Canada, RÉGÎM will fully electrify their entire network with the purchase of 21 electric buses, including 10 paratransit vehicles. Twelve charging stations will be built and shared with neighbouring participant communities, increasing local access and knowledge.

Once completed, the new bus fleet is expected to make considerable environmental and cost-saving impacts, including reducing local GHG emissions by 98 percent, decreasing energy use by 72 percent and lowering energy costs by 64 percent. The redesign of the network could result in increased mobility for the population, thereby supporting job creation and the economy.

ANTICIPATED RESULTS:

- > **98%** reduction in GHG emissions
- > **72%** less energy used
- > **64%** reduction in bus fleet energy costs





GMF's impact across Canada

Environmental benefits

To close the emissions gap and avoid the most devastating impacts of climate change, Canada has committed to reducing GHG emissions by 40–45 percent from 2005 levels by 2030. To help local governments contribute to this goal, GMF

includes environmental targets in all its funded initiatives. Below are the most significant environmental benefits from GMF-funded projects since the program's inception.



GHG reductions:
2.87 million tonnes of GHG emissions avoided, eliminating emissions from 880,547 cars for a year, or of planting 3.37 million acres of boreal forest.



Energy savings:
895,893GJ of energy savings per year, equivalent to the average annual energy consumption for 166 arenas.



Wastewater and drinking water treated:
280,478,907 cubic metres of water treated per year, equivalent to 27.5 hours of water volume going over Niagara Falls during peak daytime hours.



Water saved:
653,136 cubic metres of water saved per year, equivalent to the amount of potable water consumed annually on average by 7,124 people.



Waste diverted from landfills:
224,217 tonnes of waste diverted per year, equivalent to the weight of 20,269 full-sized school buses.



Media managed:
191,768 cubic metres of media (soil, groundwater, and sediment) managed since GMF's inception, equivalent to 4,900 shipping containers.



Land reclaimed:
94 hectares of land reclaimed since GMF's inception, equivalent to 158 football fields.



Solid waste treated:
34,675 cubic metres of waste has been treated since GMF's inception, equivalent to 15 Olympic-size swimming pools.

Economic benefits

Through our loans and grants, we help municipalities get their net-zero and environmental sustainability projects off the ground—and get ahead financially in the process. That includes lowering the operating costs of municipal buildings and infrastructure, creating local jobs, and upgrading aging assets. For the data below, we used the Local Economic Development (LED) model to calculate the economic impact of our investments in plans, studies, pilots and capital projects.

Since inception

1,447 total number of initiatives completed

1,262 plans, studies and pilots completed

185 capital projects completed

Financial leverage

The following are measures of the financial leverage of completed GMF projects across the country for the 1,124 initiatives where our investment represented at least 30 percent of the project's total value (all numbers include direct and indirect results, but induced effects are not included).

\$1.2B contributed to national GDP

Created **12,622** person-years of employment

\$665M of national wages and salaries paid to households

Breakdown by province/territory

All numbers include direct and indirect results, but induced effects are not included.



British Columbia

265 projects completed

\$265.2M GDP

2,759 person-years of national employment



Ontario

487 projects completed

\$407.3M GDP

4,222 person-years of national employment



Alberta

128 projects completed

\$90.8M GDP

856 person-years of national employment



Quebec

270 projects completed

\$191.8M GDP

2,142 person-years of national employment



Saskatchewan

53 projects completed

\$15.7M GDP

159 person-years of national employment



Atlantic (NB, NL, NS, PEI)

161 projects completed

\$159.5M GDP

1,911 person-years of national employment



Manitoba

58 projects completed

\$32.9M GDP

335 person-years of national employment



Territories (YT, NU, NWT)

25 projects completed

\$32.1M GDP

237 person-years of national employment

Social benefits

Our multi-solving approach aims to inspire projects that promote and support vibrant and healthy communities with inclusive infrastructure and benefits for all. GMF makes a decided effort to broaden the social impact with innovative projects that aim to help vulnerable youth, people struggling with mental health and addiction, low-income seniors, women and single parents, Indigenous people and recent immigrants.



COMMUNITY CENTRES, CULTURAL CENTRES AND LIBRARIES

- > **19** capital projects completed
- > **\$55,482,578** invested
- > Social benefits reported:
 - > Improves quality of life
 - > Strengthens community ties
 - > Supports cultural vitality
 - > Preserves heritage
 - > Supports educational activities
 - > Provides local employment and volunteer positions

ACTIVE TRANSPORTATION (PATHWAYS FOR CYCLISTS AND PEDESTRIANS)

- > **3** capital projects completed
- > **\$12,600,000** invested
- > Social benefits reported:
 - > Improves public health through physical activity
 - > Improves public safety
 - > Boosts community pride

AFFORDABLE HOUSING (NEW BUILDS AND RETROFITS OF EXISTING UNITS)

- > **5** capital projects completed
- > **3,908** affordable units built or retrofitted
- > **\$12,526,955** invested
- > Social benefits reported:
 - > Creates welcoming places to live, work and start a business
 - > Helps address poverty
 - > Provides security and comfort to vulnerable populations
 - > Retains workers and attracts newcomers
 - > Enriches neighbourhoods and drives economic growth

RECREATION CENTRES, POOLS, AND ICE RINKS

- > **14** capital projects completed
- > **\$49,638,566** invested
- > Social benefits reported:
 - > Promotes public health through physical activity
 - > Improves local quality of life
 - > Promotes economic growth through events and visitors



GMF's impact across Canada: By the numbers

From coast to coast to coast, GMF has helped communities of all sizes adopt sustainability solutions. To reach Canada's goal of net-zero carbon emissions by 2050, we know that each and every municipality must be able transition to a low-carbon emissions future and address its unique challenges and needs, be it flooding, wildfires, water shortages or access to affordable heating and cooling. Building resilient infrastructure as well as adapting systems and processes to withstand the already tangible impacts of climate change is imperative.

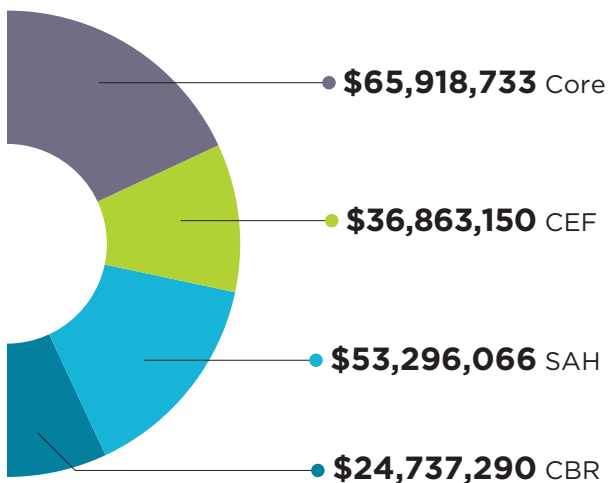
With this goal in mind, GMF is committed to equitable allocation of its funding and capacity building initiatives to municipalities, in line with each region's national population percentage. Further, we also strive for equitable allocation between rural and urban areas while helping to ensure minorities and vulnerable people and communities are represented.

Below is information about the sectors in which we work and how our funding breaks down in terms of regions and urban-rural distribution.

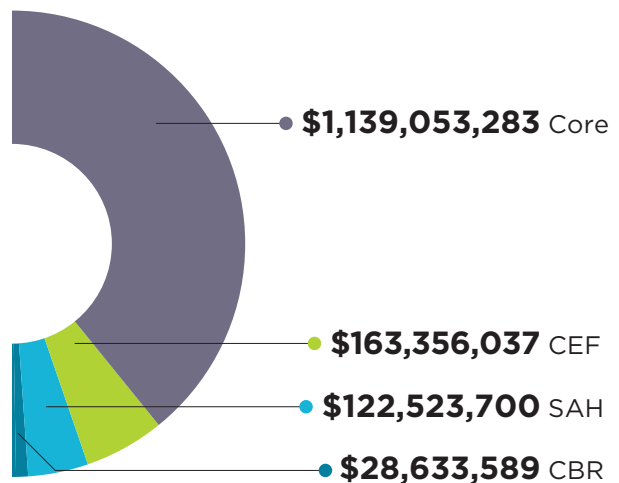
Investments by sector and the urban-rural balance

Our work in five sectors is accelerating the transition to more sustainable solutions for Canadian municipalities.

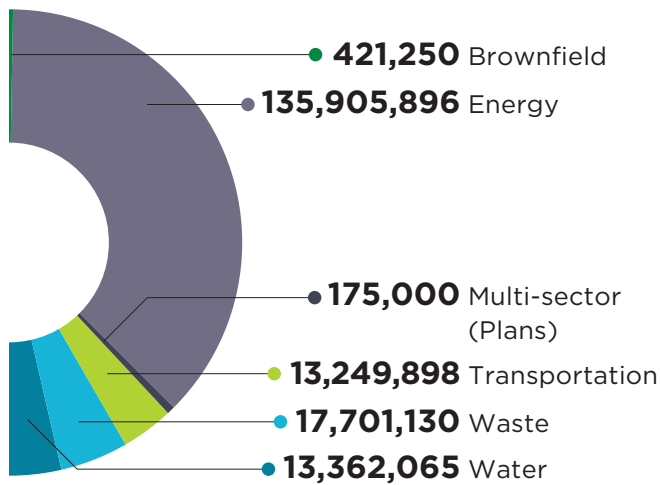
Total net approved in 2022-23 by initiative



Total net approved since inception by initiative

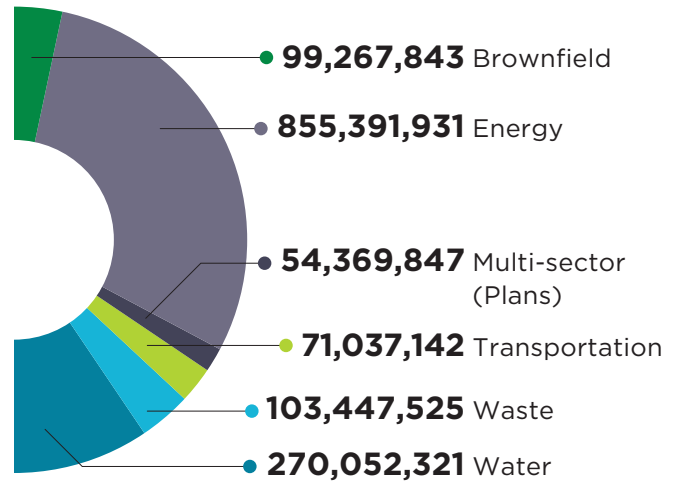


Total net approved in 2022-23 by sector



GMF Initiative	Total net approved in 2022-23 by initiative	Total net approved since inception by initiative
Core	\$65,918,733	\$1,139,053,283
CEF	\$36,863,150	\$163,356,037
SAH	\$53,296,066	\$122,523,700
CBR	\$24,737,290	\$28,633,589

Total net approved since inception by sector

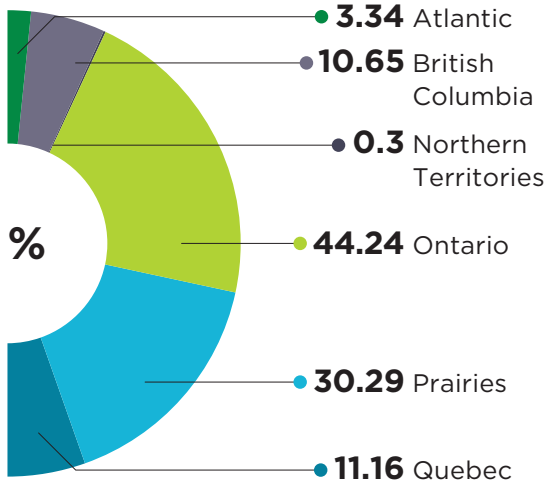


GMF Sector	Total net approved in 2022-23 by sector	Total net approved since inception by sector
Brownfield	421,250	99,267,843
Energy	135,905,896	855,391,931
Multi-sector (Plans)	175,000	54,369,847
Transportation	13,249,898	71,037,142
Waste	17,701,130	103,447,525
Water	13,362,065	270,052,321

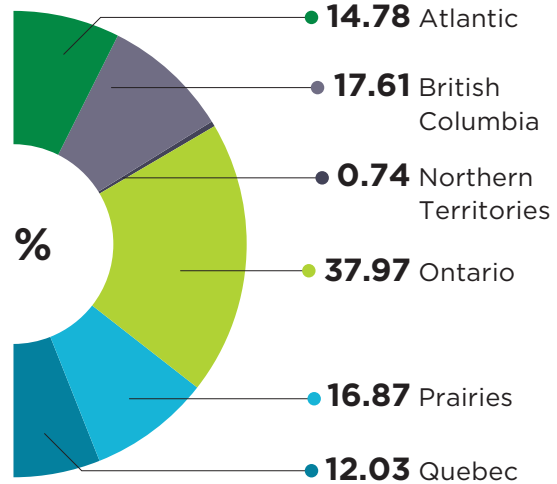
Regional distribution of GMF funding

We tracked the regional distribution of loans and grants for sustainable community plans, feasibility studies, pilot projects and capital projects in 2022-23.

Total net approved in 2022-23, by sector/funding stream



Total net approved since inception, by sector/funding stream



Province/territory	2022-23 % of population	2022-23 Total \$ (grants & loans)	2022-23 % of total (grants & loans)	Total net approved since inception* Total \$ (grants & loans)	Total net approved since inception* % of total \$
Atlantic	6.5	6,065,440	3.34	214,882,171	14.78
British Columbia	13.5	19,264,235	10.65	255,952,041	17.61
Northern Territories	0.3	542,500	0.3	10,705,398	0.74
Ontario	38.5	79,986,086	44.24	551,887,792	37.97
Prairies	18.2	54,770,070	30.29	245,204,075	16.87
Quebec	23	20,186,908	11.16	174,935,132	12.03

* The grant and loan values for FY 2022-23 include scope changes for nine projects approved in previous fiscal years.

Urban-rural balance of all approved initiatives

Below is information about the urban-rural distribution of loans and grants for sustainable community plans, feasibility studies, pilot projects and capital projects in 2022-23.

Rural/ Urban	% of population	2022-23 Total (grants & loans)	2022-23% of total \$	Total net approved since inception* Total (grants & loans)	Total net approved since inception*% of total \$
Small, rural and remote (rural) ¹	17.8	24,468,170	13.53	215,668,996	14.84
Towns and cities (urban)	82.2	156,347,069	86.47	1,237,897,612	85.16

* The grant and loan values for FY 2022-23 include scope changes for nine projects approved in previous fiscal years.

1 Municipalities with populations under 10,000 are classified as rural. In the case of regional municipal governments, to be considered rural, each member municipality must have a population of less than 10,000. Urban regional municipalities are those where at least one member municipality has a population of 10,000 or more.



Building the future we want

GMF envisions a future in which Canadian municipalities lead the way in achieving Canada's climate targets. That will require an acceleration of the transformation of the municipal sector—and more widespread adoption of the most promising solutions that will build resilient, sustainable, net-zero communities across Canada. And to do that, both the public and private sectors must come together, consolidating efforts and resources to help local governments switch to net-zero practices faster, as well as advance innovative solutions to tackle environmental challenges.

With a focus on what lies ahead, with two decades of successes to build upon, we are now setting the stage for even bigger and bolder initiatives in the years to come.

- › We're at the **beginning** of a **new Three-year Plan for 2023 to 2026**, which sets out new goals and priorities that will further increase the impact of our programs and initiatives. Specifically, it outlines four new strategic objectives that will guide our work over the next three years:
 - › *Empower transformation through a complete set of programs:* We will continue to scale innovation and advance new solutions from the idea phase through planning, feasibility assessment, piloting and validation, full-scale demonstration, and ultimately broad adoption/mobilization.
 - › *Accelerate transformation by mobilizing capital through leverage:* Achieving national and community climate change objectives requires collaboration with funders in the

investment and financial sectors, as municipal needs far outstrip the resources available in public funds. That's why we must accelerate investments from other actors.

- › *Advance numerous sustainability priorities with a multi-solving approach:* We will use multi-solving principles in our project evaluation, selection and performance monitoring processes. We will address multiple problems in several sectors, using one policy or investment. This will include embedding and measuring anti-racism, equity, inclusion (AREI), and Reconciliation principles, as well as incentivizing and measuring biodiversity in all GMF capacity-building and funding.
- › *Build on success and create momentum:* We will stimulate mechanisms across the broader municipal sector that accelerate the adoption of and demand for high-impact solutions. We will also use the strength of its brand to influence others to scale opportunities. As the market grows, we will hand over opportunities to partners that have the means and market to take solutions to broad adoption.
- › The new Three-year Plan was developed with an intentional focus on **anti-racism, equity, and inclusion (AREI)**, leveraging input and ideas from internal staff members. FCM has collaborated with the Canadian Race Relations Foundation (CRRF) to advance AREI across municipalities in Canada. Moving forward, we are committed to listening, sharing and having critical conversations to ensure our own efforts and initiatives include everyone living in Canada.

› We will be counted on to help the federal **government deliver on the goals of the Government of Canada Climate Adaptation Action Plan** by supporting, accelerating, and scaling up community-based climate adaptation initiatives. With \$530 million in government funding, combined with our deep networks of municipalities and municipal associations across Canada, we will deliver adaptation-focused capacity building and grants to help local governments build climate resilient-infrastructure across the country. Our new funding offer will support more than 1,400 community-based climate adaptation initiatives by 2031. To minimize the costs associated with climate impacts, we will:

- › Support adaptation planning, capacity building and institutional mainstreaming
- › Accelerate local-level implementation of adaptation solutions
- › Develop financing adaptation projects to attract greater private sector participation

In addition, through our work in this area we will contribute to the foundational objectives and priorities of Canada's National Adaptation Strategy:

- › Everyone in Canada has equitable access to the tools and supports needed for them to prepare for, reduce and respond to climate change impacts.

- › Sustained, sufficient and equitable public and private funding is in place to support adaptation to climate change.
- › Local, regional and institutional capacity for adaptation contributes to self-sufficiency and participation in adaptation actions.
- › We will continue to assess, develop and revise our current funding offers to make them as successful and accessible as possible. To this end, we are aiming to complete the process of **redesigning our core funding offer** to promote greater innovation and further increase our impact in the sector.

At GMF, our vision for Canada's future is one of collaboration and togetherness to accelerate the transformation of the municipal sector toward greater climate resiliency and net-zero emissions. **To achieve a prosperous and sustainable future for all Canadians, we know that we are better together.**

Appendices

These appendices contain a detailed account of our efforts throughout the fiscal year, from funding investments to our activities' reach and details about approved initiatives. They deliver a detailed account of our real-world impact.



Appendix A

GMF projects approved in 2022-23

Table A1: Gross number of applications and approvals for sustainable community plans, feasibility studies and pilot projects

	2022-2023	Since inception
Applications submitted ¹	181	2,439*
Approvals ²	137	1,680**
Top-ups to previously approved projects ³	4	

Table A2: Gross number of applications and approvals for capital projects

	2022-2023	Since inception
Applications submitted	30	746*
Approvals	31	420**
Top-ups to previously approved projects	5	

* In the 2021-22 Annual Report, five CP and 18 PSP pre-applications were reported as received applications. Fifteen of these pre-applications (four CP and 11 PSP) have since been converted to full applications.

**Gross approvals in 2022-23 include three CEF CPs that were split from original case file 17103 in September 2021 and were not included in the 2021-22 Annual Report.

- 1 Number of applications submitted to FCM for GMF funding. The submission year is based on the date FCM received the application.
- 2 Number of applications approved by the FCM Board, based on the board-approved date. Applications approved in a given fiscal year may have been submitted in a previous fiscal year.
- 3 In 2022-23, nine funding top-ups (five Capital Project and four PSPs) for projects approved in previous fiscal years were approved by the FCM Board. The approved funds are included in the total grant and loan amounts (\$) of Appendix A.

Table A3: Approved sustainable community plans, feasibility studies and pilot projects by region

Region/province	Population ⁵	% of pop.	Projects Approved in FY 2022-2023					Total net approved since inception ⁴					
			#	TPV ⁶ (\$)	Total grant (\$)	% of total #	% of total \$	#	TPV (\$)	Grant (\$)	% of total #	% of total \$	Per capita (\$)
Atlantic	2,409,874	6.5	15	3,391,959	2,005,120	10.95	11.75	170	38,021,683	14,164,849	10.98	9.45	5.88
New Brunswick	775,610	2.1	4	1,351,600	600,180	2.92	3.52	68	13,745,331	5,249,224	4.39	3.50	6.77
Newfoundland and Labrador	510,550	1.4	4	796,980	608,380	2.92	3.56	27	4,721,410	2,285,417	1.74	1.53	4.48
Nova Scotia	969,383	2.6	6	986,902	663,730	4.38	3.89	65	16,970,817	5,606,893	4.20	3.74	5.78
Prince Edward Island	154,331	0.4	1	256,477	132,830	0.73	0.78	10	2,584,125	1,023,315	0.65	0.68	6.63
British Columbia	5,000,879	13.5	25	6,546,516	3,127,740	18.25	18.32	282	74,568,201	25,791,633	18.22	17.21	5.16
Northern Territories	118,160	0.3	3	2,925,347	542,500	2.19	3.18	29	8,252,928	2,455,398	1.87	1.64	20.78
Northwest Territories	41,070	0.1	1	35,010	17,500	0.73	0.10	12	2,614,625	1,083,601	0.78	0.72	26.38
Nunavut	36,858	0.1	1	2,858,837	500,000	0.73	2.93	5	3,770,337	732,333	0.32	0.49	19.87
Yukon	40,232	0.1	1	31,500	25,000	0.73	0.15	12	1,867,966	639,464	0.78	0.43	15.89
Ontario	14,223,942	38.5	58	16,809,401	7,495,950	42.34	43.92	529	139,476,352	53,306,408	34.17	35.57	3.75
Prairies	6,737,293	18.2	25	5,430,259	2,588,610	18.25	15.17	259	99,380,649	25,585,631	16.73	17.07	3.80
Alberta	4,262,635	11.5	9	2,643,295	1,337,990	6.57	7.84	138	53,383,137	15,178,192	8.91	10.13	3.56
Manitoba	1,342,153	3.6	7	1,350,568	524,120	5.11	3.07	60	18,923,123	4,871,331	3.88	3.25	3.63
Saskatchewan	1,132,505	3.1	9	1,436,396	726,500	6.57	4.26	61	27,074,389	5,536,108	3.94	3.69	4.89
Quebec	8,501,833	23	9	2,658,510	1,308,718	8.03	7.67	279	102,739,004	28,544,098	18.02	19.05	3.36
Total	36,991,981	100	137	37,788,992	17,068,638	100	100	1,548	462,438,817	149,848,017	100	100	4.05

* The PSP values for FY 2022-23 include positive scope changes for four projects (2 Core pilots, 1 Core study and 1 SAH study) and negative scope changes for two projects (1 SAH plan and 1 CBR study) approved in previous fiscal years.

4 "Total net approved since inception" includes original Board-approved amount plus any additional approved amount, less the amounts that were withdrawn, closed or cancelled.

5 Source: Statistics Canada 2021 Census

6 TPV = total project value reported by applicant

Table A4: Approved capital projects by region

Region/ province	Population	% of pop.	Projects Approved in FY 2022-2023						Total net approved since inception						
			#	TPV (\$)	Total grant (\$)	Total loan (\$)	% of total #	% of total \$	#	TPV (\$)	Grant (\$)	Loan (\$)	% of total #	% of total \$	Per capita (\$)
Atlantic	2,409,874	6.5	1	2,950,400	590,080	3,470,240	3.23	2.48	43	900,133,972	30,865,274	169,852,047	15.03	15.40	83.29
New Brunswick	775,610	2.1	0	0	0	0	0	0	12	162,288,476	9,124,782	66,884,000	4.20	5.83	98.00
Newfoundland and Labrador	510,550	1.4	0	0	0	0	0	0	6	117,561,835	3,119,735	25,846,964	2.10	2.22	56.74
Nova Scotia	969,383	2.6	1	2,950,400	590,080	2,470,240	3.23	1.87	18	502,986,891	11,306,983	54,112,047	6.29	5.02	67.49
Prince Edward Island	154,331	0.4	0	0	0	1,000,000	0	0.61	7	117,296,770	7,313,774	23,009,036	2.45	2.33	196.48
British Columbia	5,000,879	13.5	4	32,927,598	5,510,975	10,625,520	12.9	9.85	43	1,751,393,692	42,796,146	187,364,262	15.03	17.65	46.02
Northern Territories	118,160	0.3	0	0	0	0	0	0	1	37,507,579	750,000	7,500,000	0.35	0.63	69.82
Northwest Territories	41,070	0.1	0	0	0	0	0	0	0	0	0	0	0	0	0.0
Nunavut	36,858	0.1	0	0	0	0	0	0	1	37,507,579	750,000	7,500,000	0.35	0.63	223.83
Yukon	40,232	0.1	0	0	0	0	0	0	0	0	0	0	0	0	0.0
Ontario	14,223,942	38.5	11	268,658,105	23,796,508	48,693,628	35.48	44.27	100	1,949,844,549	88,942,802	409,638,582	34.97	38.24	35.05
Prairies	6,737,293	18.2	12	123,304,579	15,243,290	36,938,170	38.71	31.87	58	709,259,833	53,841,369	165,777,075	20.28	16.85	32.60
Alberta	4,262,635	11.5	10	101,950,947	13,618,990	35,448,020	32.26	29.97	39	526,396,059	42,090,197	119,441,995	13.64	12.39	37.89
Manitoba	1,342,153	3.6	0	0	0	0	0	0	9	127,208,048	5,133,333	30,569,634	3.15	2.74	26.60
Saskatchewan	1,132,505	3.1	2	21,353,632	1,624,300	1,490,150	6.45	1.9	10	55,655,726	6,617,839	15,765,445	3.50	1.72	19.76
Quebec	8,501,833	23	3	27,805,800	2,462,357	16,415,833	9.68	11.53	41	472,538,108	22,729,001	123,662,033	14.34	11.23	17.22
Total	36,991,981	100	31	455,646,482	47,603,210	116,143,391	100	100	286	5,820,677,733	239,924,592	1,063,793,999	100	100	35.24

* The CP grant and loan values for FY 2022-23 include positive scope changes for five projects (3 Core and 2 CEF capital projects) and negative scope changes for two projects (2 Core capital projects) approved in previous fiscal years.

Table A5: Approved projects by region (all types)

Region/ province	Population	% of pop.	Projects Approved in FY 2022-2023						Total net approved since inception						
			#	TPV (\$)	Total grant (\$)	Total loan (\$)	% of total #	% of total \$	#	TPV (\$)	Grant (\$)	Loan (\$)	% of total #	% of total \$	Per capita (\$)
Atlantic	2,409,874	6.5	16	6,342,359	2,595,200	3,470,240	9.52	3.34	213	938,155,655	45,030,124	169,852,047	11.61	14.78	89.17
New Brunswick	775,610	2.1	4	1,351,600	600,180	0	2.38	0.33	80	176,033,807	14,374,006	66,884,000	4.36	5.59	104.77
Newfoundland and Labrador	510,550	1.4	4	796,980	608,380	0	2.38	0.34	33	122,283,245	5,405,153	25,846,964	1.80	2.15	61.21
Nova Scotia	969,383	2.6	7	3,937,302	1,253,810	2,470,240	4.17	2.06	83	519,957,708	16,913,876	54,112,047	4.53	4.89	73.27
Prince Edward Island	154,331	0.4	1	256,477	132,830	1,000,000	0.6	0.63	17	119,880,895	8,337,089	23,009,036	0.93	2.16	203.11
British Columbia	5,000,879	13.5	29	39,474,114	8,638,715	10,625,520	17.26	10.65	325	1,825,961,893	68,587,779	187,364,262	17.72	17.61	51.18
Northern Territories	118,160	0.3	3	2,925,347	542,500	0	1.79	0.3	30	45,760,507	3,205,398	7,500,000	1.64	0.74	90.60
Northwest Territories	41,070	0.1	1	35,010	17,500	0	0.6	0.01	12	2,614,625	1,083,601	0	0.65	0.07	26.38
Nunavut	36,858	0.1	1	2,858,837	500,000	0	0.6	0.28	6	41,277,916	1,482,333	7,500,000	0.33	0.62	243.70
Yukon	40,232	0.1	1	31,500	25,000	0	0.6	0.01	12	1,867,966	639,464	0	0.65	0.04	15.89
Ontario	14,223,942	38.5	69	285,467,506	31,292,458	48,693,628	41.07	44.24	629	2,089,320,901	142,249,210	409,638,582	34.30	37.97	38.80
Prairies	6,737,293	18.2	37	128,734,838	17,831,900	36,938,170	22.02	30.29	317	808,640,482	79,427,000	165,777,075	17.28	16.87	36.40
Alberta	4,262,635	11.5	19	104,594,242	14,956,980	35,448,020	11.31	27.88	177	579,779,196	57,268,389	119,441,995	9.65	12.16	41.46
Manitoba	1,342,153	3.6	7	1,350,568	524,120	0	4.17	0.29	69	146,131,171	10,004,665	30,569,634	3.76	2.79	30.23
Saskatchewan	1,132,505	3.1	11	22,790,028	2,350,800	1,490,150	6.55	2.12	71	82,730,115	12,153,947	15,765,445	3.87	1.92	24.65
Quebec	8,501,833	23	14	30,491,310	3,771,075	16,415,833	8.33	11.16	320	575,277,112	51,273,099	123,662,033	17.45	12.03	20.58
Total	36,991,981	100	168	493,435,474	64,671,848	116,143,391	100	100	1,834	6,283,116,550	389,772,610	1,063,793,999	100	100	39.29

* The grant and loan values for FY 2022-23 include positive scope changes for nine projects and negative scope changes for four projects approved in previous fiscal years.

Table A6: Urban-rural balance of all approved initiatives (all types)

Municipality type	Population	% of pop.	Projects Approved in FY 2022-2023					Total net approved since inception					
			#	TPV (\$)	Total (grant & loan) (\$)	% of total #	% of total \$	#	TPV (\$)	Total (grant & loan) (\$)	% of total #	% of total \$	Per capita (\$)
Small, rural and remote (rural) ⁷	6,584,573	17.8	43	55,467,327	24,468,170	25.6	13.53	445	694,627,020	215,668,996	24.26	14.84	32.75
Towns and cities (urban)	30,407,408	82.2	125	437,968,147	156,347,069	74.4	86.47	1,389	5,588,489,530	1,237,897,612	75.74	85.16	40.71
Total	36,991,981	100	168	493,435,474	180,815,239	100	100	1,834	6,283,116,550	1,453,556,609	100	100	39.29

* The grant and loan values for FY 2022-23 include positive scope changes for nine projects and negative scope changes for four projects approved in previous fiscal years.

This year, urban-rural balances have changed for Total net approved since inception. The reason for this change is due to:

- Migration of all project data to a new CRM system and using 2021 census data to determine urban-rural balance for the first time. Urban-rural balances were previously determined using 2011 census data.
- Creation of an automatic urban-rural designation in FCM CRM, where all municipalities with a census population of less than 10,000 are designated as rural, and all municipalities with a census population of 10,000 or more are designated as urban. This is a change from previous years, as municipalities used to be able to self-select their urban/rural status in the CRM system.
- The urban-rural designation is now linked to the lead municipality instead of the project itself so it reflects the urban-rural status from the 2021 census and not the status at the time the project was completed.

⁷ Municipalities with a population of less than 10,000 are classified as rural. In the case of regional municipal governments, to be considered rural, each member municipality must have a population of less than 10,000. Urban regional municipalities are those where at least one member municipality has a population of 10,000 or more.

Appendix B

Fund management

Funding disbursements

Table B1: Amount and type of funding disbursed

	2022-2023 (\$)	Since inception (\$)
Grants for plans, feasibility studies and pilot projects	10,496,719	117,014,025
Grants for capital projects	16,367,683	102,525,767
Project Performance Reporting Grant Agreement (PPRGA) grants for capital projects ⁸	0	1,295,002
Grants to LC3 Centres	0	177,000,000
Loans for capital projects	51,107,878	693,098,576
Total	77,972,280	1,090,933,370

Performance of unallocated funds

Fiera Capital, TD Asset Management and Northleaf Capital Partners manage the portion of FCM's Green Municipal Fund (GMF or the Fund) that has not yet been disbursed to initiatives. Directives for investments of these unallocated funds are contained in GMF's *Statement of Investment Policy*. This policy is reviewed annually and was most recently updated in March 2023.

Table B2: Return on unallocated funds

	2022-2023 ⁹ (%)	Since inception (%)
Return on investment	0.77	4.30

8 Approvals under Project Performance Reporting Grant Agreement (PPRGA) grants for capital projects ended in August 2006.

9 Annual return excludes the return generated on short-term, liquid cash equivalents.

Senior management compensation

GMF's senior management consists of one managing director, one senior director, two directors and seven senior managers – Client & Funding Services (Senior Director), Client & Funding Services (Director), Low Carbon Cities Canada (Project Director), Capacity Development (Senior Manager), Sector Development (Senior Manager), Continuous Improvement (Senior Manager), Programs Outreach (Senior Management), Program Governance and Performance (Senior Manager), Program Communications (Senior Manager) and Lending Unit (Senior Manager).

Their remuneration for the fiscal year 2022-23 was based on the salary ranges listed below.

Table B3: Senior management salary ranges from April 1, 2022 to March 31, 2023

Senior Managers and Directors	\$107,900 to \$142,750
Senior Director	\$143,300 to \$196,350
Executive Leadership Team (incl. Managing Director)	\$222,900 to \$286,500

In addition to a salary, employees receive a contribution to a group RRSP (five percent of their annual salary) and group benefits.

Compensation for GMF council members and peer reviewers

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

GMF peer reviewers may claim fees of \$114.28 per hour, for a maximum of \$20,000 per reviewer every year. The set benchmark for reviewing files is a maximum of 10 hours per reviewer, and an additional two hours for peer review consensus leads on all project types¹⁰. For more complex files, additional review time may be granted if requested.

¹⁰ With the exception of SAH Plans and CBR Building Monitoring and Analysis and Building Recommissioning Grants. These relatively small project types only have one reviewer (i.e. no consensus evaluation).

Appendix C

GMF Council members 2022–23

Members representing the municipal sector

<p>Mayor Alan DeSousa, Chair Saint-Laurent Borough, QC <i>Appointed June 2018</i></p>	<p>Councillor Rebecca Merserea District of Saanich, BC <i>Appointed January 2020; left Council October 2022</i></p>
<p>Councillor Jennifer McKelvie City of Toronto, ON <i>Appointed April 2020</i></p>	<p>Councillor Shanon Zachidniak City of Regina, SK <i>Appointed April 2022</i></p>
<p>Councillor Waye Mason Halifax Regional Municipality <i>Appointed April 2022</i></p>	<p>Councillor Gabrielle Blatz City of Wetaskiwin, AB <i>Appointed April 2022</i></p>

Members representing the private and academic sectors

<p>Ben Henderson <i>Appointed February 2015; left Council June 2022</i></p>	<p>David Martin Principal, knoWater <i>Appointed April 2018</i></p>
<p>Denis Leclerc President, Écotech Québec <i>Appointed April 2018</i></p>	<p>Tracey Forrest Director, Transformative Quantum Technologies, University of Waterloo <i>Appointed April 2020</i></p>
<p>Graeme Hussey Director of Housing Development, Centretown Citizens Ottawa Corporation <i>Appointed July 2020</i></p>	<p>Parminder Sandhu CEO, Vistera Capital Group Inc. <i>Appointed April 2022</i></p>
<p>Jonathan Frank Head of Clean Energy, Vancity Community Investment Bank <i>Appointed July 2022</i></p>	<p>-</p>

Members representing the Federal Government

Permanent seat	Alternate
<p>Abla Hanna, Director General Office of Energy Efficiency, Natural Resources Canada <i>Appointed July 2022</i></p> <p>Joyce Henry <i>Appointed February 2018; left Council May 2022</i></p>	<p>Ben Copp, Senior Director Office of Energy Efficiency, Natural Resources Canada</p> <p>Abla Hanna <i>Appointed December 2020; moved to permanent seat in July 2022</i></p>
<p>Jocelyn Millette, Director General CanmetENERGY - Varennes Energy Technology Sector, Natural Resources Canada <i>Appointed April 2019</i></p>	<p>Josef Ayoub, Senior Science Advisor Office of the Director General CanmetENERGY - Varennes Energy Technology Sector, Natural Resources Canada <i>Appointed February 2019</i></p>
<p>Jeff MacDonald, Director General Climate Change Branch, Environment and Climate Change Canada <i>Appointed October 2022</i></p> <p>David Henry <i>Appointed July 2020; left Council September 2022</i></p>	<p>Laniel Bateman, Director Climate Change Branch, Environment and Climate Change Canada <i>Appointed October 2022</i></p> <p>Heather Morrison <i>Appointed July 2020; left Council September 2022</i></p>
<p>Jesse Fleming, Director General Climate Change Branch, Environment and Climate Change Canada <i>Appointed March 2022</i></p>	<p>Julie Vanderschot Climate Change Branch, Environment and Climate Change Canada <i>Appointed March 2022</i></p>
<p>Will Meneray, Senior Manager Canada Mortgage and Housing Corporation <i>Appointed November 2022</i></p> <p>Janet Neves <i>Appointed October 2020; left Council June 2022</i></p>	<p>vacant</p>
<p>Lo Cheng, Director General Infrastructure Canada <i>Appointed June 2022</i></p>	<p>John Cuddihy Infrastructure Canada <i>Appointed June 2022</i></p>

Appendix D

Assessment and approval process

Eligible GMF funding applications are assessed by the GMF Peer Review Committee against a set of criteria established by the GMF Council and approved by the FCM Board of Directors. The criteria, shown in tables D1-D4, are used to assess the expected sustainability performance, knowledge value, and management approach of each initiative, with an emphasis on the anticipated environmental benefits. In 2018, GMF introduced new criteria for evaluating energy, transportation, waste, and water (ETWW) capital projects. The criteria were subsequently applied to the Sustainable Affordable Housing (SAH), Community Efficiency Financing (CEF), as well as Community Buildings Retrofit (CBR) funding streams. These criteria are designed to drive project proponents toward more ambitious environmental targets.

The GMF Peer Review Committee (PRC) is comprised of 81 independent experts with specific environmental, project management, or financial expertise. The FCM Board of Directors selects all members of the PRC. Up to one-third of members are selected from a list (provided by the Offices of the Ministers of Natural Resources Canada and Environment and Climate Change Canada) of qualified candidates representing federal departments. The remaining members are selected through a call for applications. The selected experts are from municipal governments and private sector or non-governmental organizations. Members are appointed to the PRC for a four-year term and may be reappointed for one or more additional four-year terms based on participation, turnover, and the need for a balance of technical and financial expertise.

A minimum of two peer reviewers assess each application for plans, studies and pilots and a minimum of three peer reviewers assess each application for capital projects. For SAH, the planning

grant is a relatively small funding offer (maximum \$25,000 grant/proposal); as such, one peer reviewer assesses each planning grant application. A similar structure applies to CBR Building Monitoring and Analysis Grant and Building Recommissioning Grant.

After peer review assessment, applications for pilot projects and capital projects are submitted to the GMF Council for consideration. During this review, the GMF Council considers several factors, including the independent peer review score, GMF's funding priorities as outlined in FCM's funding agreement with the Government of Canada, regional balance, level of innovation, and available funding. The GMF Council recommends only the most exceptional projects for funding and submits these recommendations to the FCM Board of Directors.

As of April 2018, the FCM Board of Directors has delegated approval of grants associated with plans and feasibility studies to FCM staff, as permitted by FCM's funding agreement with the Government of Canada. After peer review assessment, applications for plans and feasibility studies are submitted to the GMF Managing Director, the Client and Funding Services Director, the Outreach Senior Manager and the GMF funding managers for a funding decision. This decision is primarily informed by the peer review assessment and staff's recommendation. When other aspects should be considered with regard to a specific application—such as divergence of opinion, GMF funding priorities as outlined in FCM's funding agreement with the Government of Canada, regional balance, level of innovation and available funding—applications can be submitted to the GMF Council and the FCM Board of Directors for consideration.

Funding sectors and objectives

FCM offers GMF funding in five sectors, namely: land use (including brownfields), energy, transportation, water, and waste. These are the objectives for each sector:

- Promote the redevelopment of brownfield sites and avoid “greenfield” development.
- Reduce energy consumption and greenhouse gas (GHG) emissions through measures such as efficiency, conservation, demand management, and energy recovery, and by promoting renewable or waste energy use.
 - For the SAH program, there is an additional objective to promote the long-term affordability of affordable housing in Canada through energy reduction measures.
 - For the CEF program, there are two additional objectives: to generate triple-bottom line
- For the CBR program, there is an additional objective to generate triple bottom-line benefits.
- Reduce fossil fuel consumption and emissions from transportation, through projects that encourage a modal shift away from single-occupancy vehicles or that encourage fleet fuel efficiency or fleet fuel switching.
- Reduce potable water use and loss or protect local water bodies through measures such as demand management, water efficiency, water recovery, or stormwater or wastewater treatment.
- Reduce, reuse or recycle material that would otherwise enter the waste stream (thereby reducing GHG emissions from landfills).

Table D1: Two methods of GMF evaluation scoring

Standard scoring system (/100)	Advanced scoring system (x,y coordinates)
➤ Core plans, studies and pilots	➤ Core capital projects
➤ SAH plans	➤ SAH studies, pilots and capital projects
➤ CBR Building, Monitoring and Analysis Grant and Building Recommissioning Grant	➤ CBR studies and capital projects
	➤ CEF studies, pilots and capital projects

Standard scoring system (/100)

The simpler form of evaluation of projects at GMF involves a scoring system out of 100. There are still project types that utilize this tried-and-true method of evaluation.

Core (energy, brownfields, transportation, waste, and water)

Table D2: Core assessment criteria for plans

Rated Criteria	Maximum Score
Sustainability considerations	15
Links to existing plans and policies	15
Systems approach	20
Innovative practices and technologies, beyond business as usual	10
Potential for replication and lessons-learned	10
Management capacity (project management)	10
Work plan	10
Budget	10
Total	100

Table D3: Core assessment criteria for feasibility studies and pilots

Rated Criteria	Maximum Score
Expected environmental benefits	25
Links to existing plans and policies	10
Systems approach	10
Community benefits	5
Innovative practices and technologies, beyond business as usual	10
Replication potential and lessons-learned	10
Project management	10
Work plan	10
Budget	10
Total	100

Sustainable Affordable Housing (SAH)

Table D4: SAH assessment criteria for plans

Rated Criteria	Maximum Score
Project scope	15
Budget and workplan	15
Environmental considerations	30
Affordability	20
Next steps	20
Total	100

Community Buildings Retrofit (CBR)

Table D5: CBR assessment criteria for Building, Monitoring and Analysis Grant and Building Recommissioning Grant

Rated Criteria	Maximum Score, Building Monitoring and Analysis Grant	Maximum Score, Building Recommissioning Grant
Project scope	35	40
Project team and partners	20	20
Risk Mitigation	5	10
Budget and Workplan	20	20
Next steps	20	10
Total	100	100

Advanced scoring system (x,y coordinates)

This new method of evaluation criteria better validates potential for project success as well as relative contribution to the overall sector. Categories are grouped under three main elements (transformative potential, impact and implementation), which can graph on a grid to show the placement of projects in this range. This evaluation system is used for the following programs and project types:

- > Core capital projects
- > SAH studies, pilots and capital projects
- > CEF studies, pilots and capital projects
- > CBR studies and capital projects.

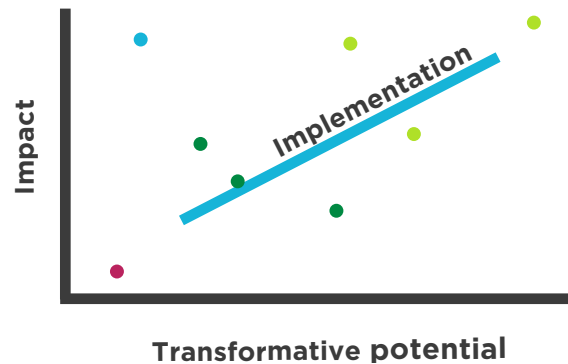


Table D6: Transformative Potential, Impact and Implementation Evaluation Criteria

Transformative potential	Impact	Implementation
<p>Project exemplifies innovation through demonstration or adoption of new and better solutions that address key challenges for municipalities and communities</p> <p>SAH: focus on innovation as it relates to affordable housing providers</p>	<p>Project has potential to generate significant environmental, economic and social benefits for municipalities and communities</p> <p>SAH: additional lens on affordability of housing providers</p>	<p>Project is designed holistically with internal and external stakeholder engagement (as necessary), planning, risk management, and appropriate resourcing</p>
<p>Innovation</p> <p>Audacity</p> <p>Capacity building</p> <p>Replication</p>	<p>Environmental benefits</p> <p>Financial benefits</p> <p>Community benefits</p> <p>Relative impact</p>	<p>Stakeholder engagement</p> <p>Links to existing plans and policies (excluded in SAH & CBR)</p> <p>Team and partners</p> <p>Workplan and budget</p> <p>Risk management</p> <p>Financing</p> <p>Monitoring and Evaluation</p>

Appendix E

GMF initiatives approved in 2022-23

The FCM Executive Committee approved the following initiatives in 2022-23. These initiatives were assessed to have the potential to result in significant environmental improvements in air, water and soil quality, including reductions in greenhouse gas (GHG) emissions.

Project information	Lead applicant	Province or Territory	GMF grant (\$)	GMF loan (\$)	Total project value (\$)
Community Efficiency Financing (CEF)					
City of Lethbridge Clean Energy Improvement Program 18228	City of Lethbridge	AB	1,271,400	2,542,900	4,768,000
City of Calgary Clean Energy Improvement Program 18280	City of Calgary	AB	5,000,000	10,000,000	20,032,129
CEIP City of Grande Prairie 18283	City of Grande Prairie	AB	689,400	1,378,800	2,585,300
Implementing a Clean Energy Improvement Program in Sturgeon County 18371	Sturgeon County	AB	940,850	1,881,700	3,528,230
Town of Drayton Valley Clean Energy Improvement Program 18457	Town of Drayton Valley	AB	481,480	963,000	1,805,600
Okotoks Clean Energy Improvement Program 18527	Town of Okotoks	AB	572,400	1,144,880	2,146,600
Strathcona County CEIP 18544	Strathcona County	AB	1,634,500	3,899,720	6,917,795
Town of Westlock Clean Energy Improvement Program 18548	Town of Westlock	AB	422,760	845,520	1,587,861
Feasibility Study for Community Energy Financing in Prince Rupert 18271	City of Prince Rupert	BC	60,000	-	75,000

Project information	Lead applicant	Province or Territory	GMF grant (\$)	GMF loan (\$)	Total project value (\$)
Exploring deep home energy retrofit financing in the Nanaimo Region 18277	City of Nanaimo	BC	175,000	-	231,800
Une étude de faisabilité sur le financement de l'efficacité communautaire pour sept municipalités du Nouveau-Brunswick 18455	Association francophone des municipalités du Nouveau-Brunswick	NB	157,200	-	196,500
*PACE ATL - 3/3 Town of Wolfville - Top Up (Project Approved FY2020-21) 17988	Town of Wolfville	NS	-	700,000	-
Designing a clean energy program for West Hants Regional Municipality and the Town of Kentville, Nova Scotia 18554	Municipality of West Hants	NS	168,800	-	225,000
Sault Ste. Marie community efficiency financing program Feasibility Study 18142	City of Sault Ste. Marie	ON	100,720	-	125,900
Wellington County Home Energy Efficiency Transition Feasibility Study 18234	County of Wellington	ON	136,000	-	170,000
CEF - FS - Studying a community efficiency financing program for the city of Orillia 18517	City of Orillia	ON	95,920	-	125,500
Greater Sudbury Community Efficiency Financing Design Study 18532	City of Greater Sudbury	ON	75,200	-	94,000
Home Energy Improvement Loan Program Design Study City of Thunder Bay 18553	City of Thunder Bay	ON	175,000	-	220,000

Project information	Lead applicant	Province or Territory	GMF grant (\$)	GMF loan (\$)	Total project value (\$)
*PACE ATL – 2/3 – Town of Stratford – Top-Up (Project Approved FY2020–21) 17987	Town of Stratford	PE	-	1,000,000	-
Étude de conception pour la mise en place des mesures écoénergétiques dans le secteur résidentiel québécois 18547	Fédération Québécoise des Municipalités	QC	175,000	-	225,000
Home Energy Retrofit Financing Program in the Northern Village of Pinehouse 18526	Northern Village of Pinehouse	SK	175,000	-	218,750
CEF total			12,506,630	24,356,520	45,278,965

Project information	Lead applicant	Province or Territory	GMF grant (\$)	GMF loan (\$)	Total project value (\$)
Sustainable Affordable Housing (SAH)					
Fishing Lake Metis Settlement Net-Zero Ready Triplex 18120	Fishing Lake Metis Settlement	AB	500,000	-	1,657,525
New Denver and Area Housing Society studies energy efficiency for a new build on Slocan Avenue 17742	New Denver and Area Housing Society	BC	149,060	-	298,130
Valemount Cares – Net Zero Ready Seniors’ Supportive Living 17779	Valemount Senior Citizens Housing Society	BC	175,000	-	235,500
Assessing the development of energy efficiency affordable units for employees of Ucluelet 17865	Pac Rim Home Development Cooperative	BC	25,000	-	31,300

Project information	Lead applicant	Province or Territory	GMF grant (\$)	GMF loan (\$)	Total project value (\$)
*Evaluating the deep retrofit of Sitkum Lodge in Victoria, British Columbia – Top-Up (Project Approved FY2022-23) 17892	Greater Victoria Housing Society	BC	14,250	-	-
Twin Oaks Housing Cooperative Energy Renovation 17894	Twin Oaks Housing Cooperative	BC	2,313,840	2,313,840	5,784,600
Assessing a near-zero emission new construction of 101 to 121 units for families in Vancouver, British Columbia. 18084	City of Vancouver	BC	27,280	-	54,560
The Chilean Housing Co-operative assessing the feasibility of renovating 37 townhouses in the City of Vancouver, BC 18144	The Chilean Housing Co-operative	BC	49,750	-	99,500
Valemount Cares – Net Zero Seniors’ Supportive Living 18272	Valemount Senior Citizens Housing Society	BC	1,941,080	1,294,060	16,800,798
SARA for women assessing Net-Zero options to replace aging and inefficient building in Mission, British Columbia. 18278	Sara for Women Society	BC	25,000	-	50,000
Calling Ministries targeting high level of environmental sustainability and affordability for retrofit of 36 units in Vancouver 18306	Calling Ministries	BC	25,000	-	32,500
DHS Assessing Net-Zero Alternatives in a 133-unit affordable housing new construction in Duncan, BC. 18419	Duncan Housing Society	BC	25,000	-	54,000
Port Edward’s planning application 18439	District of Port Edward	BC	25,000	-	31,500

Project information	Lead applicant	Province or Territory	GMF grant (\$)	GMF loan (\$)	Total project value (\$)
Assessing a net-zero ready construction of 200 units for seniors and single mothers in Vancouver, B.C. 18443	Unity of Vancouver	BC	172,500	-	347,500
Kiwanis-Soroptimist Housing Society assessing Net-Zero options for new build of 90 affordable housing units in Vancouver, British Columbia 18524	Kiwanis-Soroptimist Senior Housing Society	BC	25,000	-	50,000
ACEHS assessing Net-Zero options for new build of 30-35 transitional affordable housing units for Indigenous community in Victoria, British Columbia 18528	Aboriginal Coalition to End Homelessness Society	BC	25,000	-	125,000
Assessing a net-zero ready new construction of 12 units and a retrofit of 12 units for families in Winnipeg, Manitoba. 18109	Bannerman Green Not For Profit Housing Co-Op Inc.	MB	157,200	-	639,200
Assessing the deep energy retrofit of the McLaren Hotel to offer 150 units of affordable housing in Winnipeg, Manitoba. 18288	Equal Housing Initiative Inc.	MB	86,530	-	173,062
UWCRC to assess feasibility of building 15-unit with Carbon Zero Designation in Winnipeg, Manitoba 18289	University of Winnipeg Community Renewal Corporation Inc.	MB	25,000	-	47,700
Greening Bethel Place to Double Zero 18441	Bethel Mennonite Care Services Inc.	MB	135,150	-	270,300
Planning an affordable housing project for 20-40 energy efficiency units for seniors of St. Isidore, New Brunswick. 18000	Municipalité des Hautes-Terres	NB	20,000	-	25,000

Project information	Lead applicant	Province or Territory	GMF grant (\$)	GMF loan (\$)	Total project value (\$)
L'Agence Résidentielle Restigouche évaluera la faisabilité de la construction CENZ ou PCENZ d'un bâtiment de 12 unités à Campbellton, Nouveau-Brunswick. 18285	Agence Résidentielle Restigouche Residential Agency Inc.	NB	20,480	-	27,600
SaltWater Estates 18324	SaltWater Community Association Inc.	NL	24,080	-	30,180
The Otter Housing Association assessing Net-Zero options for new build of 5-10 affordable housing units in Port Rexton, Newfoundland and Labrador 18525	Otter Housing Association Inc	NL	20,000	-	25,000
Main Street Centre Detailed Design & Operating Plan 18220	Affirmative Ventures Association	NS	67,850	-	135,700
Spryfield Mixed income Housing and Social Enterprise Development to assess best practices and technologies to achieve Net Zero building in Halifax. 18252	Spryfield Social Enterprise and Affordable Housing Society (SSEAHS)	NS	18,080	-	22,600
Circassion Drive Development 18521	Dartmouth Non-Profit Housing Society	NS	25,000	-	90,650
Sionito Finch Avenue West Affordable Housing Project in Toronto 17738	Sionito Community Development Corporation	ON	5,000,000	5,000,000	63,951,000
Assessing the development of 140 energy efficiency units for seniors in Brampton, Ontario. 17954	Golden Age Village for the Elderly	ON	22,400	-	38,800
Energy retrofit and conservation program at Roedean Co-operative Homes Inc in Oakville 17985	Roedean Co-operative Homes Inc	ON	671,988	1,402,048	3,358,252

Project information	Lead applicant	Province or Territory	GMF grant (\$)	GMF loan (\$)	Total project value (\$)
Indwell Royal Oak Affordable Housing Development 17998	Indwell Community Homes	ON	784,480	784,480	42,073,756
Deep Energy Retrofit in Occupied Low-Rise Apartment Building 18091	Toronto Community Housing Corporation	ON	500,000	-	2,843,613
Feasibility study to increase density and energy efficiency for affordable housing in Hamilton, Ontario 18094	The Caledon Community Collaborative L.P.	ON	175,000	-	352,200
Joan's Place Phase II 18147	Youth Opportunities Unlimited	ON	2,755,260	2,755,260	29,864,327
Aiming to be net-zero energy ready for a 56-unit new construction for seniors in Kenora 18153	Kenora District Services Board	ON	3,295,540	2,197,020	27,724,305
Assessing a net-zero ready construction of 266 units for families in Hamilton, ON 18161	The Caledon Community Collaborative L.P.	ON	175,000	-	350,500
The Roxborough Passive House New Construction in Hamilton, Ontario 18184	CityHousing Hamilton	ON	1,430,610	1,430,610	29,244,956
Vision SoHo consortium to assess the revitalization of two heritage buildings in the City of London, Ontario. 18206	Indwell Community Homes	ON	175,000	-	493,250
Studying the development of 81 new units of new affordable housing while targeting net zero in Ottawa, Ontario 18249	Quennswood Commons by Kindred Works	ON	175,000	-	570,900

Project information	Lead applicant	Province or Territory	GMF grant (\$)	GMF loan (\$)	Total project value (\$)
Saint Demetrios Church to assess sustainable and affordable housing for seniors in Sarnia, Ontario 18270	Saint Demetrios Greek Orthodox Church	ON	63,460	-	126,934
The Working Centre study of a new 38-unit Net Zero Energy Ready affordable housing project in Waterloo, Ontario. 18286	K-W Working Centre for the Unemployed	ON	175,000	-	508,175
Saint Paul's Lutheran Church to assess energy efficiency measures to achieve Net Zero Ready for 48-unit new build in Waterloo, Ontario 18287	Saint Paul's Lutheran Church	ON	25,000	-	44,500
Net Zero Carbon Retrofit of an Affordable Housing Multi Residential Facility - Weaver's Hill 18314	Region of Peel	ON	4,100,000	5,900,000	12,636,708
CABN Co building an affordable and sustainable cabin in the United Counties of Leeds and Grenville, Ontario 18316	Cabn Co Foundation	ON	500,000	-	898,074
King's Daughters and Sons Apartments targeting Net Zero Energy Ready for a deep retrofit of 70-unit building in Ottawa, Ontario. 18325	The King's Daughters and Sons Apartments Incorporated	ON	175,000	-	360,200
Studying the development of 44 units in a new affordable housing built while targeting net zero in Waterdown, Ontario 18327	St. James Commons by Kindred Works	ON	175,000	-	356,200

Project information	Lead applicant	Province or Territory	GMF grant (\$)	GMF loan (\$)	Total project value (\$)
Lions Douglas Heights Senior's Residence to assess feasibility of reaching advanced level of energy efficiency for 62-unit new built in Fort Erie, Ontario 18330	Lions Douglas Heights Senior's Residence Inc	ON	90,400	-	180,800
Assessing a net-zero-ready construction of 20 units for low income families in Mississauga, Ontario 18342	Province Capital Christian Center	ON	175,000	-	410,000
Lanark County Pilot Project Sinkhouse - 2 Unit Net Zero Affordable Mobile Tiny Homes 18359	Lanark County Housing Corporation	ON	469,250	-	586,571
Saint Elizabeth Health Care assessing Net-Zero alternatives in a 108-unit affordable housing new construction for seniors in Kingston, Ontario. 18403	Saint Elizabeth Health Care	ON	25,000	-	103,300
Targeting Net Zero options in a 84-unit affordable new construction in Toronto, Ontario. 18420	Alexandra Park Co-operative	ON	25,000	-	31,500
GHI assessing Net-Zero options for additional 25 units to existing affordable housing stock in Gananoque, Ontario 18529	Gananoque Housing Authority Inc	ON	25,000	-	106,500
Boys and girls club of Summerside to assess feasibility of building a 13-unit Net-Zero transitional center for Women in the City of Summerside, Prince Edward Island 18199	Boys' and Girls' Club of Summerside Inc.	PE	128,230	-	256,477

Project information	Lead applicant	Province or Territory	GMF grant (\$)	GMF loan (\$)	Total project value (\$)
Étude de faisabilité pour un cohabitat abordable et écologique à Lachine, Québec 18004	Village Urbain	QC	175,000	-	384,300
Rénovation de trois bâtiments de la Coopérative La Cachette totalisant 21 logements abordables à Montréal 18284	Coopérative d'habitation La Cachette de la Petite-Patrie	QC	25,000	-	52,600
Habitation Laprairie propose une construction mixte de conception passive à Pointe-Saint-Charles, Montréal 18339	Habitation Laprairie	QC	25,000	-	55,200
Gérer son quartier évalue la faisabilité de construire un bâtiment de logements abordables CENZ ou PCENZ de 171 unités à Montréal, Québec. 18364	Gérer son quartier	QC	25,000	-	137,500
Aspen Heights Affordable Energy Efficient Townhouse Development 18132	National Affordable Housing Corporation	SK	1,370,000	1,370,000	16,419,950
Assessing a net-zero ready construction of 75 units for seniors in Whitehorse, Y.T. 18321	Vimy Heritage Housing Society	YT	25,000	-	31,500
SAH total			29,073,748	24,447,318	261,692,253

Project information	Lead applicant	Province or Territory	GMF grant (\$)	GMF loan (\$)	Total project value (\$)
Community Building Retrofit (CBR)					
Establishing a building monitoring and analysis system in the Town of Provost 18134	Town of Provost	AB	20,400	-	26,700
Installing a Building and Monitoring Analysis System for Seven Municipal Facilities at the Town of Smokey Lake 18247	Town of Smoky Lake	AB	21,910	-	27,392
Retrofitting Fountain Park Recreation Centre in St. Albert 18262	City of St. Albert	AB	1,250,000	3,750,000	10,552,032
Implementing a Building Monitoring and Analysis system for the Town of Hanna's Agri-Sports Complex 18265	Town of Hanna	AB	21,190	-	27,722
Reducing emissions from five municipal facilities in High Level, Alberta 18338	Town of High Level	AB	160,000	-	200,000
Implementing Building Monitoring Systems at Two Municipal Buildings in the Town of Claresholm 18447	Town of Claresholm	AB	17,440	-	21,804
Implementing a Building Monitoring and Analysis System in the Town of Canmore Recreation Centre CBR-22-0010	Town of Canmore	AB	20,150	-	26,452
Implementing a Building and Monitoring System at a Multi Purpose Recreational Facility in The Town of Pincher Creek, Alberta CBR-22-0012	Town of Pincher Creek	AB	22,080	-	27,600
Reducing emissions at seven municipal facilities in Powell River 17970	City of Powell River	BC	68,400	-	85,500

Project information	Lead applicant	Province or Territory	GMF grant (\$)	GMF loan (\$)	Total project value (\$)
Developing a low-carbon retrofit plan for the Town of Langley 18053	Township of Langley	BC	200,000	-	302,900
Developing Low Carbon Resilience pathways for Port Moody's building portfolio 18126	City of Port Moody	BC	153,400	-	196,500
Adopting a portfolio-wide building monitoring and analysis system in the City of Port Moody 18128	City of Port Moody	BC	25,000	-	42,500
Achieving Near Net Zero Emissions Reduction at Six Municipal Facilities in the Town of Comox, British Columbia 18516	Town of Comox	BC	369,840	1,109,520	1,849,200
Studying a Pathway to Net Zero Emissions for Three Municipal Buildings in the RM of La Broquerie 18446	Rural Municipality of La Broquerie	MB	48,240	-	60,306
Studying opportunities to reduce emissions at 17 municipal facilities in St. John's 18531	City of St. John's	NL	200,000	-	285,000
Saving energy and reducing emissions at Pictou County Wellness Centre 18205	Pictou County Wellness Centre Building Authority Inc.	NS	590,080	1,770,240	2,950,400
Studying a Pathway to Net Zero Emissions in Eight Municipal Buildings in Antigonish. 18373	Town of Antigonish	NS	184,000	-	230,000
Studying GHG Reduction Pathways for Six Municipal Facilities in the County of Inverness 18518	Municipality of the County of Inverness	NS	200,000	-	282,952

Project information	Lead applicant	Province or Territory	GMF grant (\$)	GMF loan (\$)	Total project value (\$)
Approaching net zero energy emissions in the City of Markham 18092	City of Markham	ON	186,100	-	235,800
Community Building Feasibility Study - Mississauga 18127	City of Mississauga	ON	200,000	-	252,000
Reducing energy consumption and greenhouse gas emissions in Waterloo Region community buildings 18136	Region of Waterloo	ON	67,200	-	87,000
Studying emission reduction pathways in Windsor 18141	Corporation of the City of Windsor	ON	200,000	-	382,000
Studying ways to reduce emissions at 16 municipal facilities in Georgian Bay 18230	Township of Georgian Bay	ON	200,000	-	250,000
Implementing a Building Monitoring and Analysis System at the Town of Whitby's Municipal Building 18254	Town of Whitby	ON	25,000	-	50,740
A Roadmap to net zero emissions for the Stirling Rawdon & District Recreation Centre 18263	The Stirling-Rawdon & District Recreation Centre	ON	28,000	-	35,000
Conducting a roadmap to net zero emissions study for the Eganville arena and the Eganville curling club in the Township of Bonnechere Valley 18264	Township of Bonnechere Valley	ON	56,000	-	70,000
Studying a Pathway to Net Zero Emissions for the Town of Essex Recreation Complex, the Essex Centre Sports Complex, and the Harrow Arena 18268	Town of Essex	ON	84,070	-	105,096

Project information	Lead applicant	Province or Territory	GMF grant (\$)	GMF loan (\$)	Total project value (\$)
Recommissioning and optimizing the energy performance of two arenas in the Township of King 18302	Township of King	ON	55,000	-	95,095
Studying Pathways to Net Zero GHG Emissions at Three Recreational Facilities in the City of Brantford 18309	City of Brantford	ON	195,000	-	307,500
Evaluating Decarbonization Pathways for the City of Peterborough Community and Public-Serving Buildings GHG 18310	City of Peterborough	ON	200,000	-	256,652
Reducing emissions at five municipal facilities in Orillia 18315	City of Orillia	ON	98,360	-	122,951
Implementing Building Monitoring and Analysis Systems at one Arena in the Township of King 18331	Township of King	ON	25,000	-	32,000
Studying Deep GHG Reduction Pathways at Two Municipal Community Centres in the Town of Oakville 18340	Town of Oakville	ON	81,520	-	101,900
Studying a GHG Reduction Pathway for Long Sault Arena in the Township of South Stormont 18360	Township of South Stormont	ON	56,000	-	70,000
EBCx - City of Sault Ste. Marie 18436	City of Sault Ste. Marie	ON	46,190	-	76,998
Studying Pathways to Net Zero GHG Emissions at Eight Municipal Facilities in the City of Barrie 18515	City of Barrie	ON	200,000	-	250,000

Project information	Lead applicant	Province or Territory	GMF grant (\$)	GMF loan (\$)	Total project value (\$)
Caledon's GHG Reduction Pathway & Building Condition Assessments Feasibility Study 18522	Town of Caledon	ON	200,000	-	264,500
Recommissioning Five Community Centres with Indoor Pools in the City of Richmond Hill 18533	City of Richmond Hill	ON	55,000	-	165,800
Studying Pathways to Net Zero at Six Community Buildings in the Town of Carleton Place CBR-22-0015	Town of Carleton Place	ON	126,400	-	158,000
Achieving Zero Carbon operations at the Susan Fennell Sportsplex in the City of Brampton CBR-22-0023	City of Brampton	ON	2,500,000	7,500,000	26,265,200
Planification de décarbonisation à long terme pour quatre bâtiments de la ville de Candiac 18437	Ville de Candiac	QC	200,000	-	256,800
Reducing emissions from municipal facilities in Kamsack 17991	Town of Kamsack	SK	179,200	-	231,400
Implementing Energy Efficiency Retrofit Measures at the Town of Ituna Community Arena 18125	Town of Ituna	SK	429,600	1,288,800	4,933,682
City of Prince Albert Roadmap to Net Zero Emissions for Alfred Jenkins Fieldhouse 18227	City of Prince Albert	SK	28,000	-	35,000
BMAG - City of Moose Jaw 18290	City of Moose Jaw	SK	25,000	-	167,200
CBR total			9,318,770	15,418,560	52,453,274

Project information	Lead applicant	Province or Territory	GMF grant (\$)	GMF loan (\$)	Total project value (\$)
GMF core funding					
*Piloting an electric bus route along Alberta's rural Highway 4 - Top Up (Project Approved FY2021-22) 17644	South Grow Regional Initiative	AB	122,620	-	-
Calgary Composting Facility Expansion CPC-22-0018	City of Calgary	AB	1,956,200	13,041,500	48,027,400
Piloting the use of BioCord Reactors at the Gift Lake Metis Settlement lagoon DFC-22-0015	Gift Lake Metis Settlement	AB	432,200	-	628,100
*Piloting Property-Assessed Financing for Home Energy Retrofits in Saanich, British Columbia - Top Up (Project Approved FY2019-20) 16580	District of Saanich	BC	150,000	-	-
Using green infrastructure to protect Comox's water supply CPC-22-0007	Town of Comox	BC	886,215	5,908,100	8,493,000
Piloting an electric firetruck in Vancouver DFC-20-0001	City of Vancouver	BC	500,000	-	1,800,000
Investigating a brownfield site in Vancouver for a Passive House social housing development DFC-22-0010	City of Vancouver	BC	136,200	-	335,900
Piloting countertop composters to pre-treat organic waste in Nelson DFC-22-0011	City of Nelson	BC	395,700	-	794,200
A neighbourhood plan for Kelowna's North End DFC-22-0012	City of Kelowna	BC	175,000	-	536,226
Taking the Peachland Wellness Centre, British Columbia, to net-zero energy DFC-22-0025	Peachland Wellness Centre Society	BC	80,500	-	161,000

Project information	Lead applicant	Province or Territory	GMF grant (\$)	GMF loan (\$)	Total project value (\$)
Assessing the Feasibility of Constructing Three Net Zero Energy Firehalls in the Township of Langley DFC-22-0035	Township of Langley	BC	175,000	-	434,100
Studying EDGE technology for side-stream wastewater centrate treatment in the Regional District of Nanaimo DFC-22-0041	Regional District of Nanaimo	BC	70,700	-	141,400
City of Morden Innovative WWTF Feasibility Study DFC-22-0048	City of Morden	MB	40,000	-	80,000
Studying the feasibility of a public and active transportation system in the City of Winkler DFC-22-0076	City of Winkler	MB	32,000	-	80,000
Piloting Saint John's Low-Carbon Migration Strategy with battery electric buses DFC-22-0028	City of Saint John	NB	402,500	-	1,102,500
Driving towards zero-carbon with EVs in Portugal Cove-St.Philip's 17861	Town of Portugal Cove-St. Philip's	NL	364,300	-	456,800
Studying Net-Zero Energy Performance for New Cultural and Wellness Centre at Wekweèti DFC-22-0040	Wekweèti	NT	17,500	-	35,010
Piloting energy-efficient construction for the new Inuinait Knowledge Centre in Cambridge Bay DFC-20-0004	Kitikmeot Heritage Society	NU	500,000	-	2,858,837
*Berczy Glen Georexchange Community Energy System - Top Up (Project Approved FY2021-22) 17306	Enwave Energy Corporation	ON	87,500	583,500	-

Project information	Lead applicant	Province or Territory	GMF grant (\$)	GMF loan (\$)	Total project value (\$)
*Consolidating the Lambton Shores Administration Office and Council Chamber Top-Up(Project Approved FY2021-22) 17811	Municipality of Lambton Shores	ON	26,480	176,570	-
District Energy Feasibility Study - Shoppers World 17867	RioCan Real Estate Investment Trust	ON	54,330	-	109,600
Better Buildings Ottawa - Benchmarking and Auditing Program 17886	City of Ottawa	ON	175,000	-	351,100
An innovative solution for lagoon sludge build-up in Bruce Mines 18104	Town of Bruce Mines	ON	93,200	-	212,100
Remediating the former Holmes Foundry brownfield site in Point Edward, Ontario 18137	Village of Point Edward	ON	175,000	-	1,133,700
MaRS Municipal Impact Investment Fund (MIIF) Feasibility Study 18139	MaRS Discovery District	ON	175,000	-	460,000
Constructing a Net Zero Energy Fire Station in Peterborough CPC-22-0011	City of Peterborough	ON	1,226,080	8,173,910	12,058,000
Building a net zero energy district facility for Halton Regional Police Service DFC-20-0002	Regional Municipality of Halton	ON	28,970	-	60,452
Transitioning to an electric transit fleet in Brantford DFC-20-0005	City of Brantford	ON	39,200	-	91,800
Evaluating how biosolids are managed at Renfrew's wastewater treatment plant DFC-22-0013	Town of Renfrew	ON	22,700	-	50,400
Studying Viability of an Energy Harvesting Project in Hamilton DFC-22-0023	Hamilton Community Enterprises	ON	175,000	-	480,000

Project information	Lead applicant	Province or Territory	GMF grant (\$)	GMF loan (\$)	Total project value (\$)
Exploring the Feasibility of District Energy in the Town of Oakville DFC-22-0027	Town of Oakville	ON	130,000	-	260,000
Studying the construction of a district energy system in downtown Kitchener DFC-22-0043	City of Kitchener	ON	79,350	-	158,700
Developing remediation and re-use strategies for a former waste-oil processing facility in Loyalist Township DFC-22-0056	Corporation of Loyalist Township	ON	110,050	-	220,100
Studying the construction of a Zero Carbon Police Division for the Region of Peel DFC-22-0057	Peel Regional Police/Police régionale de Peel	ON	175,000	-	355,000
Studying the construction of a Police Operational Facility in the Region of Peel DFC-22-0058	Peel Regional Police/Police régionale de Peel	ON	175,000	-	400,000
*Niagara Falls Wastewater Treatment Plant Top Up (Project Approved FY2021-22) GMF-20-0003	Regional Municipality of Niagara	ON	934,670	6,230,730	-
Beckwith Net Zero Energy Municipal Building GMF-20-0004	Township of Beckwith	ON	750,000	5,000,000	7,825,100
Constructing a Sustainable Energy Fire Hall in the City of Welland GMF-20-0005	City of Welland	ON	233,900	1,559,500	13,656,500
*Developing a joint sustainable procurement policy for Charlottetown and Stratford - Top-Up (Project Approved FY2021-22) 17979	City of Charlottetown	PE	4,600	-	-
Incubateur d'économie circulaire (Modernisation & récupération d'énergie) 18129	Synergie Matanie	QC	36,700	-	209,400

Project information	Lead applicant	Province or Territory	GMF grant (\$)	GMF loan (\$)	Total project value (\$)
Instauration de deux écocentres permanents dans la MRC de Coaticook CPC-22-0006	MRC de Coaticook	QC	228,440	1,522,990	2,382,800
Projet d'électrification de la flotte d'autobus de la RÉGÎM CPC-22-0019	Régie intermunicipale de transport Gaspésie - Îles-de-la-Madeleine	QC	1,500,647	10,004,313	14,381,200
Construction d'un nouvel hôtel de ville Passivhaus pour la Ville de La Pêche CPC-22-0021	Municipalité de La Pêche	QC	733,270	4,888,530	11,041,800
Étude de faisabilité de l'électrification de la flotte de véhicules municipaux DFC-20-0006	Ville de Joliette	QC	16,318	-	48,500
Étudier les scénarios pour la construction d'une passerelle cyclopédestre sous le pont Radisson afin de réduire les gaz à effet de serre et ainsi promouvoir le transport actif à Trois-Rivières, Québec DFC-22-0026	Ville de Trois-Rivières	QC	79,000	-	158,000
Déconstruction dirigée de bâtiments menant au réemploi DFC-22-0037	Régie intermunicipale de traitement des matières résiduelles de la Gaspésie	QC	217,800	-	501,510
Municipalisation des services de collecte avec implantation de la collecte intelligente DFC-22-0049	Ville de Vaudreuil-Dorion	QC	333,900	-	656,700
Optimizing North Battleford's fleet vehicles 18115	City of North Battleford	SK	50,000	-	102,000
Saskatoon's Community Electric Vehicle Adoption Strategy DFC-22-0017	City of Saskatoon	SK	85,500	-	314,400

Project information	Lead applicant	Province or Territory	GMF grant (\$)	GMF loan (\$)	Total project value (\$)
The City of Saskatoon's municipal and transit fleet electrification strategy DFC-22-0018	City of Saskatoon	SK	53,500	-	107,000
Studying Renewable Energy and Energy Efficiency Upgrade Opportunities at Knox Church in Town of Shellbrook, Saskatchewan DFC-22-0024	Town of Shellbrook	SK	42,800	-	85,646
Studying nature-based solutions to upgrade Estevan's wastewater treatment facility to meet regulatory requirements DFC-22-0029	City of Estevan	SK	87,500	-	175,000
Core total			14,773,040	57,089,643	134,010,981
Total			65,672,188	121,312,041	493,435,474

* In 2022-23 nine funding top-ups for projects approved in previous fiscal years were approved by the FCM Board. The approved funds are included in the total grant and loan amounts (\$).

Appendix F

Environmental results

GMF core funding

Table F1: Anticipated environmental benefits of approved GMF Core capital projects that have not yet reported results

		Indicators								
Sector		# of projects	GHG emissions avoided (tonnes CO ₂ e/yr)	CAC4 emissions avoided (kg/yr) ¹¹	Land recovered ¹² (ha)	Contaminated media ¹³ managed (m ³)	Waste diverted (tonnes/yr)	Water ¹⁴ treated (m ³ /yr)	Reductions in water use (m ³ /yr)	Stormwater managed (m ³ /yr)
Energy ¹⁵	Approved in 2022-2023	4	96	247	0	0	0	0	0	0
	Since inception	29	48,011	251,672	0	0	0	0	317,430	102
Land Use (Brownfields)	Approved in 2022-2023	0	0	0	0	0	0	0	0	0
	Since inception	1	0	0	2	6,330	0	0	0	0
Transportation	Approved in 2022-2023	1	749	2,596	0	0	0	0	0	0
	Since inception	3	5,572	4,209	0	0	0	0	0	0
Waste	Approved in 2022-2023	2	21,440	0	0	0	24,400	0	0	0
	Since inception	6	317,133	140,850	0	0	190,675	0	238	221
Water	Approved in 2022-2023	1	0	0	0	0	0	0	469,300	0
	Since inception	12	594	4,489	0	0	2,646	23,474,572	472,210	0
Total	Approved in 2022-2023	8	22,285	2,843	0	0	24,400	0	469,300	0
	Since inception	51	371,310	401,220	2	6,330	193,321	23,474,572	789,878	323

11 CAC emissions include nitrogen oxides (NO_x), sulphur oxides (SO_x), volatile organic compounds (VOCs), and particulate matter (PM₁₀).

12 This includes land brought back into productive use.

13 This includes contaminated soil and groundwater.

14 This includes treated drinking water and wastewater.

15 GHG emissions for energy projects are calculated based on average provincial/territorial electrical emissions intensities. GMF supports energy efficiency and conservation projects which do not always result in significant GHG emission changes given the differences in provincial/territorial electricity sources, some of which have a higher carbon intensity than others.

Table F2: Anticipated vs. actual environmental benefits reported for GMF Core capital projects in 2022-2023

		Sectors					Total	
		Energy	Land Use (Brownfields)	Transportation	Waste	Water		
Number of projects		2	0	0	0	1	3	
Indicators	GHG emissions avoided (tonnes CO ₂ e/yr)	Anticipated	1,052	0	0	0	35	1,087
		Actual	969	0	0	0	-503	466
	CAC emissions avoided (kg/yr)	Anticipated	1,505	0	0	0	176	1,681
		Actual	-959	0	0	0	-3	-962
	Land recovered (ha)	Anticipated	0	0	0	0	0	0
		Actual	0	0	0	0	0	0
	Contaminated media managed (m ³)	Anticipated	0	0	0	0	0	0
		Actual	0	0	0	0	0	0
	Waste diverted (tonnes/yr)	Anticipated	0	0	0	0	0	0
		Actual	0	0	0	0	0	0
	Water treated (m ³ /yr)	Anticipated	0	0	0	0	1,881,392	1,881,392
		Actual	0	0	0	0	1,027,109	1,027,109
	Reductions in water use (m ³ /yr)	Anticipated	0	0	0	0	0	0
		Actual	0	0	0	0	0	0
Stormwater managed (m ³ /yr)	Anticipated	0	0	0	0	0	0	
	Actual	0	0	0	0	0	0	

Some projects do not achieve their expected performance after one year of operation. A detailed explanation of project results can be found in Table F5.

Table F3: Anticipated vs. actual environmental benefits reported for capital projects since inception

		Sectors					Total	
		Energy	Land Use (Brownfields)	Transportation	Waste	Water		
Number of projects		87	9	8	19	46	169	
Indicators	GHG emissions avoided (tonnes CO ₂ e/yr)	Anticipated	294,492	0	29,179	437,826	7,853	769,350
		Actual	210,566	0	28,835	178,408	12,981	430,790
	CAC emissions avoided (kg/yr)	Anticipated	579,151	0	145,060	17,259	20,526	761,997
		Actual	401,025	0	155,191	13,889	9,414	579,520
	Land recovered (ha)	Anticipated	0	94	0	0	0	94
		Actual	0	94	0	0	0	94
	Contaminated media managed (m ³)	Anticipated	0	193,272	0	0	0	193,272
		Actual	0	191,768	0	0	0	191,768
	Waste diverted (tonnes/yr)	Anticipated	178	0	0	309,655	0	309,833
		Actual	1,722	0	0	222,495	0	224,217
	Water treated (m ³ /yr)	Anticipated	0	0	0	0	317,466,227	317,446,227
		Actual	0	0	0	0	280,478,907	280,478,907
	Reductions in water use (m ³ /yr)	Anticipated	222,290	0	0	0	496,051	718,341
		Actual	364,809	0	0	0	288,327	653,136
	Solid waste treated (m ³ /yr)	Anticipated	0	0	0	0	7,008	7,008
		Actual	0	0	0	0	34,675	34,675
Stormwater managed (m ³ /yr)	Anticipated	0	0	0	0	1,552	1,552	
	Actual	0	0	0	0	1,552	1,552	

GMF has received reported environmental performance results from 169 capital projects.

Since GMF's inception, 15 capital projects (eight in the water sector, five in the energy sector, one in the transportation sector, and one in the brownfield sector) have been completed for which no environmental results were reported. The reasons for this are detailed below:

- One project experienced some issues with the technology during commissioning. The funds were disbursed but an extension was given for reporting to provide more accurate project impact results.
- One project was cancelled after partial disbursement. Although the municipality completed the project, the environmental results report (ERR) was not submitted to GMF.
- The brownfield component of the Fort Rouge project in Winnipeg, MB, was disbursed in 2015–2016. However, no ERR was submitted at that time. Actual results will be submitted at the time of completion of the energy and transportation components of the project.
- One project was completed (i.e., the loan was fully disbursed) for which GMF did not receive the ERR. The GMF Council decided to close the project in May 2014. The grant was not disbursed.

- One project was completed (i.e., the loan was fully disbursed) for which GMF did not receive the ERR (the applicant withdrew before the ERR was received).
- Because of the reporting requirements at the time, eight projects did not provide sufficient information to report on the actual environmental benefits.
- One project, approved in 2002, reported on an environmental impact that does not fit within any of our existing environmental indicators (the project's objective was to improve sludge quality only).
- One project was cancelled after disbursement. Invoices sent to GMF only covered the design of a filtration system. The design was not implemented, and as such, there are no environmental benefits to be claimed for this project.

GMF CEF, SAH, CBR

Table F4: Anticipated environmental benefits of approved Community Efficiency Financing (CEF), Sustainable Affordable Housing (SAH) and Community Buildings Retrofit (CBR) capital projects that have not yet reported results

Initiative	Indicators			
		# of projects	GHG emissions avoided (tonnes CO ₂ e/yr) ¹⁶	Number of units retrofitted or built
CEF ¹⁷	Approved in 2022-2023	8	6,569	1,654 participating homes
	Since inception	25	18,199	6,994 participating homes
SAH	Approved in 2022-2023	10	1,754	920 units
	Since inception	20	2,995	2,035 units
CBR	Approved in 2022-2023	5	3,272	10 buildings
	Since inception	7	3,717	13 buildings
Total	Approved in 2022-2023	23	11,595	2,584
	Since inception	52	24,911	9,042

There are currently no completed capital projects from any of the above funding programs.

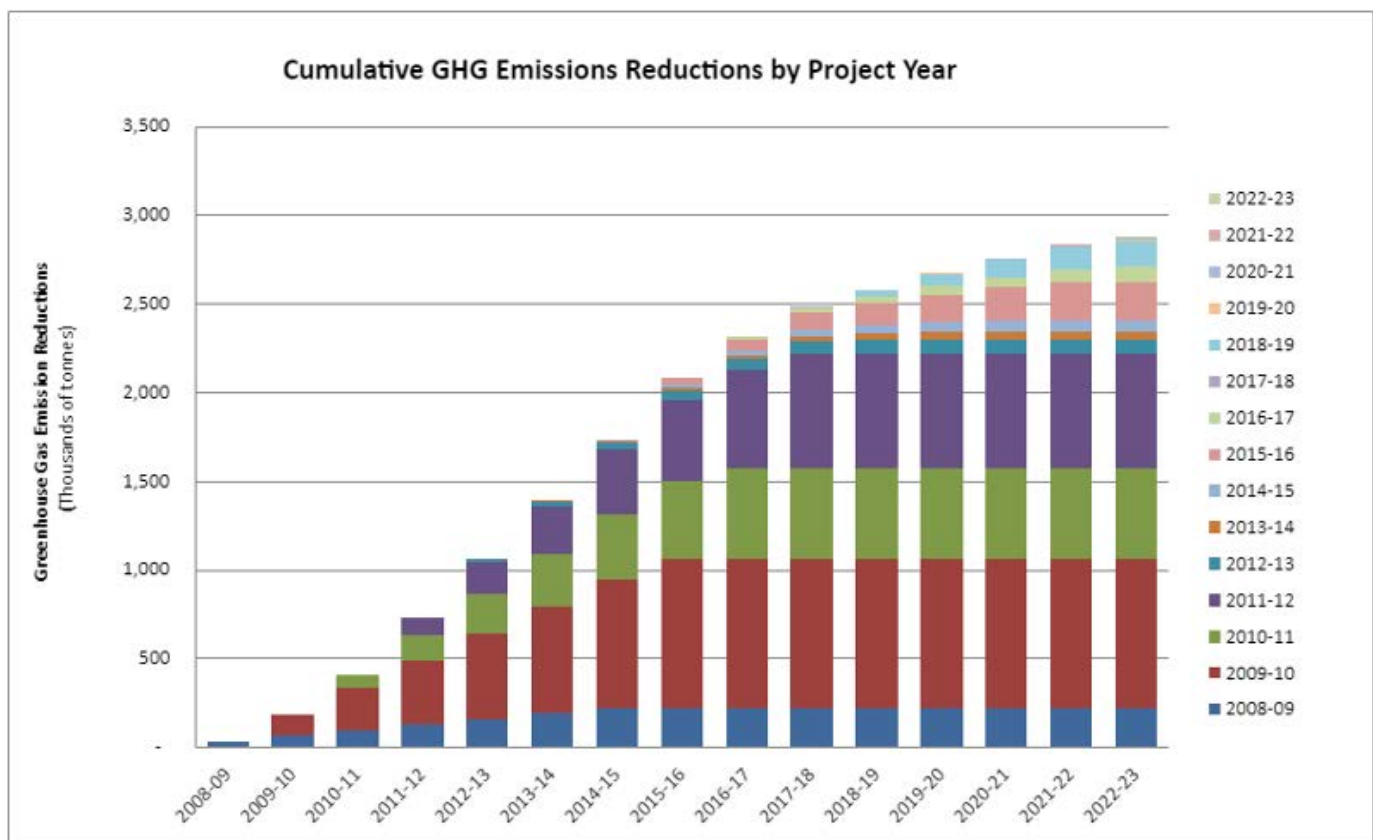
16 GHG emissions for energy projects are calculated based on average provincial/territorial electrical emissions intensities. GMF supports energy efficiency and conservation projects which do not always result in significant GHG emission changes given the differences in provincial/territorial electricity sources, some of which have a higher carbon intensity than others.

17 GHG emissions for CEF projects are calculated based on the anticipated total number of home retrofits completed at the end of the program's 4 year implementation period.

GHG reporting

GMF’s approach to reporting on GHG emissions avoided as a result of funded initiatives includes two components. One is the cumulative annual (one time only) GHG emissions reduction benefits presented in Table F3. The second is based on internationally accepted standards for reporting GHG emissions, which assumes that GMF funds projects that are better than business as usual (BAU) even after the first year of operation. Based on this assumption, GMF will determine the cumulative GHG emissions avoided based on these better than BAU benefits, continuing for seven years — the same length of time as the crediting period of the United Nations’ Clean Development Mechanism. On an annual basis, any changes to the carbon profile of electricity consumed from the grid will be incorporated into the reduction for that given year. This approach provides a more accurate picture of the overall positive GHG impacts generated by GMF-funded projects. As shown in Figure F1, based on this approach, the total cumulative GHG emission reductions from all GMF projects that have reported to date is **2.87 million tonnes CO₂e**.

Figure F1: Cumulative GHG emission reductions by project reporting year



Completed Capital Projects this Fiscal

Table F5: Details on capital projects that reported environmental results in 2022-2023

Project information	Anticipated results	Actual results	Comments
<p>1) City of Iqaluit</p> <p>Year approved: 2013-2014</p> <p>Sector: Energy</p> <p>City of Iqaluit's new LEED Silver Aquatic Centre GMF 13040</p>	<p>Light fuel oil use reduced by 13,969 GJ per year</p> <hr/> <p>Electricity use increased by 36 GJ per year</p> <hr/> <p>GHG emissions reduced by 1,028 tonnes per year</p>	<p>Light fuel oil use reduced by 14,208 GJ per year</p> <hr/> <p>Electricity use increased by 384 GJ per year</p> <hr/> <p>GHG emissions reduced by 953 tonnes per year</p>	<p>The City of Iqaluit built a multi-use Aquatic Center in the downtown core to provide much needed recreation and meeting space for the community. The project is the result of an agreement by the City to connect several municipal buildings to a district energy system that captures thermal energy from generators when producing electricity.</p> <p>This project exceeded the anticipated reduction in oil consumption used for heating, and achieved a 75% reduction in overall energy use compared to the baseline. This results in significant reductions for both the building's GHG emissions and the costs associated with heating the facility.</p>
<p>2) City of Kawartha Lakes</p> <p>Year approved: 2017-2018</p> <p>Sector: Energy</p> <p>City of Kawartha Lakes - Innovative Net-Zero Energy Mixed Use Development Building GMF 15491</p>	<p>Natural gas use reduced by 185 GJ per year</p> <hr/> <p>Electricity use reduced by 1,811 GJ per year</p> <hr/> <p>GHG emissions reduced by 24 tonnes per year</p> <hr/> <p>Generation of 1,008 GJ of renewable energy per year</p>	<p>Natural gas use reduced by 56 GJ per year</p> <hr/> <p>Electricity use reduced by 1,776 GJ per year</p> <hr/> <p>GHG emissions reduced by 16 tonnes per year</p> <hr/> <p>Generation of 202 GJ of renewable energy per year</p>	<p>The City of Kawartha Lakes constructed a net-zero ready energy building (NZEB) of mixed use that integrates public offices and 24 affordable residential units on a remediated brownfield site.</p> <p>The mixed-use building resulted in an overall total energy use reduction of 46% compared to the baseline and a total GHG reduction of 16 tonnes per year through the use of high insulation value windows and doors, an efficient geothermal system and other energy saving measures. The size of the solar installation was reduced due to project cost escalation.</p>

Project information	Anticipated results	Actual results	Comments
3) Town of Slave Lake Year approved: 2019-2020 Sector: Water	1,881,392 m ³ /y of wastewater treated to provincial water quality standards	1,027,109 m ³ /y of wastewater treated to provincial water quality standards	The Town of Slave Lake was unlikely to meet anticipated new regulatory limits on its aerated lagoon-based wastewater treatment facility, which discharges continuously into Sawridge Creek. This project involved rehabilitating the existing aeration cells, upgrading the air distribution and delivery systems, and constructing new Submerged Attached Growth Reactor (SAGR) cells to achieve compliance.
Town of Slave Lake to use submerged attached growth reactor (SAGR) to achieve regulatory compliance <i>GMF 16611</i>	Electricity use reduced by 160 GJ per year	Electricity use increased by 2,294 GJ per year	
	GHG emissions reduced by 35 tonnes per year	GHG emissions increased by 503 tonnes per year	The project was successfully completed, and regulatory effluent requirements were achieved for all regulated water quality parameters. The facility was designed using a 20-year horizon and the wastewater flow in 2021 was 1,027,109 m ³ /y. The project did not meet the anticipated energy reduction goals as the actual design incorporated two more blowers than the initial design. The initial design also did not consider the energy losses through aeration transmission lines caused by conduction.
	CBOD 10.00 mg/L	CBOD 1.86 mg/L	
	TSS 10.00 mg/L	TSS 3.33 mg/L	
	Phosphorus 0.80 mg/L	Phosphorus 0.28 mg/L	
	Ammonia (winter) 3.00 mg/L	Ammonia (winter) 0.53 mg/L	
	Ammonia (summer) 3.00 mg/L	Ammonia (summer) 0.53 mg/L	

List of abbreviated terms

- CAC: Criteria air contaminants
- GHG: Greenhouse gas
- GJ: Gigajoules
- ICI: Industrial, commercial, and institutional
- NECB: National Energy Code for Buildings
- RCM: Regional County Municipality

Appendix G

Knowledge Resources and Activities

1. Summary

1.1 About Capacity Development (CD)

While the Green Municipal Fund's (GMF) funding shines the light on the highest impact opportunities and de-risks innovation through grants and financing, GMF's Capacity Development (CD) offer targets individual development, organizational change and building a municipal movement to support replication and scale of proven local sustainability solutions.

GMF's CD offer supports municipal staff and elected officials to take the next steps through structured learning programs, peer support, and access to training and skills development. From awareness to effective implementation and scaling, we map learning pathways that clearly identify the specific steps to improve knowledge and skills within the sector. In GMF priority areas, including the Community Efficiency Financing (CEF), Sustainable Affordable Housing (SAH), and Community Buildings Retrofit (CBR) sectors, capacity development activities and programs go deeper to equip Canadian municipal staff, elected officials, affordable housing providers and their partners to deliver higher performing projects and to catalyze changes in policy or process that are needed to increase ambition and impact. To do this we:

1. Connect municipal staff, elected officials and their partners to promote innovation in high opportunity areas and replication of proven approaches.
2. Develop skills and capabilities of municipal staff and elected officials to deliver triple bottom line results at the project level and catalyze policy and process changes to accelerate mainstreaming of these practices.
3. Scale up promising models and approaches.

GMF's CD activities and programming aim to inspire and support Canadian municipal staff, elected officials and their partners to take more ambitious action in all GMF sectors, further de-risking innovation in Canadian municipalities.

1.2 Summary of progress in Key Result Areas

In 2022-23, the CD team reached 3,893 total participants across our program areas, many participating in multiple programs and activities. We had a cumulative 88% satisfaction rating within our program delivery and 86% awareness raising rating. Section 3 below includes an overview of our program evaluation results. Section 2 summarizes our work over the past year. CD is a key programming mechanism for achieving the key results outlined in the GMF Strategic Plan (2018-2023). Line by line reporting on contributions is done through the Annual Statement of Plans and Objectives. This section includes key highlights of capacity building contributions in 2022-23.

Key Results Area 1: Empower innovation (Inspiration > Demonstration > Validation)

- > Organized the CEF Community of Practice (CoP)
- > Organized the SAH CoP and Regional Energy Coach (REC) initiative.
- > Launched the Building Operator's Training (BOT)
- > Hosted the CBR Advisory Service peer learning sessions and completed initial capacity assessment for funded municipalities.
- > Launched cohort 2 of our Circular Cities and Regions Initiative (CCRI) with 10 communities across Canada.

Key Results Area 5: Be responsive to clients' needs

- > Supported second year of pilot program supporting RECs advancing affordable housing providers' access to GMF's SAH program.
- > Onboarded 20 clients to CBR Advisory services.
- > Delivered workshops to 10 communities to identify circular economy opportunities and priorities.

Key Result Area 6: Leverage and mobilize GMF's knowledge, decision tools and capacity-building support of the planning and executing of sustainable projects

- Promoted Partners for Climate Protection (PCP) program at the 2023 Sustainable Communities Conference (SCC), hosted two PCP webinars, 11 drop-in calls and one in-person awards ceremony.
- Established CBR partnership agreements with 4 leading organizations across Canada.
- Completed the first draft of the Learning Management System (LMS) implementation strategy.
- Launched the new and improved GMF Projects Database.
- Launched our Municipal Net Zero Action Research Project (N-ZAP) alongside the University of Waterloo and ICLEI Canada.
- Implemented the Capacity Development Monitoring, Evaluation and Learning (MEL) plan. Through systematic monitoring, key performance measurements, real-time progress and attention to detail, the plan yielded noteworthy results in enhancing project effectiveness and improving overall outcomes.
- Completed the evaluation for year 1 of CCRI. The evaluation outlined a series of long-term models to transition the initiative from a pilot to a sustained collaborative program. The evaluation further recommended refinement of the current model to ensure the initiative stayed within capacities of the partners while also identifying opportunities to further advance efforts.
- Delivered year 2 of the REC 2-year pilot and extended the pilot for one additional year.
- Completed the interim evaluation for the REC pilot. The evaluation concluded that the program had high relevance to the needs of housing providers and was found to be effective in supporting those providers to undertake deep energy retrofits. Based on the evaluation, the program will be continued, and recommendations were provided to improve upon and build efficiencies into the program.
- Sunset the Leadership in Brownfield Renewal (LiBRe) peer learning program. Some of the activities and networking opportunities were transferred to either the Canadian Brownfields Network (EN) or Réseau Environnement (FR).

KRA 10: Inspire municipalities and their partners by defining, recognizing, and communicating the successes, lessons learned and triple bottom line benefits of sustainable solutions

- Hosted a 4-day hybrid sustainability conference, SCC 2023, engaging over 530 municipal staff, elected officials and non-municipal delegates.
- Hosted a 1.5-day hybrid CEF Learning Forum, convening new and existing members of the CEF CoP.
- Launched multiple educational videos and case studies. Promoted eight SCC main stage presentations showcasing the 2022 Sustainable Communities Awards winners.
- Hosted 72 workshops, peer learning sessions and trainings with 2,680 attendees.
- Published 18 case studies and 23 guidebooks for communities to use at their discretion.

2. Capacity Development Key Results

2.1 Capacity Development Strategy

2022–23 was the first implementation year of GMF's CD strategy – a comprehensive approach to how GMF will deliver an expanded capacity development mandate across all programming.

The strategy focuses on three directions to guide programming:

- Inspire, inform and amplify local solutions to enable replication and scale.
- Connect and convene a municipal movement in Canada to encourage collaboration, learning and network-building.
- Improve GMF-funded project implementation, results and scaling in priority areas by:
 - Supporting municipal staff and elected officials through educational training, skills-building, competencies improvements and creating networks.
 - Promoting scalability by sharing results and lessons learned
 - Assessing skill gaps to effectively deliver in high-priority sectors and lead the transition toward net zero and net positive energy buildings.

- › Scanning the landscape of organizations, trainers and thought leaders to identify new partners in skills and capacity development.
- › Strengthening partnerships with well-aligned organizations and trainers to deliver needed skills and competencies to lead the transition toward net zero and net positive municipalities.

2.2 Community Efficiency Financing (CEF)

2.2.1 Community Efficiency Financing Community of Practice

The CEF Community of Practice (CoP) is a peer learning network for municipalities and their partners who are developing or implementing local financing programs for home energy upgrades with funding from GMF's CEF initiative. It provides a forum for staff who are leading these programs to connect with peers across Canada, discuss shared challenges and best practices, and learn from other experts in the field. In 2022, the CoP expanded the scope of its activities by welcoming new members at all stages of program development (plans, studies and full-scale programs) and doubled the size of the network. The CoP hosted five meetings and one information session, with a continued focus on showcasing results and lessons learned from programs in market and discussing thematic topics to advance CEF programming. These meetings culminated in a successful 1.5-day hybrid learning event, CEF Learning Forum, in person and online on February 6-7, 2023, ahead of FCM's SCC 2023, which supported new and existing members of the CoP to take stock of existing programs across Canada and deepen their relationships and knowledge on priority topics.

› Highlights:

- › Expanded the scope of the CoP this year by opening it up to municipalities and partners who are in early-stage development of a community efficiency financing program, as well as to those who are actively implementing pilot and capital programs. As of March 8, 2023, 45 new members joined, doubling the size of the network in one year.

- › Hosted five CoP meetings in May, July, September, and November, and March, which included spotlights on the Epic Homes Program in Fort Collins, Colorado, and the Better Homes Kingston program in Kingston, ON, and a presentation on the Region of Waterloo's work to embed equity considerations into the design of a new program.
- › Hosted an information session on the Canada Greener Homes Loan Program and how it can complement GMF's CEF-funded programs.
- › Hosted a 1.5-day hybrid peer learning event (CEF Learning Forum) in person and online, on February 6-7, 2023, for 83 municipal staff and non-profit partners who are developing and implementing local efficiency financing programs with support from GMF's CEF initiative. Participants deepened their relationships with other members of the network and were actively engaged in taking stock of local efficiency financing programs across Canada, sharing what has worked and lessons learned to date, and discussing gaps and opportunities to scale up these programs.

› *"I just wanted to say a huge thanks [...] for the incredible time at CEF Learning Forum. My mind continues to be buzzing with ideas for how we can improve [our program] and support other jurisdictions on their journey."*

– Municipal participant in CEF Learning Forum.

› *"I wanted to highlight and commend [your team] for the work organizing and hosting the event. Community efficiency financing is a complex, nuanced topic. I thought the content was exceptional at this 2-day workshop. [...] Your staff also rose to the occasion in pulling off one of the best hybrid events I have been to over the last 3 years."* – President, PACE Atlantic CIC

› *"It was great seeing everyone in-person and connecting with all the administrators of Clean Energy/PACE Programs in Canada. This was extremely beneficial, and I left feeling more engaged and supported."* – Municipal participant in CEF Learning Forum

2.2.2 Community Efficiency Financing Inspire and Inform Resources

This year, we published a guidebook, Community Efficiency Financing market guide, to assist Canadian municipalities and their partners in assessing the potential for implementing a local financing program for home energy upgrades in their community. The guide helps prospective CEF applicants understand their local housing stock, target audience, and assess the potential uptake and impact of a program.

We also completed the development of an e-learning course on CEF program planning, which guides prospective applicants through key steps and considerations for assessing the feasibility of a community financing program. The course launched in May 2023.

2.3 Sustainable Affordable Housing (SAH)

2.3.1 Sustainable Affordable Housing Community of Practice

The purpose of the SAH Community of Practice (CoP) is to convene a peer-learning cohort of affordable housing providers and municipalities who have received a SAH planning or study grant for a retrofit project. This CoP is a space for members to share their experiences and learnings with each other and receive coaching, training and support, with a focus on energy efficiency. The intent is for members to apply the relevant lessons learned to improve project design and implementation. CoP meetings are a combination of training, coaching and peer-to-peer exchange.

- The SAH CoP successfully completed its first year of meetings in May and June 2022 and conducted a formative evaluation. A new cohort of members receiving a SAH retrofit planning and study grant was launched, which incorporated recommendations from the formative evaluation, such as continuous intake of projects and more time dedicated to peer exchange. The new cohort launched in October 2022, with subsequent meetings in December 2022 and February 2023. An additional February meeting was planned and implemented, in collaboration with the CBR peer-learning program, to offer a peer-learning opportunity specifically focused on selecting energy conservation measures.

Highlights include:

- Completed the final two meetings of the 2021–22 cohort in May and June 2022 with members receiving funding and energy coaching support from GMF staff on the next steps in their retrofit project.
- Completed a formative evaluation of the SAH CoP in August 2022. All recommendations were implemented for the 2022–23 cohort.
- Initiated a new cohort in August 2023 inviting existing members back and new members from recently funded SAH retrofit planning and study grants.
- Held three CoP meetings in October, December 2022, and February 2023 that included a project spotlight of a SAH-funded pilot currently in construction; a presentation on funding and financing deep energy retrofit capital projects; and coaching from GMF staff on next steps in their retrofit project.
- We hosted a drop-in session for affordable housing providers and small communities on how to select and prioritize energy conservation measures for their GMF project. The drop-in session was promoted to all CBR and SAH funded projects and applicants. Participants received training and access to subject matter experts on renewable energy, building envelope, and heat recovery in small groups. This brought together municipal and affordable housing funded clients.
- *“The CoP fundamentally changed our strategic direction... [Evolving to a portfolio approach] came out of the information from the CoP, particularly the external experts that were brought in... [which allowed us to] narrow the focus of what we were trying to do. We didn’t have that internal expertise prior to the experience on the CoP.”* – Non-profit housing provider
- *“I always think they [housing providers] are ahead of me; it is always very nice to get there and realize we are at the same place, and we can grow our projects together. It gives me the motivation to keep moving forward with my projects”* – Housing co-op.
- *“Remercier, je vous trouve très professionnels. Vous effectuez votre travail très professionnellement. Très bien organisée, j’apprécie ça. Vous êtes une équipe avec de ressources intéressants*

pour nous offrir un produit de qualité. Ce pas toujours comme ça. Un aspect impressionnant. Vous nous offrites beaucoup en retour.”
- Québec non-profit housing provider

2.3.2 Sustainable Affordable Housing Regional Energy Coaches

The Regional Energy Coaches (REC) program is a pilot program focused on supporting affordable housing providers to undertake energy efficiency projects in British Columbia, the Prairies, Ontario, and Quebec, as well as the co-operative housing sector across Canada. 2022-23 was the second year of operations for the pilot. An interim evaluation was conducted by an external firm at the beginning of the fiscal year. Continuous improvement recommendations were implemented. Due to positive evaluations and uptake in the sector GMF and partners are exploring the scale the pilot into a permanent program. To ensure availability of the Regional Energy Coaches during the design of the scaled program, partner agreements have been extended for the 2023-24 fiscal year.

Highlights include:

- An interim evaluation of the first year of the pilot was conducted. The REC program was found to be highly relevant to the needs of providers, however, the current scale of the program is unable to meet the affordable housing sector's need and demand for energy coaching.
- The continuous improvement recommendations from the evaluation report have been fully implemented, including a revision of the Performance Measurement Framework. The recommendations for an extended and scaled program are guiding the design of a scaled REC program.
- Due to positive evaluations and uptake in the sector and to ensure availability of the Regional Energy Coaches during the design of the scaled program, partner agreements have been extended for the 2023-24 fiscal year.
- During the Sustainable Communities Conference, GMF brought together all the program coaches and partners to one in-person gathering to initiate the scaling of the pilot into a permanent program.

- *“Receiving support from the REC has proved most valuable in helping us navigate the application process and to get answers to our questions that are not easily obtained.”* - BC housing society

2.3.3 Sustainable Affordable Housing Inspire and Inform Resources

This year, the SAH Capacity Development team published an introductory guide to energy efficiency for affordable housing providers, *Understanding energy efficiency: A guide for affordable housing providers*. The aim of this guide is to support housing providers to understand the impact of energy conservation on those living in affordable housing, learn about the benefits of energy conservation and explore actionable energy conservation measures.

A new fact sheet on energy monitoring was launched to help housing providers learn how energy monitoring works, the benefits of energy monitoring and the importance of tracking a building's energy use.

Blog posts and articles were developed for partner organizations, including one for the Canadian Housing and Renewal Association's (CHRA) Indigenous Caucus newsletter, which shared the planning process for a new build project led by an Indigenous organization, one on the CHRA website profiling GMF's SAH resources, and two in the Ontario Housing Services Corporation (OHSC) *Energy Matters* newsletter.

Three webinars were delivered, including two in partnership with CHRA; the first previewed the upcoming introductory guide to energy efficiency for affordable housing providers, the second focused on how housing providers are tackling climate change and affordability simultaneously, and the third webinar was facilitated in partnership with the OHSC SHARE series, which focused on tools and funding for a successful energy retrofit.

The Building Operators Training e-learning course was launched, in partnership with the Saskatchewan Environmental Society and the Community Housing Transformation Centre, and quickly had over 220 participants enrolled.

Finally, the SAH CD team presented workshops at four sector conferences including CHRA Congress and the annual conferences for the Manitoba Non-Profit Housing Association, the Ontario Non-Profit Housing Association, and BC Housing Central. These workshops were delivered alongside our Regional Energy Coaches and focused on getting communities started on an energy retrofit.

2.4 Community Buildings Retrofit

2.4.1 Community Buildings Retrofit Advisory Services

2022–23 was the pilot year of the Community Buildings Retrofit (CBR) Advisory Service, a concierge service intended to build municipal clients' capacity to effectively implement their GMF funded projects. The service was piloted with three GMF funded communities. Participating communities reported positive results and were favourable of the program's value-add. In 2022–23 the Community Building Retrofit Advisory Service (CBR-AS) served 20 participating municipal clients. In 2023–24 the service will be expanded to all clients currently being considered for CBR funding.

The pilot year of the CBR-AS was deemed successful. The program met the 20-community target and showed considerable demand among CBR funding recipients. Most notably, participants reported that the CBR-AS increased the quality of their initiatives by supporting municipal staff in communicating their results to council, improving their understanding of the initiative's technical aspects and supporting them directly in continuing with GMF towards capital project implementation.

In 2022–23, a request for proposals process was completed, recruiting new coaches and advisors to help scale the advisory services for the 2023–24 fiscal year.

➤ *"We needed support to align our climate and sustainability work with our procurement practices so they could reflect our environmental and low carbon ambitions. The CBR Advisory Services connected us with a procurement coach to incorporate social and sustainability criteria into our procurement practices. These learnings have helped to inform our approach to implementing the CBR efficiency program. The revamped procurement policy will be presented to Council for approval in the coming months!"* – Nova Scotia Municipal Staff Member

2.4.2 Community Buildings Retrofit Inspire and Inform Resources

2022–23 marked the release of the guide, *Taking your ice rink to net-zero*. The guide was promoted to communities through various channels as well as a webinar.

A video on the GHG Pathway Approach was developed to educate prospective applicants about the CBR initiative and how municipalities could apply it over the long-term. GMF's Outreach and Funding team shared the video with prospective applicants to help explain the innovative approach and to help answer the most frequent questions coming from prospective CBR applicants. The video is targeted to clients who are interested in applying or are developing their proposals.

CBR's Peer Learning Series brought together over 20 communities to share and discuss some of the key competencies, challenges and best practices within the sector. The series touched on three areas: municipal approaches to building energy management, making our work on energy retrofits visible and aligning GHG reduction goals for community buildings with asset management and renewal plans.

2.5 Circular Cities & Regions Initiative (CCRI)

The Circular Cities and Regions Initiative (CCRI) is a comprehensive initiative combining inspiration and awareness raising on circular economy opportunities for municipalities with a peer-to-peer training network that equips municipalities and communities in Canada with the tools and networks to accelerate local circular economy approaches. CCRI is delivered in partnership by the National Zero Waste Council, FCM's Green Municipal Fund, RECYC-Quebec, and the Recycling Council of Alberta. CCRI completed its second successful pilot year which saw the addition of 10 communities into the network for a total of 25-member local governments.

The network hosted 8 peer learning sessions, 10 half-day workshops led by Circle Economy (a global leader in the local transitions to circular economy), two half-day workshops on circular procurement led by Circular Innovation Council and three public webinars with global leaders in circular economy and 3 broad reach webinars.

Results from the community workshops show a high level of relevance and effectiveness in CCRI programming. 82% of attendees reported an increase in their skills and knowledge, 93% reported the workshops meeting their objectives and 90% reporting that they are motivated to apply the skills and learning they gained in the workshop.

In October of 2022, CCRI was recognized with a Clean50 Top Project award. CCRI continues to provide an exemplary level of capacity building, strengthening GMF 's role in the rapidly evolving Canadian circular economy landscape, and developing strong relationships with leading organizations and local governments.

- *“Overall, this facilitated workshop was a good way to raise awareness of Circular Cities and identify opportunities within our own community that we could implement.”*
- *“Très bonne formule d’ateliers. Belle animation ! Merci :-)”*
- *“Animation menée de mains de maître. Bravo à toute l’équipe...!”*
- *“This webinar was fantastic! This was a topic I was very interested in, and eager to learn more about.”* CCRI Webinar Participant.

2.6 Climate Action

2.6.1 Partners for Climate Protection

The Partners for Climate Protection (PCP) program, a partnership of ICLEI—Local Governments for Sustainability (ICLEI Canada) and the Federation of Canadian Municipalities’ Green Municipal Fund, consists of a five-step Milestone Framework that guides municipalities as they act on climate change by reducing emissions. PCP membership is free and gives municipalities access to tools, networking venues, events, case studies and other informational resources. Members also have access to a PCP Secretariat that offers coaching and technical assistance support.

In the 2022–2023 fiscal year, PCP membership grew to 527 municipalities with the addition of 9 new members, 102 new milestones achieved, and 5 PCP members reached Milestone 5 (monitoring progress and reporting results).

The program facilitated 4 awareness-raising events, 11 networking activities and 2 technical trainings, including hosting workshops, conferences

and providing individual support to members. In 2022–23, 48 new individuals joined the PCP hub, bringing the total number of PCP hub accounts up to 830. In addition, 19 municipalities joined the PCP tool, bringing the total number of municipalities using the tool to 367. The program is preparing materials to accelerate milestone achievements by creating online courses for milestone orientation and creating reference documents for Milestones 1 through 4.

2.6.2 Municipal Net-Zero Action Research Partnership

The Municipal Net-Zero Action Research Partnership (N-ZAP) is a 5-year program funded by Environment and Climate Change Canada (ECCC) and launched in 2023 to support Canadian municipalities to monitor, measure and achieve net zero GHG reduction goals. Co-led by the University of Waterloo, FCM’s Green Municipal Fund, and ICLEI Canada. Also contributing to the initiative are 11 other Canadian universities, 8 other national organizations and 13 municipal governments. A full list can be found on the [N-ZAP website](#).

Over the next 5 years, the N-ZAP will launch a comprehensive survey assessing the state of municipal monitoring and action towards Canada’s net zero reduction goals while delivering knowledge and capacity support in the areas of climate monitoring and analysis, shared governance in climate action and in climate budgeting and financial risk disclosure. The survey will inform a comprehensive open-access and public database of municipal climate action progress.

GMF co-chairs two of the N-ZAP working groups alongside Concordia University and Mount Allison University, the first on assessing the state of GHG monitoring and action across Canadian municipalities and the second on the project’s knowledge mobilization plan which will engage 250 pilot cities, and train 2,000 people, across the country on the initiatives guides and tools designed to improve and support local governments in meeting their local climate action targets.

The knowledge mobilization plan kick-started with a landing page on the PCP website and two events during FCM’s 2023 Sustainable Communities Conference. The first event, Climate budgeting as a governance system to reach net-zero, was well-attended and introduced the N-ZAP project, the concept of climate budgeting and work that

the City of Montréal has done to date. The second event, a poster presentation, described the project goals and was successful in connecting with over 30 municipalities who signed up to learn more about the project.

2.6.3 Climate Staff Community of Practice

In June of 2022, the GMF Capacity Development team took over a municipal climate staff community of practice, previously run by FCM's Municipalities for Climate Innovation Program (MCIP). The Community of Practice met 6 times convening 20 municipal climate staff across the country to network and discuss challenges, questions, and ideas related to implementing climate change plans. In addition, members participated in intensive professional development training on climate change communications in fall of 2022, facilitated by the Centre for Excellence in Communications. The training included three workshops: "Communicating Change and Transformation", "Communicating Risk and Contentious Issues", and "Public Consultations and Citizen Engagement".

2.7 Sustainable Communities Conference (SCC) 2023

The 2023 Sustainable Communities Conference (SCC) was hosted by FCM from February 7-10 in person and online. It brought together 534 municipal staff, elected officials, federal officials and private sector experts to discuss and share best practices for making Canadian communities more environmentally, socially, and economically vibrant.

The SCC 2023 offered a fully hybrid program offering, focusing on three streams:

- › Climate-ready communities
- › City hall toolbox: sustainable tools and processes
- › Elected officials as change agents.

In addition to the tried-and-true elements of the SCC program — keynote speakers, plenary panels and workshops — the SCC 2023 included several new elements:

- › **A pre-conference day** with 3 in-depth trainings and 3 study tours in Ottawa and Gatineau

- › **A "Members of Parliament breakfast"** where delegates sat down with their MPs (Members of Parliament). Over 25 MPs from all parties participated.
- › **Enhanced networking and social events**
- › **Performance-based vetting for all private sector partners**, aligned with GMF funding criteria. Plus, a sold out "Industry Showcase" of these vetted private sector sustainability experts replaced the traditional tradeshow.
- › **Project Showcase** featuring 22 municipal projects.

The immediate and post-event results of the hybrid SCC 2023 show that, from both an internal capacity and a client-experience perspective, the event was a resounding success. Data collected through the pre- and post-event surveys show that the conference met participant needs and expectations, namely by providing networking opportunities, practical examples, and resources, building their knowledge, and raising their awareness on FCM programs and GMF funding opportunities. 88% of survey respondents indicated that the content of the SCC was relevant to their work, and 92% confirm that the activities provided them with information or resources they can apply in their workplace.

Similar to 2020 and 2021 findings, 91% of survey respondents confirmed that the virtual format aided their attendance and participation. Registration targets surpassed expectations with 534 registered delegates (online and in-person) and over 730 participants (including showcase exhibitors, special guests and staff).

In terms of participants' capacity and learning, data analysis revealed a significant improvement. 83% of participants noticed an increase in their level of knowledge after the event, and 80% felt more equipped. 87% of participants who responded to the survey were either satisfied or very satisfied with the SCC overall and 89% would recommend the conference to other municipalities or stakeholders for future events.

- › *"I want to thank you for arranging for rural communities [...] to attend the Sustainable Communities Conference [...]. I found the whole experience interesting, informative, and inspiring.*

And the in-person network opportunities were priceless. I would like to congratulate all the FCM people that made this conference happen! Every FCM staff I met was courteous, helpful and went out of their way to help. I am so inspired that I would like to participate in a deeper way. I was thinking about perhaps joining the Rural Communities Committee.”
- Councillor, Municipality of Chelsea

- *“Thank you for connecting me with [...] from Waterloo Region. We had a mind expanding and productive meeting yesterday and you should know that your work connecting people is vital.”* - Delegate from the City of Ottawa
- *“I appreciate all you did to make the conference a reality. I really enjoyed it”* - Delegate from the City of Kitchener

2.8 Energy, Land-Use, Transportation, Waste, Water

2.8.1 Sustainable Communities Awards

The Sustainable Communities Awards were presented in person at SCC 2023. The awards recognition process for this year's eight winners took place over four sessions, which included the awards ceremony and three “Sustainable Communities Awards Talk” sessions where the winners highlighted their initiatives. The award categories for 2022 were Waste, Natural Asset Management, Climate Change Mitigation, Affordable Housing Retrofit and Community Buildings Retrofit. QR codes were created and incorporated into the slide decks to encourage participants to read the full case studies online.

Case studies for each of the winning initiatives were released on the first day of the SCC conference. These studies were then promoted on social channels. The “Sustainable Communities Awards Talk” presentations were also recorded and published on the website to further highlight the winning initiatives.

“In 2018, I was sitting in your seat in this very room watching presentations from the award winners of that year. I was inspired. I told myself that one day I would be standing on the stage presenting on innovations that Parkland County had taken. Because of that experience, my goal today was to inspire at least one more municipal leader to start to think outside the box to pursue natural

infrastructure solutions to your municipal challenges. So did I achieved my goal? Will that one leader be you?” - Krista Quesnel, Parkland County (Winner in the Natural Asset Management Category)

2.8.2 Energy Roadmap Course

There was continued roll-out of e-courses related to energy this year (originally launched September 2021), including Courses 3 and 4 of the Energy Roadmap series. Course 3, *Incentive and financing options for building energy upgrades*, concluded April 2022, while Course 4, *Advancing high-performance buildings in your community*, launched May 2022 with 141 registrants.

“This was a very informative course. I came in with little to no knowledge about [incentive and financing] programs and come out understanding the who, what, where, etc. Thank you.”
- Course 3 participant

“My key takeaways of the course are to not underestimate the importance of community and stakeholder engagement when designing the program, or even before you start designing. Having clear objectives and goals of how the program would fill gaps in your community, and who it is tailored for I think is the most important step in the program being successful. ... This content is all very new to me, and it was an amazing introduction to this complex topic.” - Course 3 participant

2.8.3 Energy Modelling

An introduction to energy modelling for municipal staff was launched in February 2022. The course teaches energy modelling basics to municipal staff with the goal that they will bring this knowledge back to their communities and apply it to their work. By April 2023, there were over 380 people registered. Feedback received from the post-evaluation survey is positive. 89% of respondents to the survey were either satisfied or very satisfied with the course. Due to the success and applicability of the course, GMF finalized a memorandum of understanding with the City of Ottawa, ON enabling them to integrate this course into their staff training program and support streamlined knowledge of energy modelling systems and tools. Staff training using this program started in the fall of 2022.

2.8.4 Online Courses and Online Learning

The Learning Management System (LMS), launched in 2021, is a software used for implementing e-courses and online learning activities. In 2022-23 GMF's Capacity Development team launched the Building Operator Training (BOT) e-course and Course 4 of the Energy Roadmap series, *Advancing high-performance buildings in your community*. Additional courses are under development within GMF's Core offering, including PCP, and GMF's CEF offering. Since its launch,

1,286 participants have enrolled across 7 e-courses and online learning activities.

2.8.5 Project Case Studies

Five case studies were launched throughout the 2022-23 fiscal year. The case studies highlighted the most compelling completed projects from GMF's brownfields, energy, transportation, waste and water funding streams.

Table 1: Case studies produced

#	Community	Sector
1	Bécancour and Nicolet-Yamaska RCMs, QC	Waste
2	City of Regina, SK	Land use
3	City of Winnipeg, MB	Waste
4	City of Dieppe, NB	Energy-Retrofit
5	City of New Westminster, BC	Energy-District energy

2.8.6 GMF Project Database

A new version of the GMF Projects Database was successfully launched on the GMF website. The upgraded database includes advanced filters, environmental, social, and economic results, and lessons learned from each project. Ongoing development activities are planned for 2023-24.

2.8.7 Webinar Programming

The GMF webinar series continued in the 2022-23 fiscal year. The series hosted 11 webinars, each on the final Thursday of the month at 1:00pm ET. This activity was part of the previous five-year strategic plan, meant to inform and inspire our audience. Each webinar featured unique content and speakers — connected to all GMF funded sectors and program areas. All were recorded and presented with simultaneous interpretation. Recordings were posted in the resources section of the GMF website as knowledge products.

3. Outcomes¹⁸ Data Summary

At the outcome level, we are measuring four evaluation criteria: Effectiveness¹⁹, Awareness²⁰, Technical capacity²¹, and Relevance²². To measure indicators attached to the effectiveness criterion, an annual survey was sent to Community of Practice members and peer learning programs participants. For the other criteria, participants were asked to complete a post evaluation survey after each learning activity.

Table 2: Outcomes Indicators by Evaluation Criteria

Evaluation criteria	Indicators	2022-2023 (%)
Awareness	Targeted municipalities staff and partners that have reported an increased awareness.	86%
	Participant who either motivate or very motivate to apply the skills/learning and other resources acquired during the program activities into their programs/workplaces.	86%
	Active ²³ members in the Community of Practice (CoP)	80%
Technical Capacity	Targeted municipalities staff and partners that have reported increased skills/knowledge.	81%
	Targeted municipalities staff and partners that have reported better equipped.	76%
Relevance	Participants who agree or strongly agree that the programs met their needs and expectations.	83%
	Participants who reported the programs met the stated objectives.	89%
	Participants who are satisfied or very satisfied with the program.	88%
	Participants who agree or strongly agree that the learning activities provide them with information/resources they can apply in their workplace	81%
	Participants who agree or strongly agree that the learning activities were engaging	79%

18 Outcome: Immediate, intermediate, and long-term changes or results expected at the individual (staff) and organizational (Municipalities) level.

19 Effectiveness relates to the implementation of the skills, knowledge in municipalities staff workplace and the impact associated.

20 Awareness refers to engagement, motivation, and willingness of municipalities staff to participate in the learning events and apply the skills, knowledge and resources acquired.

21 Technical capacity measures the knowledge and skills acquired by participants and how much they are equipped.

22 Relevance in related to the extent to which learning activities, and resources created meet participant needs, expectations, and satisfactions.

23 A CoP member is considered “Active” when they attend at least 50% of the CoP activity (Workshops, meetings etc.)

4. Outputs²⁴ Data Summary

Table 3: Reach of Learning activities

Activity Type	Language			Participants
	EN	FR	EN & FR	
Workshop ²⁵	23	10	11	1,331
Peer Learning ²⁶	22	20	2	450
Training ²⁷	7	4	3	230
Activities delivered by/in collaboration with partners	58	40	10	1,348
SCC ²⁸	40	28	12	534
Total	150	102	38	3,893

Table 4: Pageviews of Resources created

Product type	# of products created	English Reach (Downloads, Views)	French Reach (Downloads, Views)	Total Reach
Case study	18	Total Pageviews: 28,206	Total Pageviews: 5,102	Total Pageviews: 33,308
		Unique Pageviews: 13,559	Unique Pageviews: 2,577	Unique Pageviews: 16,136
Webinar Recordings	9	Views: 3,927	Views: 1,299	Views: 5,226
Guide	4	Unique Pageviews: 4,535	Unique Pageviews: 1,724	Total Unique Pageviews: 6,259
		Unique Downloads: 1,546	Unique Downloads: 315	Total Unique Downloads: 1,861
Articles, Manuals, Factsheets, Toolkit, e-course, other	7	Unique Pageviews: 16,682 Users: 6,879	Unique Pageviews: 3,974 Users: 1,547	Total Unique Pageviews: 20,656 Total Users: 8,426
Resource Library	3	Unique pageviews: 2,276	Unique pageviews: 437	Total Pageviews: 2,713
		Users: 1,320	Users: 247	Total Users: 1,567

24 Output: Immediate product resulting from the activities implemented.

25 Workshop includes everything related Inform and Inspire (e.g., webinars, presentations about GMF project and activities at events).

26 Peer Learning is about everything related to Convene and Connect people (e.g., structured peer learning activities, unstructured networking among a set group/membership)

27 Training includes everything related knowledge and skills acquisition (e.g., in depth workshops etc.)

28 This includes all the learning activities delivered during the SCC event including, Workshops: 19, Trainings: 3, Keynote: 2, Plenaries: 6, Showcase: 3, Study Tours: 4, Wellness programs: 3, Total: 40.

Table 5: Knowledge Products Complete list of knowledge products launched

#	Products created	Link
1.	Resource Library: Community Efficiency Financing	https://greenmunicipalfund.ca/resources/resources-community-efficiency-financing
2.	Resource Library: Sustainable Affordable Housing	https://greenmunicipalfund.ca/resources/resources-sustainable-affordable-housing
3.	Resource library: Community Buildings Retrofit	https://greenmunicipalfund.ca/resources/resource-library-community-buildings-retrofit
4.	Article Series: A focus on COP26 and the IPCC (6 th edition)	https://www.pcp-ppc.ca/resources/article-series-a-focus-on-cop26-and-the-ipcc-6th-edition
5.	Webinar Recording: Transitioning ice rinks to net-zero	https://greenmunicipalfund.ca/resources/webinar-transitioning-ice-rinks-net-zero
6.	Webinar recording: Benefits of integrated intensification for sustainable community development	https://greenmunicipalfund.ca/resources/webinar-recording-benefits-integrated-intensification-sustainable-community-development
7.	Case study: Regina takes steps to revitalize and grow city core	https://greenmunicipalfund.ca/case-studies/case-study-regina-takes-steps-revitalize-and-grow-city-core
8.	Case Study: How to turn landfill gas into a source of energy	https://greenmunicipalfund.ca/case-studies/how-turn-landfill-gas-source-energy
9.	Case study: How building retrofits can lead to GHG reductions	https://greenmunicipalfund.ca/case-studies/case-study-how-building-retrofits-can-lead-ghg-reductions
10.	Case study: Building sustainable communities with district energy	https://greenmunicipalfund.ca/case-studies/case-study-how-building-retrofits-can-lead-ghg-reductions
11.	Project database	https://info.gmf-fmv.ca/en-US/
12.	Frequently Asked Questions (FAQ) resource	https://www.pcp-ppc.ca/resources/frequently-asked-questions
13.	Case Study: How to innovate climate action in the Canadian Prairies	https://www.pcp-ppc.ca/resources/how-to-innovate-climate-action-in-the-canadian-prairies
14.	Guidebook: Integrating equity, diversity, and inclusion into municipal climate action	https://www.pcp-ppc.ca/resources/edi
15.	Guidebook: Taking your ice rink to net zero	https://greenmunicipalfund.ca/resources/guide-taking-your-indoor-ice-rink-net-zero
16.	Understanding Energy Efficiency: A Guide for Affordable Housing Providers	https://greenmunicipalfund.ca/resources/understanding-energy-efficiency
17.	Factsheet: Energy efficiency for affordable housing providers: Why energy efficiency matters	https://greenmunicipalfund.ca/resources/understanding-energy-efficiency

#	Products created	Link
18.	Factsheet: Energy efficiency for affordable housing providers: Options to conserve energy and save money	https://greenmunicipalfund.ca/resources/understanding-energy-efficiency
19.	Factsheet: Energy efficiency for affordable housing providers: 6 easy steps to kickstart your energy efficiency project	https://greenmunicipalfund.ca/resources/understanding-energy-efficiency
20.	Webinar recording: How to start the conversation about circular economies in your municipality	https://greenmunicipalfund.ca/resources/webinar-recording-how-start-conversation-about-circular-economies-your-municipality
21.	Case study: Piloting a new method of diverting organics from landfill	https://greenmunicipalfund.ca/case-studies/piloting-new-method-diverting-organics-landfill
22.	Webinar recording: How to electrify your municipal fleet	https://greenmunicipalfund.ca/resources/webinar-recording-how-electrify-your-municipal-fleet
23.	Webinar recording: Exploring how to integrate equity, diversity, and inclusion into municipal climate action	https://www.pcp-ppc.ca/resources/webinar-recording-exploring-how-to-integrate-equity-diversity-and-inclusion-into-municipal-climate-action
24.	Webinar recording: Expert advice on electric vehicles for municipalities	https://greenmunicipalfund.ca/resources/webinar-recording-expert-advice-electric-vehicles-municipalities
25.	Webinar recording: Affordable housing providers' impact on energy poverty	https://greenmunicipalfund.ca/resources/webinar-affordable-housing-providers-impact-energy-poverty
26.	Webinar recording: Supporting small and medium municipalities through the Community Buildings Retrofit initiative	https://greenmunicipalfund.ca/resources/webinar-recording-supporting-small-and-medium-municipalities-through-community-buildings
27.	Webinar recording: An introduction to district energy	https://greenmunicipalfund.ca/resources/webinar-recording-introduction-district-energy
28.	Guidebook: Assess the potential for a home energy upgrade program in your community	https://greenmunicipalfund.ca/community-efficiency-financing-market-guide
29.	Case Study: West Vancouver overcomes fleet charging barriers by upgrading the electrical capacity of municipal facilities	https://greenmunicipalfund.ca/resources/west-vancouver-overcomes-fleet-charging-barriers-upgrading-electrical-capacity-municipal
30.	Case study: Calgary scales its electric fleets to reduce transportation emissions	https://greenmunicipalfund.ca/resources/calgary-scales-its-electric-fleets-reduce-transportation-emissions
31.	Case study: Kingston overcomes fleet electrification barriers by adopting a leasing model	https://greenmunicipalfund.ca/resources/kingston-overcomes-fleet-electrification-barriers-adopting-leasing-model

#	Products created	Link
32.	Case study: A shift to sustainable transport in Atlantic Quebec	https://greenmunicipalfund.ca/case-studies/case-study-shift-sustainable-transport-atlantic-quebec
33.	Case study: How Parkland County has uncovered the value of natural infrastructure	https://greenmunicipalfund.ca/case-studies/case-study-how-parkland-county-has-uncovered-value-natural-infrastructure
34.	Case study: Helping Maritime homeowners boost energy efficiency	https://greenmunicipalfund.ca/case-studies/case-study-helping-maritime-homeowners-boost-energy-efficiency
35.	Case study: How Lac-Saint-Jean's Réemploi+ program is building a circular economy	https://greenmunicipalfund.ca/case-studies/case-study-how-lac-saint-jeans-reemploi-program-building-circular-economy
36.	Case study: How Guelph-Wellington is building a sustainable food future	https://greenmunicipalfund.ca/case-studies/case-study-how-guelph-wellington-building-sustainable-food-future
37.	Case study: Creating a shared path to net zero ice rinks	https://greenmunicipalfund.ca/case-studies/case-study-creating-shared-path-net-zero-ice-rinks
38.	Case study: One Ontario community teams up to save turtles	https://greenmunicipalfund.ca/case-studies/case-study-one-ontario-community-teams-save-turtles
39.	Case study: Raising the bar on community housing retrofits	https://greenmunicipalfund.ca/case-studies/case-study-raising-bar-community-housing-retrofits
40.	Factsheet: Get started on energy monitoring to lower costs and emissions	https://data.fcm.ca/documents/resources/gmf/sah-get-started-on-energy-monitoring-to-lower-costs-and-emissions.pdf
41.	Webinar recording: Introduction to local home-energy financing programs	https://greenmunicipalfund.ca/resources/webinar-recording-introduction-local-home-energy-financing-programs

Table 6: Webinars held

Date	Title	Recording link
May 26, 2022	Introduction to local home-energy financing programs	https://greenmunicipalfund.ca/resources/webinar-recording-introduction-local-home-energy-financing-programs
June 23, 2022	Transitioning ice rinks to net-zero	https://greenmunicipalfund.ca/resources/webinar-transitioning-ice-rinks-net-zero
July 28, 2022	Benefits of integrated intensification for sustainable community development	https://greenmunicipalfund.ca/resources/webinar-recording-benefits-integrated-intensification-sustainable-community-development
August 25, 2022	How to start the conversation about circular economies in your municipality	https://greenmunicipalfund.ca/resources/webinar-recording-how-start-conversation-about-circular-economies-your-municipality

Date	Title	Recording link
September 29, 2022	Exploring how to integrate equity, diversity, and inclusion into municipal climate action	https://www.pcp-ppc.ca/resources/webinar-recording-exploring-how-to-integrate-equity-diversity-and-inclusion-into-municipal-climate-action
October 20, 2022	How to electrify your municipal fleet	https://greenmunicipalfund.ca/resources/webinar-recording-how-electrify-your-municipal-fleet
November 24, 2022	Affordable housing providers' impact on energy poverty	https://greenmunicipalfund.ca/resources/webinar-affordable-housing-providers-impact-energy-poverty
December 15, 2022	Supporting small and medium municipalities through the Community Buildings Retrofit initiative	https://greenmunicipalfund.ca/resources/webinar-recording-supporting-small-and-medium-municipalities-through-community-buildings
January 26, 2023	An introduction to district energy	https://greenmunicipalfund.ca/resources/webinar-recording-introduction-district-energy
February 23, 2023	Expert advice on electric vehicles for municipalities	https://greenmunicipalfund.ca/resources/webinar-recording-expert-advice-electric-vehicles-municipalities
March 30, 2023	Sustainable municipal water management	Recording not available until 2023/24 fiscal year

Appendix H: Project Evaluation, Data & Impacts Table

Low Carbon Cities Canada (LC3) Network 2022-23 Annual Report

The Low Carbon Cities Canada (LC3) network's Theory of Change and Performance Measurement Framework guides the evaluation and selection of initiatives supported by the LC3 Centres driven by two high-level lenses:

- The potential to reduce carbon informed by principles of scale and the scale-up pathways that can-support full-scale adoption; and
- The extent to which the initiative is designed to deliver community benefits, informed by the principles of equity to ensure an equitable design and distribution of the costs and benefits of such initiatives.

While each Centre can evaluate projects as they best see fit, the Network has agreed to report impacts on an annual basis through a common set of metrics. These metrics act as selection criteria for grants, programs and impact investment decisions, including carbon reduction, scalability, job creation, and community benefits potential. While these additional metrics are not part of this Appendix, scores for these metrics will be captured and analyzed on a Network-wide basis throughout the coming year to identify gaps and challenges as well as trends and opportunities to improve LC3's collective impact.

The impact data reported in this Appendix includes potential GHG emissions reductions enabled on a 20-year time frame and direct project GHG emissions reductions expected. For potential GHG emissions reductions, initiatives are evaluated based on their potential impact once fully scaled, not as a one-off or pilot initiative. Because of this, some initiatives may not generate an immediate

reduction in GHGs but set the stage to enable significant change at a systems level. For GHG projects that include a discrete physical activity, the methodology allows for an estimation of the GHG benefits arising from that particular activity (e.g., retrofitting a single building with LED lighting).

Alternatively, not all projects will have a quantifiable GHG emissions impact given the strategic or enabling nature of the activities being funded. As such, when applying LC3's GHG methodology, the Centres distinguish between projects that meet the description of a typical GHG project and those that are more strategic and behavioral in nature. In all cases, the project GHG reductions metric is to be used in concert with the scale metric to determine the potential for long-term benefits. In such cases, the GHG methodology is the first step before an estimate at scale is derived based on the number of, for example, eligible buildings and the rate at which the activity may be rolled-out.

In the case of strategic initiatives / internal programs (e.g., promotion of a policy change regarding energy efficient products) there is no discrete project to quantify and this GHG methodology is applied differently. The approach is to anticipate the GHG benefit in a modular way based on assumptions about the change being proposed for inclusion in the estimate of adoption at scale. This methodology cannot be used to produce a discrete GHG benefit from a stand-alone project for initiatives that have a strategic focus. Users of this methodology must consider the nature of their project and describe how the GHG methodology will be applied.

Challenges inherent in this work included concerns regarding “right-sizing” the evaluation protocols to support a rigorous, efficient and harmonized approach without imposing unnecessary limitations or transaction costs at the local level; enabling local diversity and approaches while developing and standardizing network tools; accounting for ‘catalytic’ or unquantifiable initiatives; technical considerations (emission factors) based on regional factors; and feasibility of integrating scope 3 emissions while accounting for available knowledge and resources. The Centres converged in 2022-23 around the continued development of LC3’s GHG quantification protocol, both to measure and identify high-impact GHG reduction initiatives and to better align the process with local contexts while ensuring quality analysis. The LC3 network will focus on refining the protocol in 2023-24 through a new LC3 GHG Quantification Community of Practice.

Direct Investments (defined):

The LC3s may invest their endowment capital to local initiatives that generate both local impacts as well as a financial return on investment. Known as **direct investments**, they are divided into three categories:

- **Project:** For developers seeking project finance, investments generally occur during the construction (post final engineering drawings) and take-out phases in projects and will provide funding at the developer, general partner (GP) and project levels.
- **Enterprise:** For entrepreneurs seeking investment capital, the preference is to invest post venture capital but pre Series A or bank financing creating flexible finance structures, relying on the credit worthiness of the purchasers rather than the enterprise.
- **Private Equity:** For private equity and debt funds, investments in mandate-aligned debt funds where returns are expected within a fixed timeframe. The LC3s will also make similar investments in strategically aligned patient capital funds which have nominal expectations for returns less than or equal to ten years.

NOTE: There may be specific circumstances for which data may be missing or might differ from year to year. Examples of these situations include:

- For Direct Investments, quantification data can be limited to projects that have already been contracted (as opposed to simply approved).
- The funding committed to Direct Investments might also differ year over year as a result of the due diligence process for investments, which might only indicate funds committed once the investment is contracted (as opposed to simply approved).
- Project summaries might sometimes remain to be confirmed as the information flows between the Investment team and those compiling figures for reporting purposes.

Project Data Tables

LC3 Center	2022-23 Fiscal Year					
	# Applications	# Approvals	Total Project Value (TPV)*	LC3 Funding Committed	LC3 funding ratio	LC3 Funds Disbursed
CIF-Cal	10	7	\$2,086,845	\$490,000	23%	\$267,213
Grants	7	6	\$553,425	\$390,000	70%	\$240,000
DIs	1	0	\$0	\$0	-	\$0
Strategic initiatives	2	1	\$1,533,420	\$100,000	7%	\$27,213
CIF-Edm	10	6	\$3,361,864	\$462,758	14%	\$322,213
Grants	8	5	\$1,639,106	\$440,000	27%	\$295,000
DIs	1	0	\$0	\$0	-	\$0
Strategic initiatives	1	1	\$1,722,758	\$22,758	1%	\$27,213
GMCF	3	4	\$582,999	\$103,249	18%	\$95,749
Grants	3	4	\$582,999	\$103,249	18%	\$95,749
DIs	0	0	\$0	\$0	-	\$0
Strategic initiatives	0	0	\$0	\$0	-	\$0
HCi3	18	12	\$988,433	\$405,000	41%	\$334,500
Grants	18	12	\$988,433	\$405,000	41%	\$334,500
DIs	0	0	\$0	\$0	-	\$0
Strategic initiatives	0	0	\$0	\$0	-	\$0
ZEIC	16	15	\$3,440,895	\$40,000	1%	\$41,000
Grants	6	6	\$533,475	\$40,000	7%	\$41,000
DIs	0	0	\$0	\$0	-	\$0
Strategic initiatives	10	9	\$2,907,420	\$0	0%	\$0
OCAF	11	11	\$3,979,781	\$1,038,604	26%	\$455,246
Grants	9	8	\$3,917,331	\$359,825	9%	\$248,403
DIs	1	1	\$0	\$642,329	-	\$180,293
Strategic initiatives	1	2	\$62,450	\$36,450	58%	\$26,550
TAF	31	13	\$4,769,560	\$2,550,118	53%	\$1,675,227
Grants	22	8	\$2,355,860	\$598,070	25%	\$241,857
DIs	6	2	\$0	\$976,094	-	\$1,274,855
Strategic initiatives	3	3	\$2,413,700	\$975,954	40%	\$158,515
Totals	99	68	\$19,210,376	\$5,089,729	27%	\$3,191,148

*Note: TPV only accounts for DI-Projects whereas all others DI figures include all types (DI-Enterprise, DI-Project, DI-Private Equity). Funding ratios adjusted to account for project investments only.

Project Data Tables

LC3 Center	Since Inception					
	# Applications	# Approvals	Total Project Value (TPV)*	LC3 Funding Committed	LC3 funding ratio	LC3 Funds Disbursed
CIF-Cal	23	18	\$3,618,645	\$969,500	27%	\$468,213
Grants	17	14	\$1,725,225	\$792,000	46%	\$441,000
DIs	1	0	\$0	\$0	-	\$0
Strategic initiatives	5	4	\$1,893,420	\$177,500	9%	\$27,213
CIF-Edm	25	20	\$5,293,722	\$1,068,968	20%	\$322,213
Grants	19	15	\$3,207,964	\$968,710	30%	\$295,000
DIs	1	0	\$0	\$0	-	\$0
Strategic initiatives	5	5	\$2,085,758	\$100,258	5%	\$27,213
GMCF	4	4	\$582,999	\$103,249	18%	\$95,749
Grants	4	4	\$582,999	\$103,249	18%	\$95,749
DIs	0	0	\$0	\$0	-	\$0
Strategic initiatives	0	0	\$0	\$0	-	\$0
HCi3	18	12	\$988,433	\$405,000	41%	\$334,500
Grants	18	12	\$988,433	\$405,000	41%	\$334,500
DIs	0	0	\$0	\$0	-	\$0
Strategic initiatives	0	0	\$0	\$0	-	\$0
ZEIC	16	15	\$3,440,895	\$40,000	1%	\$41,000
Grants	6	6	\$533,475	\$40,000	7%	\$41,000
DIs	0	0	\$0	\$0	-	\$0
Strategic initiatives	10	9	\$2,907,420	\$0	0%	\$0
OCAF	23	17	\$5,307,542	\$1,391,450	26%	\$643,420
Grants	20	14	\$5,245,092	\$712,671	14%	\$436,578
DIs	1	1	\$0	\$642,329	-	\$180,293
Strategic initiatives	2	2	\$62,450	\$36,450	58%	\$26,550
TAF	101	52	\$30,726,839	\$9,799,443	31%	\$4,612,306
Grants	59	29	\$6,986,592	\$1,799,690	26%	\$956,194
DIs	27	12	\$11,627,946	\$6,595,983	57%	\$3,254,278
Strategic initiatives	15	11	\$12,112,301	\$1,403,770	12%	\$401,834
Totals	210	138	\$49,959,075	\$13,777,610	24%	\$6,517,401

* Note: TPV only accounts for DI-Projects whereas all others DI figures include all types (DI-Enterprise, DI-Project, DI-Private Equity). Funding ratios adjusted to account for project investments only.

Approved projects

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Potential GHG reductions (tCO ₂ eq over 20 yrs)	Direct GHG reductions (tCO ₂ eq)
CIF-Cal	The Pollution Probe Foundation	Alberta Electric School Bus Deployment Project	Grant	Will involve data collection and creating a best practice framework and business case to support the electrification of Southland's school bus fleet.	114,553	63
CIF-Cal	13008037 Canada Association (Youth en Route)	Calgary High School Active Transportation project	Grant	Will increase the active transportation use by high school students in Calgary through improved infrastructure, fostering student leadership and skills development, and creating safer biking routes for schools.	27,041	-
CIF-Cal	Alberta Ecotrust Strategic Initiative	Energy Poverty Calgary	Strategic initiative/Internal programs	The project will work with an established provider of energy audits and upgrades for demographics struggling with energy poverty.	26,870	918
CIF-Cal	ACORN Institute Canada	Engaging Tenants in Apartment Retrofits Resource Guide	Grant	Will develop a resource guide that will include a made-in-Alberta tenant engagement model, researched proposals for policy reforms to enable more apartment retrofits, and a strategic organization plan to enable Alberta ACORN to assist in large-scale apartment retrofits.	Unquantifiable	-
CIF-Cal	Environmental Careers Organization of Canada	Improving Accessibility to Emission Reductions for BIPOC and/or Women owned SMEs in Calgary	Grant	Will work with BIPOC and/or women-owned SMEs in Calgary's retail sector to identify their main emission sources and advise them on the available GHG reduction, government programs and funding opportunities.	46,520	-

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Potential GHG reductions (tCO ₂ eq over 20 yrs)	Direct GHG reductions (tCO ₂ eq)
CIF-Cal	Calgary Climate Hub	Miyawaki Forest	Grant	Will create a community-driven model for forestation on ten sites, focusing on the Miyawaki Method – a small-footprint, native forest with a wide variety of native seedlings that grow with minimal intervention.	19,338	59
CIF-Cal	Alberta Energy Efficiency Alliance	Priming the Pump for DSM	Grant	Will develop a recommended approach to Demand Side Management (DSM) in Alberta that considers how DSM activities can complement and support other energy savings and emission reduction efforts in the province and the organizations working on them.	Unquantifiable	-
CIF-Edm	Alberta Ecotrust Strategic Initiative	Building Information Exchange Edmonton	Strategic initiative/Internal programs	The Building Information Exchange is a capacity building program provided by Alberta Ecotrust to assist industry build higher performing buildings	Unquantifiable	-
CIF-Edm	Ever Active Schools	Common Ground - Mobilizing School Jurisdictions as Active Transportation Leaders	Grant	Will work with a school board to implement policy and practice recommendations to increase engagement for active transportation at the jurisdictional level.	32,120	-
CIF-Edm	Polish Heritage Society of Edmonton	Creating a Carbon Emission Free Commercial Kitchen in the new Centre Polonia	Grant	Will enable the creation of an all-electric, carbon-neutral, commercial kitchen within the new Centre Polonia. Learnings about constructing a zero-carbon emission community building (including a kitchen) will be shared, showcasing the menu and equipment needed to implement a carbon-neutral kitchen.	Unquantifiable	-

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Potential GHG reductions (tCO ₂ eq over 20 yrs)	Direct GHG reductions (tCO ₂ eq)
CIF-Edm	Iron and Earth	Net-Zero Pathways program	Grant	Will result in a capacity-building plan for Edmonton that will analyze the community's existing talent base and skills gap and develop an implementation strategy for planned or existing regional net zero projects.	Unquantifiable	-
CIF-Edm	Alberta Energy Efficiency Alliance	Priming the Pump for DSM	Grant	Will develop a recommended approach to Demand Side Management (DSM) in Alberta that considers how DSM activities can complement and support other energy savings and emission reduction efforts in the province and the organizations working on them.	Unquantifiable	-
CIF-Edm	Pembina Institute for Appropriate Development	Supporting women-led small to medium sized enterprises transition to zero-emission fleets	Grant	Will pilot a capacity-building project to help organizations that own or run fleets, including small and medium enterprises, make the switch to electric vehicles and produce a "transportation roadmap," that Edmonton can use to encourage electrification.	275,526	-
GMCF	Fondation du CEGEP de St-Jérôme - IVÉO	City Trucks Emissions Calculator	Grant	The Foundation wishes to support the development of a calculator to raise cities' awareness and simulate and maximize their investments and their environmental gains (GHG reduction per \$ invested) depending on their vehicle fleet. This will further support the drafting of an electrification strategy specific to the municipal world, which prioritizes heavy and specialized vehicles to better direct subsidy programs and accelerate the reduction of GHGs in cities.	15,180	15,180

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Potential GHG reductions (tCO ₂ eq over 20 yrs)	Direct GHG reductions (tCO ₂ eq)
GMCF	Partenariat Climat Montréal	Montreal Climate Summit	Grant	The Montreal Climate Summit offers a chance to analyze what has been done and what remains to be done for Montreal to achieve its climate objectives by 2050. This support was an opportunity to consult and mobilize hundreds of economic, community, institutional and philanthropic organizations around concrete actions towards the reduction of GHG emissions.	Unquantifiable	-
HCi3	EV4U	Shared EV Pilot Project - Killam affordable housing MURB	Grant	Proposing to purchase a used EV (on lease, registered and insured) and make it available for residents on a pay per use basis (Killam Apartment). Charger will be supplied by Killam. If business model is successful, can replicated across HRM and NS.	20,000	1
HCi3	Neothermal Energy Systems	Net Zero Ready Residential Electric Thermal Storage Pilot	Grant	Neothermal Energy Storage Inc. (Neothermal) and its partners propose a two-phase project to demonstrate its innovative electric thermal storage (ETS) technology to accelerate the transition from fossil fuels to cleaner electricity.	Unquantifiable	-
HCi3	Billet Workshop	Tiny Passive Homes	Grant	This project uses multi-solving by developing small, affordable and energy-efficient "tiny houses" for seniors, low income and marginalized communities. Considering embodied carbon of building materials.	Unquantifiable	-

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Potential GHG reductions (tCO ₂ eq over 20 yrs)	Direct GHG reductions (tCO ₂ eq)
HCi3	Clean Foundation	Preston Township Community Solar Social Feasibility Study	Grant	A Collaborative project with community members of Preston Township will assess how the community could benefit from shared solar projects. This work will help inform the provincial Community Solar program.	Enabler	-
HCi3	Inspiring Communities	Climate Fellowship Project	Grant	The Inspiring Communities Fellowship Program, launched in September 2022, will foster research and experimentation to develop positive social change through a systems approach. This funding will support two new Climate Fellows in the program, one senior and one junior fellow. One fellow will develop an event and content related to a shared vision and recommendations for integrating 2SLGBTQIA+ rights within climate justice, while the second will exploring connecting the community to different land uses, integrating and connecting with Indigenous communities, and training youth on woodlot stewardship.	Unquantifiable	-
HCi3	Ecology Action Centre	Creating a Path for Deep Energy Retrofits of MURBs	Grant	Creating a path for deep energy retrofits of MURBs. Getting the Jackson Rd project to a point where it is ready for tender documents.	Unquantifiable	-
HCi3	Hope Blooms	Hope Bloom's Solar Awnings	Grant	A smart solar awning that serves as a multi-use public infrastructure at Hope Blooms' Global Kitchen for Social Change in Halifax and supporting climate change curriculum.	2	-

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Potential GHG reductions (tCO ₂ eq over 20 yrs)	Direct GHG reductions (tCO ₂ eq)
HCi3	MCC Energy Strategies	Feasibility Study - Integration of Solar / Storage / EV chargers in Condos	Grant	Feasibility study to investigate integration of Solar (PV and thermal) energy, with battery & thermal storage as a retrofit to one condominium. The study will also map out a plan to include electric vehicle charging stations and explore using V2G storage. The results of this study will serve as a template/guide that can then be replicated in similar condos in HRM and beyond.	1,401	-
HCi3	Nova Scotia Community College	Solar Gardens for Affordable Housing in HRM	Grant	Feasibility study of community solar gardens and vehicle fleet electrification for Housing Nova Scotia's affordable housing properties in HRM.	126,000	-
HCi3	Volta Research	Exploring Vehicle to Grid Capability in Halifax through Education and Outreach	Grant	The project team will identify a building in HRM that has expressed interest in enabling electric vehicles for its tenants and will install a V2G charger at the site. The demonstration project will assess the performance of V2G charging, its potential to reduce emissions and other co-benefits such as increased resilience through backup power.	2,500,000	-

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Potential GHG reductions (tCO ₂ eq over 20 yrs)	Direct GHG reductions (tCO ₂ eq)
ZEIC	Chard Developments	Carbon Step Code Case Study	Grant	A Developer Case Study to address market needs for adopting upper tiers of the BCESC and CPS. This study is intended to disseminate key financial information using metrics and language that will resonate with the development community. The study will look at high level costing data and will leverage information from an ongoing residential development that is in its early stages of design.	Unquantifiable	-
ZEIC	Community Energy Association	Climate-friendly Homes Tour (Province-wide open houses)	Grant	This project aims to (1) contribute to market demand and (2) expand industry capacity related to heat pump installations in low density housing context in different geographical areas. The tours will bring together homeowners, contractors and manufacturers to engage the public participants of the 'climate friendly home tour' to learn about and experience firsthand what it is like to have an electric air source heat pump. The tour is an opportunity to engage peer-to-peer influence strategies combined with concrete experiential learning and dispelling of myths and misinformation, with the aim of encouraging expanded up take in heat pumps. Neighbours influencing neighbours and contractors influencing contractors can be an effective tool for change.	Unquantifiable	-

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Potential GHG reductions (tCO ₂ eq over 20 yrs)	Direct GHG reductions (tCO ₂ eq)
ZEIC	SES Consulting	Guide for engineers: Advanced heating and water system electrification retrofits design and operations in commercial buildings	Grant	The purpose of this project is to create an advanced best practices guide for engineers and designers related to the retrofit and electrification of natural gas HVAC systems in commercial buildings. The resources will identify best practices for electrification of common building systems and archetypes and share lessons learned to help build industry capacity and serve as a resources within the design community. It is also expected that the guide will contribute to a robust community of practice and help design engineers more effectively advocate for fuel-switching to electrification as part of building retrofit and renewal projects.	Unquantifiable	-
ZEIC	City Green Solutions	Heat Pump Installer Training Pathways	Grant	City Green Solutions is developing a documentary to clarify pathways available for people to learn the trade of heat pump installer or contractor trade, and support businesses looking to transition from selling natural gas systems to selling electric heat pumps through upskilling and transition training.	Unquantifiable	-

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Potential GHG reductions (tCO ₂ eq over 20 yrs)	Direct GHG reductions (tCO ₂ eq)
ZEIC	MVZEIC (to various)	Near Zero Stream 2 - Research project for low-rise homes that minimize embodied emissions	Strategic initiative/Internal programs	In this research program, applicants will receive financial support to their project if it achieves an embodied carbon lower than this baseline. In return for the financial support, applicants need to provide information about how they achieved their embodied carbon reductions and what challenges they met along the way. Applicants will assess the embodied carbon of their home using the Builders for Climate Action BEAM Tool, and free training will be provided to all applicants.	1,605,209	409
ZEIC	MVZEIC (to various)	Near Zero Stream 3 - Pilot on fuel switching barriers & incentives program for electric hot water retrofits	Strategic initiative/Internal programs	The purpose of this pilot project is to better understand the homeowner and contractor experience in replacing a gas-fired water heater with an electric water heater. The hope is to identify any barriers that a motivated homeowner might encounter that would deter them from fuel switching this equipment. Results will be share with the City of Vancouver to help inform future program development or supportive policy changes.	1,234,794	588

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Potential GHG reductions (tCO ₂ eq over 20 yrs)	Direct GHG reductions (tCO ₂ eq)
ZEIC	MVZEIC (to various)	Near Zero Stream 4 – Utility Data Collection Program for High-Performance Homes	Strategic initiative/Internal programs	The focus of the data collection will be homes that meet Step 4 and Step 5 of the BC ESC (a minimum building code requirement for 2027 and 2032, respectively), Passive House and CHBA's NetZero certification. The utility data will be collected by having the homeowner send gas and electricity utility bills (PDFs) to ZEBx through an online portal.	Unquantifiable	-
ZEIC	MVZEIC	Program: Building to Electrification (B2E)	Strategic initiative/Internal programs	ZEIC serves as the secretariat for a first of its kind in Canada, BC-based coalition of industry experts, contractors, policymakers, researchers, suppliers and financial institutions working collaboratively to ID and address barriers to electrification and catalyze a market shift towards building decarbonization through electrification of building heating and hot water systems.	Unquantifiable	-

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Potential GHG reductions (tCO ₂ eq over 20 yrs)	Direct GHG reductions (tCO ₂ eq)
ZEIC	MVZEIC	Program: Carbon Leadership Forum BC	Strategic initiative/Internal programs	Carbon Leadership Forum British Columbia (CLFBC) is British Columbia's Centre of Excellence for low carbon building design. Through this cross-sectoral network, we seek to accelerate the reduction of embodied carbon in buildings through the growth of knowledge, promotion of best practices, and by fostering collaboration. Prior to becoming part of ZEIC, CLFBC Vancouver was a volunteer-based organization.	Unquantifiable	-
ZEIC	MVZEIC	Program: Equity and Indigenous Programs	Strategic initiative/Internal programs	Equity and reconciliation work related to our organization and programs.	Unquantifiable	-
ZEIC	MVZEIC	Program: Retrofit Accelerator	Strategic initiative/Internal programs	To develop a regional retrofit accelerator focused on large buildings in the region. In addition to developing regional advisory groups composed of both local government and industry representatives, the team is exploring retrofit accelerator models, best practices and exploring funding and revenue models that could sustain the accelerator services over the coming decade and beyond.	Unquantifiable	-

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Potential GHG reductions (tCO ₂ eq over 20 yrs)	Direct GHG reductions (tCO ₂ eq)
ZEIC	MVZEIC	Program: Women4Climate	Strategic initiative/Internal programs	The Women4Climate program aims to advance bold, local climate action in alignment with the City of Vancouver's Climate Emergency Action Plan and Climate Change Adaption Strategy. This program, supported by City of Vancouver, C40, and ZEIC, contributes to the next generation of climate leaders through a mentorship program dedicated to women working in climate to create a healthier, greener, more resilient, and economically prosperous urban future.	Unquantifiable	-
ZEIC	MVZEIC	Program: ZEBx	Strategic initiative/Internal programs	The Zero Emissions Building Exchange, known as ZEBx, serves as an industry Centre of Excellence that strengthens the public, private, and civic capacities for zero emission buildings in Metro Vancouver and throughout British Columbia. ZEBx facilitates knowledge exchange between a variety of professionals in the building industry and maintains a community of practice through events, resource development and communications. ZEBx brings together industry silos, and collaborates with industry associations, governments, utilities, researchers, educational institutions, suppliers and global experts.	Unquantifiable	-

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Potential GHG reductions (tCO ₂ eq over 20 yrs)	Direct GHG reductions (tCO ₂ eq)
ZEIC	Emily Carr University via Mitacs Inc.	Social Innovation Researcher-in-residence – Lindsay Cole	Grant	The purpose of the research project is to understand how approaches from social innovation, systemic design, equity-centered and decolonizing practices, and transformative learning can support ZEIC, their program partners ZEBx and B2E, and other building and transportation market transformation groups that may be relevant. This work will help them to realize their climate action mandate with support from Social Innovation Researcher in Residence, Lindsay Cole.	Unquantifiable	-
OCAF	OCAF (EnviroCentre)	Bike share study	Strategic initiative/Internal programs	The objective of this work is to provide the Ottawa region with an updated review of the conditions that lead to successful Bike Share Programs, identify, and engage regional stakeholders, and understand the opportunities, implications, and next steps for the region.	Unquantifiable	-
OCAF	U of T	CERC – JUSTICE	Grant	By supporting this work OCAF will gain access to up-to-date academic knowledge, research and skill sets that help inform best practice in inclusive community engagement, particularly on issues of climate equity which is a primary focus.	Unquantifiable	-

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Potential GHG reductions (tCO ₂ eq over 20 yrs)	Direct GHG reductions (tCO ₂ eq)
OCAF	CAFES	Climate Advocacy 2023	Grant	The purpose of this project is to build an effective climate advocacy network of community organizations and individuals with representation and reach into rural, suburban and urban wards of Ottawa. This will happen by supporting the core work that CAFES has been doing in the community.	Unquantifiable	-
OCAF	OCAF (Spruce Creative & City of Ottawa)	Climate Comms	Strategic initiative/Internal programs	Ottawa businesses, organizations, and residents aren't focusing their climate efforts on common priority areas. OCAF seeks to build off the City's Energy Evolution analysis and create broad awareness around key themes (e.g., electrify, retrofit, re-use, and improve) and solution areas (e.g., decarbonizing transportation and buildings and creating 15-minute neighbourhoods). The goal of this communications campaign is to help audiences direct their climate efforts on the highest leverage initiatives and build synergy among their actions.	Unquantifiable	-
OCAF	Audette	Commercial Buildings Retrofits	Grant	This project will leverage Audette's software tools and machine learning platform to conduct virtual energy audits and decarbonization roadmaps that will provide an initial project list including estimated timing, costs and payback for a minimum of 5,000 commercial buildings across a select region of Ottawa.	Unquantifiable	-

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Potential GHG reductions (tCO ₂ eq over 20 yrs)	Direct GHG reductions (tCO ₂ eq)
OCAF	EnviroCentre	EV Experience 2.0	Grant	This project is a second phase of the successful EV Experience and will focus on helping all Ottawans access low-carbon transportation. It will do this by reducing barriers to adoption of electric mobility solutions (EVs, e-bikes, carsharing) through education, outreach, and sales-free test drives with a particular focus on reaching equity-deserving populations.	15,566	1,038
OCAF	Greensoil	Greensoil PropTech Ventures Fund II	DI-PE	GreenSoil PropTech Ventures Fund II provides an opportunity for OCAF to invest a portion of our endowment toward companies with solutions that make real estate more efficient, productive and sustainable for owners, developers, managers and tenants.	Unquantifiable	-
OCAF	McGill University	Missing middle housing	Grant	By supporting this work, OCAF hopes to gain a clearer understanding of public attitudes toward missing-middle density in Ottawa to help advance our climate and equity objectives. We expect that this work will also increase public understanding of the necessary densities to support desired amenities in high-quality 15-minute neighbourhoods.	Unquantifiable	-

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Potential GHG reductions (tCO ₂ eq over 20 yrs)	Direct GHG reductions (tCO ₂ eq)
OCAF	The Association of Community Organizations for Reform Now, Canada (Ottawa ACORN)	Tenant-led Climate Initiative	Grant	The purpose of this project is to organize groups of tenants to take climate action in their buildings and at a policy level by conducting direct community outreach, developing tenants' leadership skills, working with environmental organizations, conducting research and engaging landlords.	Unquantifiable	-
TAF	Pocket Community Association	Toronto Home Retrofit Coordination Program	Grant	Pocket Community Association is building a non-profit retrofit coordination service to help homeowners overcome barriers and to accelerate retrofits in single-family homes in Toronto, and eventually across the region.	2,360,151	-
TAF	Hamilton Community Enterprises	Hamilton Energy Harvesting Project: Feasibility Study	Grant	This allocation will support Hamilton Community Enterprises in completing a comprehensive report on the feasibility of a low-carbon thermal corridor. The study will enable large-scale carbon reductions through the decarbonization of heating in new and existing buildings in Hamilton.	3,179,982	-
TAF	Elexicon Inc	Whitby Geoxchange District Energy Design	Grant	TAF is funding Elexicon Group Inc. to complete a detailed design of the district energy system and to avoid fossil fuel infrastructure lock-in in the Town of Whitby.	3,411,036	-

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Potential GHG reductions (tCO ₂ eq over 20 yrs)	Direct GHG reductions (tCO ₂ eq)
TAF	Regional Municipality of Durham	Green Development Incentive Program	Grant	The Regional Municipality of Durham will develop and implement an incentive program encouraging industry and consumers to adopt higher performance tiers of their municipal green development standards. The program will also educate consumers and development firms about the economic benefits of higher building standards adoption and how to access and offer the proposed incentive	3,734,612	-
TAF	Efficiency Canada	Regulating Space and Water Heating in Canada	Grant	TAF funded Efficiency Canada to promote priority actions and policy changes required to enable the adoption of energy efficient heat pumps. The goal of this project is to move heat pumps from pilot project stage to mass market deployment across the country and introduce mandatory regulations to make all space and water heating equipment 100% efficient.	34,512,430	-
TAF	The Atmospheric Fund	2023 Omnibus	Strategic initiative/Internal programs	The allocation will support the execution TAF's internal programming for 2023-24 in line with TAF's strategic priorities	Unquantifiable	-
TAF	Pembina Institute	Creating a National Governance Structure for Market Development Teams	Grant	This funding will support Pembina Institute to coordinate dialogue and knowledge sharing between organizations working on promoting deep retrofits and the government.	Unquantifiable	-

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Potential GHG reductions (tCO ₂ eq over 20 yrs)	Direct GHG reductions (tCO ₂ eq)
TAF	The Atmospheric Fund	Electricity Systems Change	Strategic initiative/Internal programs	This project seeks to support research and stakeholder engagement to advance the decarbonization of the provincial electricity system.	Unquantifiable	-
TAF	Athena Sustainable Materials Institute	Expanding the Embodied Carbon Pathfinder Tool to the GTHA	Grant	TAF is funding Athena Sustainable Materials Institute to upgrade the web-based Embodied Carbon Pathfinder tool and enable embodied carbon assessments in new construction and renovation projects in the GTHA.	Unquantifiable	-
TAF	Toronto Region Board of Trade	SuperCharge: Municipal Electric Vehicle Deployment Advocacy	Grant	This allocation will help the Toronto Region Board of Trade to collaborate with municipal decision-makers in supporting the implementation of high-impact policies and programs that facilitate the uptake of electric vehicles.	Unquantifiable	-

TOTAL					53,258,332 t CO ₂ eq	18,256 t CO ₂ eq
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Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Actual Direct GHG reductions (t CO ₂ eq)
CIF-Cal	Alberta Ecotrust Strategic Initiative	Accelerated Retrofits in Commercial Buildings - Calgary	Strategic initiative/Internal programs	The project engages commercial building owners who understand the benefits of retrofitting their building(s) in the near term but may not have the resources to prioritize retrofits. The project will provide them with simplified opportunity identification and access to low- cost capital bundled in a turn-key solution.	Unquantifiable

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Actual Direct GHG reductions (t CO ₂ eq)
CIF-Cal	Alberta Energy Efficiency Alliance Society	Integrating Demand Side Management (DSM) into the Utility System	Grant	Will Quantify the benefits of utilizing Demand Side Management in Alberta's utility system to facilitate support for the policy and legislative changes needed to enable Demand Side Management.	Unquantifiable
CIF-Edm	Alberta Ecotrust Strategic Initiative	Accelerated Retrofits in Commercial Buildings - Edmonton	Strategic initiative/Internal programs	The project engages commercial building owners who understand the benefits of retrofitting their building(s) in the near term but may not have the resources to prioritize retrofits. The project will provide them with simplified opportunity identification and access to low- cost capital bundled in a turn-key solution.	Unquantifiable
GMCF	Propulsion Québec	Co-financing of two reports on smart EVs	Grant	Study of the smart EV sector aiming to communicate the opportunity, business and valuation models for the investment ecosystem so that it increases expertise and investment over time. This will support entrepreneurs to better understand the business and valuation models and to be adequately prepared to approach potential investors.	Unquantifiable

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Actual Direct GHG reductions (t CO ₂ eq)
GMCF	Transition Accelerator (Propulsion Quebec)	Digital guide for bus operators	Grant	<p>A project that will:</p> <ul style="list-style-type: none"> ➤ Mitigate the stress, resistance and insecurity of transport operators by clarifying the stages, the issues as well as the conditions and facilitating measures for a successful transition to electrification; ➤ Provide easy and direct access to a bank of resources to break down prejudices in the community; ➤ Increase the number of carriers who are early adopters in order to quickly reach the electrification rate target. <p>To achieve this, Propulsion Quebec will :</p> <ul style="list-style-type: none"> ➤ Map the complete value chain of school bus electromobility in Quebec, from the acquisition of vehicles to critical maintenance; ➤ Define the governance structure of a school bus electrification project, the migration of a fleet of gasoline-powered vehicles to zero-emission vehicles. 	Unquantifiable
HCi3	Centre for Green Building Excellence	Centre for Green Building Excellence	Grant	<p>This project aims to explore the development of a Nova Scotian based Centre for Green Building Excellence. Currently, there isn't an organization in the province that serves the green building sector as an industry organization.</p>	Unquantifiable
HCi3	ONE and ReCover	Deep Retrofit Training and Capacity Building for African Nova Scotians	Grant	<p>The ReCover initiative has partnered with Halifax to do a retrofit design for a community centre – this project will include growing the green workforce and bridging the employment gap for African Nova Scotians through job training on the deep energy retrofit of a community centre.</p>	Unquantifiable

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Actual Direct GHG reductions (t CO ₂ eq)
ZEIC	Vancouver Economic Commission	Danish Learning Tour on High-Performance Buildings	Grant	The Vancouver Economic Commission delivered a Learning Tour on High-Performance Buildings to Copenhagen, Denmark. The aim of the learning tour was to bring a delegation of Canadian non-profits, local government representatives and/or post-secondary institution representatives to participate in a learning tour to Copenhagen to acquire knowledge about decarbonization methods, energy efficiency, and climate adaptation in the building sector that are applicable to reducing GHG emissions and mitigating the harmful effects of climate change in the local Metro Vancouver context. Afterwards the knowledge, insights and lessons learned were shared amongst local practitioners in Metro Vancouver by hosting a post learning event with participants and others in the building sector. Knowledge was disseminated through the tour, events and an online web portal with all the presentations, lessons learned and video.	Unquantifiable
OCAF	Vivre En Ville	Common Ground	Grant	The purpose of this project is to increase awareness and mutual understanding about missing middle housing, affordable housing and intensification in 15-minute neighbourhoods in Ottawa to activate GHG emission reductions. Identifying barriers to 'smart' densification and exploring solutions for overcoming them.	Unquantifiable

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Actual Direct GHG reductions (t CO ₂ eq)
OCAF	EnviroCentre	EV Test Drive Concierge	Grant	The EV Concierge Service is a “one-stop-shop” to schedule a EV test drive in Ottawa and access up to date, accurate, information about EV incentives, benefits, etc. Given the difficulties of accessing test-drives at dealerships, the project design includes community outreach at local events to increase consumer awareness of, and exposure to, EVs. A communications and marketing plan that incorporates social media, video, and the use of influencers will promote EVs, the community events and the concierge service. In addition to working directly with dealerships, EnviroCentre is partnering with Communauto. Through this partnership, Communauto agrees to increase the number (and selection of) EVs available locally and allow EnviroCentre to use them for test drives.	162
OCAF	EnviroCentre	Future Homes Ottawa Phase 1	Grant	The objective of this project is to position Ottawa to rapidly scale deep residential retrofits to meet the zero emissions targets established by the City of Ottawa. Through community-level marketing, regional marketing, and the development and testing of a research-supported mass retrofit model approach – including developing teams of trades people to learn by doing and identify needs for scale-up, the project will put in place the key building blocks for a scalable local retrofit industry model.	Unquantifiable
OCAF	City of Ottawa	Waste Water Energy Study	Grant	This project is to quantify the potential for a zero-carbon heating solution for existing, large buildings and flagship new developments in the urban core. Which if deemed viable can be scaled up.	Unquantifiable

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Actual Direct GHG reductions (t CO ₂ eq)
OCAF	Enviri	WET @ LeBreton	Grant	The objective of this WET research study to assess the potential to heat and cool a new 600,000 ft ² residential development at the Library Parcel in Lebreton Flats, Ottawa. The study scope was to assess the technical, financial and emissions potential and feasibility to deploy a larger WET system beyond the Library Parcel thereby enhancing GHG reduction potential. The implementation of this type of system would eliminate buildings reliance on high greenhouse gas emitting fossil-based heating	TBD
TAF	City of Toronto	Benchmarking Construction Materials Upfront Embodied Emissions for Part 3 Buildings in the GTHA	Grant	The objective of this project is to establish the first embodied carbon benchmark and targets for Part 3 buildings in Ontario. The results will be used to inform the Toronto Green Standard update set to be published in 2022. Setting informed targets and providing clear guidance and training to the industry will serve to foster literacy and knowledge sharing around embodied carbon, and will drive investment and innovation to reduce construction-based carbon emissions.	Unquantifiable
TAF	The Atmospheric Fund	Advancing Low Carbon Policy Solutions 2021-22	Strategic initiative/Internal programs	The objective of this project is to support TAF's policy activities through the engagement of subject matter experts as consultants on key policy files and through relevant travel, communications, and events.	Unquantifiable
TAF	Clean Air Partnership	Electric Vehicle Charging Infrastructure Costing Study and Consultation	Grant	Clean Air Partnership will study the costs to install electric vehicle charging stations and management systems in new multi-unit residential buildings in the GTHA. The goal is to demonstrate to municipalities, building owners, and construction industry stakeholders the advantages of adopting EV Ready parking and charging requirements into existing building standards for new construction projects across the region. (One year)	Unquantifiable

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Actual Direct GHG reductions (t CO ₂ eq)
TAF	Pollution Probe	Municipal Consultation on 2021-2026 Natural Gas DSM	Grant	This project aims to build the capacity of municipalities enabling them to provide valuable input at the Ontario Energy Board's review of the multi-year DSM portfolio, and coordinate leading municipalities to advance their common interests with the goal of ensuring that enhanced natural gas DSM will help the Province and the municipalities in meeting their targets.	Unquantifiable
TAF	City of Pickering	Integrated Sustainable Building and Development Standards	Grant	The main objective of this project is to support an industry shift to improve overall sustainability and reduce greenhouse gas emissions associated with buildings through the following: update and expand Pickering's Sustainable Development Guidelines and convert to a tiered approach that addresses already identified gaps; undertake a comprehensive engagement strategy with the development community, stakeholders, Members of Council, municipal staff and general public, and; develop training tools/guides/resources for municipal staff and the development community through collaboration.	Unquantifiable
TAF	Passive Buildings Canada	Benchmarking Materials Emissions for Low-Rise Housing	Grant	Using a consistent accounting methodology, Passive Buildings Canada and partners will quantify the embodied carbon emissions of materials used in the construction of residential buildings in the GTHA. This comprehensive data set is intended to guide municipalities in the development of low-carbon building policies and regulations, and to inform material selections made by building industry professionals. (One year)	Unquantifiable

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Actual Direct GHG reductions (t CO ₂ eq)
TAF	Sustainable Buildings Canada	Compass Energy Modelling Reviews for Municipalities	Grant	This project will support Sustainable Buildings Canada in updating the Compass energy modelling software, a free online tool that enables building industry stakeholders to benchmark performance and access building energy use and carbon emissions data. The updates will further support non-technical users of the software in reviewing building energy models to ensure compliance with municipal energy performance requirements. (One year)	Unquantifiable
TAF	The Atmospheric Fund	2022 Omnibus	Strategic initiative/Internal programs	This internal program allocation will support the execution of TAF's strategic priorities for the 2022-23 period.	Unquantifiable
TAF	The Atmospheric Fund	Decarbonizing Ontario's Electricity System	Strategic initiative/Internal programs	This program will support the achievement of a systems-level change in Ontario's electricity generation to enable phase-out of high-carbon energy generation sources. The intended outcomes are to define the relevant problems and opportunities in a manner that resonates with affected parties and decision-makers, and to establish a calendar of decision and inflection points to guide the go-forward strategy and messaging.	Unquantifiable
TAF	The Atmospheric Fund	EV Charging Fund (ZEVIP)	Strategic initiative/Internal programs	This project is designed to facilitate the implementation of EV charging infrastructure in the GTHA. Funding will support the hiring of expert consultants to support the outreach and engagement effort and development of a 'turnkey' option for this program.	Unquantifiable
TAF	Project Uncommon	Project Uncommon	DI-Enterprise	A Limited Partnership arrangement established to develop a magnet recycling facility located in San Marco, Texas	25643

Centre	Recipient Name	Project Title	Funding Mechanism	Project Summary	Actual Direct GHG reductions (t CO ₂ eq)
TAF	RE Royalties	RE Royalties Green Bond	DI-Enterprise	RE Royalties is a publicly traded company that finances renewable energy projects and negotiates as part of the non-dilutive financing a recurring royalty stream earned from those financed projects.	Unquantifiable
TAF	Efficiency Capital Corporation	Prudential	DI-Project	The Prudential complex is located in Scarborough. This project involved 191 apartment units and the installation of a variety of conservation measures to reduce utility costs, improve resident comfort, and positively impact GHG emissions.	Unquantifiable
TOTAL					25,805 t CO₂eq

Appendix I

Review of GMF's Five-Year Plan 2018–2023

Introduction

Established in 2000, the Green Municipal Fund (GMF) has operated under the Federation of Canadian Municipalities (FCM) to provide support for municipal projects tackling environmental challenges with innovative solutions. GMF has made significant contributions to advancing sustainability in the Canadian municipal sector and was awarded an additional \$125 million from the Government of Canada in Budget 2016. This ensured that GMF would remain a sustainable source of funding for municipal governments and their partners.

With this new funding allocation, GMF's funding agreement was revised to better serve its target clients and fulfill its mandate. FCM also launched two complementary programs: the Municipal Asset Management Program (MAMP) and the Municipalities for Climate Innovation Program (MCIP). These programs were expected to free up GMF resources, help address the municipal sector's sustainable innovation and capacity building needs and expand on GMF's triple bottom-line results. In addition to the growth of internal FCM opportunities, significant opportunities to lever the fund emerged from the 2016 and 2017 Federal Budgets, which included major investments in green infrastructure, innovation, smart cities, and clean growth.

Given these changes, GMF revisited its strategic approaches to take advantage of emerging market conditions. In 2017–2018, a robust stakeholder engagement campaign was conducted to assess the fund's performance and perception among stakeholders in its target market. GMF distilled challenges and opportunities to build upon the fund's established foundation and provide added value to the municipal sustainability sector. The GMF Five-Year Plan 2018–2023 was shaped by these findings and introduced a renewed purpose, subsector visions and intermediate outcomes. Comprising of eleven work packages, also known as key result areas (KRAs), this plan outlined five-year objectives to increase the receptiveness of municipal processes to move beyond business

as usual to hasten the achievement of the sector's sustainability objectives.

Throughout implementation of this plan, GMF had to be more resilient and adaptable than ever before. The federal government's unprecedented commitment of an additional \$950 million to GMF in Budget 2019 significantly expanded the fund's mandate and ability to address the pressing sustainability challenges faced by communities of all sizes across Canada. The considerable effort for the development and launch of three new funding programs and establishing the Low Carbon Cities Canada (LC3) network had to be integrated into the ongoing pursuit of the pre-existing strategic work packages. GMF also had to navigate the unpredictable challenges presented by the COVID-19 pandemic. The abrupt transition to virtual work necessitated immediate updates to GMF systems, processes and content delivery. Simultaneously, GMF had to respond to the economic and activity slowdown within the municipal sector, supporting clients as they managed the implications of an escalating cost and interest rate environment.

This document serves as a summary of the progress achieved across each of the eleven work packages outlined in the GMF Five-Year Plan 2018–2023.

KRA 1. Empower innovation (Inspiration>Demonstration>Validation)

GMF has maintained an unwavering focus on innovation since its inception, recognizing its pivotal role in accelerating the transition to resilient Canadian cities. Over the past five years, GMF has supported the most innovative and impactful solutions by addressing the financial, decision-making and political risks that municipalities face when trying new solutions. GMF expanded its funding and capacity support and renewed its commitment to maximizing environmental benefits and driving progress towards the long-term sustainability objectives

across the municipal sector. By bridging the gap between viable solutions, funding availability, and the capacity of municipalities and their partners to implement these solutions, GMF saw improvements in the overall receptiveness to innovative sustainability solutions and the pace of their implementation.

A key enabler of innovation is GMF's funding approach and its openness to new solutions. To help create space for innovative initiatives, GMF has more than tripled its available funding for municipalities and broadened its offers to provide a complete set of funding solutions. This includes the introduction of a new Signature Offer through GMF Core, which extends funding to projects with transformative and cross-cutting technical, financial and capacity building innovations that might not have met GMF's existing environmental eligibility thresholds. The GMF Core program also underwent several design modifications to better facilitate innovation, including the implementation of advanced-based payments, an alternative to the historical, less catalytic method of reimbursable payments, to better address the financial risks faced by municipalities. Most significantly, GMF received \$950 million in capital through Budget 2019 to launch three new funding programs: Community Efficiency Financing (CEF), Sustainable Affordable Housing (SAH) and Community Buildings Retrofit (CBR) and establish the LC3 network. These programs were designed to provide targeted deep funding to better support innovation in high-priority areas and ensure that municipalities have access to adequate funding resources at all project stages. GMF also recently secured an additional \$530 million in capital to support the implementation of the Government of Canada Climate Adaptation Action Plan (GOCAAP) to launch a new program to support, accelerate and scale up community-based climate adaptation initiatives, further expanding GMF's suite of funding solutions available to the municipal sector.

Ambitious environmental eligibility requirements are included in all GMF funding offers, fostering continuous innovation as municipalities across Canada strive to reduce emissions, meet rigorous water discharge limits and achieve ambitious water conservation and waste diversion targets. High-performance targets were incorporated into the design of the 2019 programs, such as requiring new construction to target net zero energy performance, to maximize impact and raise the bar on

what's possible to achieve in the municipal sector. In support of the push for greater performance, GMF hired an Energy Modeller to enhance GHG data tracking and analysis, leading to the incorporation of new portfolio-level GHG performance targets in the new GMF Three-year Plan 2023–26. Funding offers and performance targets are regularly reviewed using sector research to ensure alignment with the evolving municipal sector landscape. Targets for GMF Core are presently under review as part of an offer renewal process informed by sector insights in all GMF subsectors: energy, water, waste, transportation and land-use.

GMF's capacity building support has undergone substantial growth, increasing the likelihood of success for innovative projects. The 2022 Capacity Development Strategy introduced a detailed framework to inform internal decision-making and increase the reach and efficacy of programming. Awareness-raising resources have been developed across all GMF program, showcasing research trends, profiling innovative projects and promoting GMF funding opportunities. In areas of heightened priority, GMF extended peer network support, skills development, training and implementation support to assist the municipal sector in decision-making, governance, case building and project management. A parallel approach to funding and capacity building was used in the design of CEF, SAH and CBR, ensuring that support was available throughout the client journey, from ideation to project implementation. This approach will also be used in the design of GMF's new adaptation programming, as lead indicators are reporting that capacity building programming enhances the uptake of lessons learned from the first of kind, accelerates project implementation and has the potential to improve project outcomes.

To reduce the risks associated with decision-making when advancing innovative solutions, GMF has expanded its array of support services. Completed resources like the Energy Roadmap and sector strategies identified high-impact opportunities and sector needs, guiding the prioritization of areas for further support through capacity building programming. Communities of practice and advisory services like the SAH Regional Energy Coaches, were developed to complement the new funding offers and provide municipalities pursuing innovative sustainability projects with a support network. GMF also improved its internal capacity through the addition of numerous new roles to respond to

the sector's needs and provide access to technical expertise, including an Energy Modeling Specialist and Leads for CEF, SAH, energy, waste, water, transportation and land-use.

The final enabling factor for innovation that GMF explored was municipal access and ability to test viable solutions. Following research into existing national incubator models that assist the municipal sector in piloting and refining new innovations, GMF identified challenges beyond municipal access and readiness, notably the limited and insufficiently resourced capacity of municipal incubators in Canada. Consequently, GMF redirected its focus towards its feasibility study and pilot to reduce the risks associated with emerging technologies and enable municipalities to explore and try new solutions tailored to their unique situations. The funding threshold for pilot projects was raised from \$350,000 to \$500,000 on a merit basis and the funding ratio was increased from 50% to 80% of eligible costs for small municipalities, facilitating the testing, demonstration, refinement and experience-building with new solutions.

By addressing financial and decision-making risks, GMF has empowered municipalities to implement more transformative and innovative environmental solutions, faster. Prior to the new funding, GMF had only funded a couple affordable housing and community energy projects. The launch of CEF and SAH significantly expanded the financial resources and capacity support available to municipalities for this work and saw rapid program growth, catalyzing municipal action in these high-impact areas. Overall, annual funding approvals have increased from \$61.5 million for 57 initiatives in year one, to \$187 million for 168 initiatives across four distinct funding programs in year five. This growth can be attributed not only to the introduction of three new funding programs but also to the nearly twofold increase in Core program funding. Additionally, the LC3 Network has approved \$13.8 million for 138 initiatives since inception three years ago. The increased funding allocations has allowed GMF to support an increased number of new solutions, leading to greater benefits for the municipal sector.

KRA-2: Accelerate the replication of proven sustainable solutions

Although GMF has always supported the initial replication of solutions, it was increasingly challenging

to advance any one solution quickly and comprehensively enough to achieve the critical mass required to truly transform the municipal sector. Analyses indicate that broader market uptake typically requires three to five successful deployments of a new solution across diverse market contexts. Through this work package, GMF provided the municipal sector with tools to speed up the pace of solution replication and mobilization, which is needed to address the sector's sustainability needs within the required timelines.

To encourage and enable the municipal sector to replicate proven sustainable solutions, GMF introduced new targeted funding approaches for specific, high-impact solutions. The lessons learned from the initial deployments of a solution can validate its performance, confirm its business case, and reduce the costs and risks for subsequent municipalities and their partners, facilitating further solution adoption. CEF, SAH and CBR were inspired by proven projects from GMF's Core funding, and their targeted design quickly created a critical mass of projects, demonstrating faster market validation and scaling of solutions. Additional funding approaches, like the CBR building portfolio offer and multi-community/regional pilot funding, have effectively fostered replication pathways to increase the adoption rate of new solutions. Multi-community partnering has been observed across GMF programs, from regional Property Assessed Clean Energy (PACE) projects to regional electric vehicle (EV) charging or waste management solutions.

Capacity building programming, informed by an understanding of replication enablers identified through sector research, communicates lessons learned and best practices to support the next generation of projects. The integration of funding and capacity support for CEF, SAH and CBR encourages the early replication of high-impact solutions and insights are leveraged through knowledge resources to encourage their broad adoption. New peer-to-peer learning approaches were introduced through the GMF Leaders Exchange Forum, where successful past GMF initiative proponents and external experts shared knowledge and lessons learned directly with potential project applicants to help shape new projects for success. These forums centered around a few different promising solutions, such as high-efficiency fire halls, resulting in a surge of GMF applications from municipalities aiming to replicate these approaches. Peer learning subsequently evolved into the creation of Communities of Practice (CoP) for CEF and

SAH. Within the CoPs, funding recipients can learn directly from those who delivered the first of kind solutions, fostering greater confidence and empowering fast followers to emulate the development processes of the leaders.

To support further scaling and broad adoption of solutions, GMF assessed the potential to aggregate and pool opportunities, particularly those driven by common sector needs and market size, for funding from GMF's partners for broad adoption. By identifying key areas for replication and project aggregation in Canada, GMF can help mobilize capital from other sources to fund the broad uptake of solutions. The 2019 programs were designed to address a common type of solution and represent large aggregation potential, while Core funding has presented similar aggregation opportunities in specific project types, such as net-zero fire halls and district energy. During program design, GMF explored how best to leverage capital, shaping program parameters to stack and amplify other money or attract investors for follow-on support. This provided GMF with valuable insights into investor preferences and while GMF is starting to see some follow-on funding interest for projects, leveraging capital and exploration of program handoffs are included in the next GMF Three-year Plan to amplify the impact possible.

By providing funding and knowledge products that promote replication and early broad adoption of sustainability solutions, GMF has effectively increased the rate in which municipalities replicate proven solutions. Notably, the accelerated replication evident in CEF, SAH and CBR has validated the efficacy of deep funding offers for facilitating solution scaling and the de-risking aspects of accompanying capacity support. In its inaugural year, CEF supported the creation of over a dozen PACE and local energy efficiency financing programs, effectively tripling the number of local financing programs in Canada. This figure has since grown to twenty-four active CEF capital projects—an early example of targeted funding leading to market validation and solution scaling. This proof of concept has been integrated into program proposals and the new GMF Three-year Plan to further increase the rate of solution replication and encourage targeted funding approaches for other high-impact solutions.

KRA-3: Create a roadmap of the municipal sector's challenges and solution pathways

Many municipalities lack the resources to actively find the best solutions for their long-term sustainability goals due to multiple priorities. In response to these challenges, GMF proposed the creation of roadmaps to provide guidance and show municipalities how to achieve their overall sustainability objectives. These roadmaps identify the biggest challenges and highlight meaningful, pragmatic solutions that are highly replicable across communities and can deliver significant environmental, economic, and social benefits.

To pilot the roadmap approach, GMF started with the energy sector as it is the largest single source/enabler within municipal climate change plans and has the most funding activity of all GMF sectors. Recognizing that Canadian municipalities vary in their progress toward increasing energy efficiency and transitioning to clean energy sources, the Energy Roadmap was designed to meet municipalities at whichever stage they were at and give them a variety of options to choose from over time. These solutions were tailored to deliver the greatest impact, consider their level of ambition and account for previously completed work while, acknowledging the differences in community size and geographical location. The roadmap bridged the gap between planning and implementing sustainable solutions and contained sector analysis, investment priorities, capacity building insights, and quick start guides to tackle sector challenges.

After the completion of the Energy Roadmap, the roadmap process was evaluated and evolved to a "sector strategy approach". A sector strategy articulated a vision and objectives for the sector and synthesized information on sector trends, barriers and opportunities within municipalities. It identified and prioritized opportunity areas where GMF should focus new and existing funding offers and high-impact capacity building programming and recommended key organizations for potential partnerships in each of the priority opportunity areas. While roadmaps were envisioned as a robust decision-support tool to guide local governments in identifying where to invest to get the biggest impact, a sector strategy is a lighter, internal tool that identifies where GMF can provide the most impactful support and investments. Sector strategies were completed for the transportation,

land-use and waste sectors, and the Water Sector Strategy is nearing completion. These strategies will be reviewed every three-to-four years to ensure alignment with the evolving municipal landscape.

As envisioned, the Energy Roadmap and sector strategies have significantly influenced the design and delivery of GMF's financial and capacity building programming, accelerating progress in the highest-opportunity areas identified. The final designs of the three new funding streams were informed by municipal challenges and solution pathways identified in the Energy Sector Roadmap. It was particularly relevant to CBR, where insights into impactful interventions for reducing GHG emissions from large community buildings shaped the offer focus areas. CEF was designed to accelerate investments in energy-efficiency for single family homes, while SAH aimed to improve the energy-efficiency of affordable housing stock—both identified as areas with potential for substantial GHG emission reductions within the municipal sector. The LC3 Network is also very active in multi-story and multi-unit residential energy efficiency markets, addressing another facet of the high impact residential opportunity. Sector priorities are informing new priority impact areas during the Core offer renewal.

The Energy Roadmap has informed much of GMF's capacity building programming over the past three years and mobilization activities ranged from promotional webinars to targeted online modules focusing on specific strategies and skills gaps. Opportunity reports were created from the sector strategies and were published for the waste, transportation and land-use sectors and accompanied by awareness campaigns aligned with the identified sector priorities and opportunities. Sector priorities have directed the development of tailored knowledge products and learning journeys across all GMF sectors. Following the identification of circular economy as a top priority in the Waste Sector Strategy, GMF collaborated with the National Zero Waste Council (Metro Vancouver), the Recycling Council of Alberta and Recyc Quebec to launch the Circular Cities and Regions Initiative (CCRI). This initiative advances circular economy knowledge and capacity within Canadian communities of all sizes through a national webinar series on innovative approaches and by providing direct support, guidance, and peer-to-peer exchange. To date, two cohorts of municipalities have participated in the peer-to-peer network program to identify the

best opportunities for circularity within their unique community.

Through combined financial and capacity building support, the Roadmap and sector strategies have been successful in validating and supporting solutions that have the greatest impact on the municipal sector. The identification of the municipal sector's challenges, solution pathways and investment opportunities heavily influenced work across all work packages included in the Five-Year Strategic Plan. Recognizing and profiling high-impact solutions through knowledge resources enables municipalities to identify significant opportunities more quickly within their own communities, facilitating the realization of their long-term sustainability objectives. CEF, SAH and CBR have successfully showcased the value of targeted funding approaches for scaling high-impact solutions within key opportunity areas and sector priorities have informed similar approaches for Core renewal and the Adaptation program design.

KRA-4: Establish the business case and economic benefits of sustainable solutions

One of the most common barriers encountered by municipal staff and elected officials when seeking approval for new projects was challenges in understanding and validating the business case for sustainability solutions. Additionally, they often lacked accessible, clear and complete data on the economic performance of such solutions. Without that data, expertise or decision tools, it is difficult for them to make sound investments and stretch their municipal budgets as far as possible. Through this work package, GMF supported municipalities in their decision-making and due diligence around sustainable solutions.

GMF began with understanding the business case and economic viability criteria that guide municipal decision makers when approving and prioritizing sustainability initiatives. The Bloom Center for Municipal Education was engaged to build internal capacity through training sessions on municipal budgeting and the typical financial decision-making procedures of municipalities. GMF designed a Business Case Lead position to bolster internal capacity but filling this position was deferred following Budget 2019 in favour of building programs with strong business cases embedded in their design

and eligibility parameters. SAH projects are required to meet affordability thresholds, CBR explores impacts on service levels and delivery of community buildings and up to 30% of the CEF loan can be used for non-energy improvements (e.g., water conservation, climate adaptation, etc.), adding more value to homeowners while fostering impactful deep retrofits.

Having determined the criteria employed by municipalities for decisions, an overall assessment indicated a pressing need for significant capacity building to bridge the gap between how municipalities assess the investment viability of projects compared to private sector methodologies. Programming was designed to address these gaps and enhance municipal capacity for articulating business cases. Case studies of GMF's most impactful projects were developed to help municipalities understand the financial merits of such initiatives and promote their more rapid uptake by the sector. Business cases were also a focus in replication workshops and peer learning networks to foster broader adoption of successful solutions. GMF created decision support tools to assist municipalities in conducting assessments and making sound financial decisions when adopting innovative approaches and technologies.

To complement the business case of solutions, GMF strived to identify and better articulate the direct economic and broader community benefits of funded projects. GMF's Local Economic Development (LED) model was updated to better measure the economic impacts of funded projects and is used each year to report on metrics like GDP and jobs created. The introduction of more technical roles, including an Economic Benefits Specialist, improved internal expertise in this area and technical workshops on topics like energy modelling, enhanced municipal capacity to accurately forecast anticipated benefits and report on the performance of funded solutions. The triple bottom line outcomes of funded solutions were mobilized through capacity building programming and economic benefits were a key objective in the design and reporting of the 2019 programs. This includes the inclusion of key performance indicators on affordability (SAH), and cost savings at the residential (CEF) and municipal levels (CBR). Community Benefits indicators—encompassing economic, social and AREI metrics—are being developed to illustrate the impacts of supported solutions more comprehensively.

GMF is now better equipped to understand and assess the business case and economic resilience of projects both during the application stage and after they receive GMF support. Economic information is reviewed at the application and contracting phases for all capital projects, particularly non-municipal deals where GMF's Lending unit rigorously assesses their financial viability. For SAH projects, this also entails a thorough evaluation of rental costs and ability of housing to remain economically sustainable under varying market conditions. Through capacity programming and offer design, GMF has equipped municipal staff and elected officials to articulate the business case more effectively for solutions and demonstrate their value to stakeholders.

KRA-5: Be responsive to clients' needs

When developing GMF's Five-Year Plan, municipalities expressed a need for funding processes that required minimal up-front effort and reliable access to trusted and affordable expertise throughout their project journey. This encompassed assessing solution viability and prioritizing their array of assets, through to engaging in peer learning to tackle challenges, support implementation and optimize project success. In response to these needs and to quickly recognize when new needs arise, GMF improved the client experience by optimizing its funding and capacity services, yielding enhanced value-for-money and performance. By making it faster and easier for municipalities to identify, fund and deploy solutions, GMF can accelerate the pace of sector transformation.

GMF completed extensive stakeholder consultations and internal assessments to ensure the effort required to seek GMF funding was proportionate to the level of funding sought by applicants and the associated risk level of their proposed solution. Several promising opportunities to improve the client experience emerged and were subsequently adopted to reduce friction points. This included milestone-based advanced disbursements, continuous capital project intake, increased funding maximum amounts and funding ratios, reduced close-out financing reporting and a web-based application portal. GMF Council also delegated approvals of plans and studies to staff, reducing the number of steps in the approval process and reducing approval times by more than 40%. With the launch of the new funding programs leading to an influx in applications, GMF further streamlined

internal processes, procedures, templates and service delivery to clients. These refinements not only enhanced the client experience but also improved internal efficiencies, reduced the effort needed to access GMF funding, shortened wait times for funding decisions and expedited fund disbursement to alleviate the financial burden on applicants. The insights garnered from these improvements prompted the deliberate design of streamlined application approaches for SAH and CBR plans and studies. Despite the challenges of the pandemic and the significant financial constraints faced by municipalities, GMF experienced increased application numbers and a reduction in withdrawal rates, attesting to the value of GMF funding.

GMF also reviewed its granting approaches to ensure amounts aligned with the project's level of risk and transformational potential. The capital for 2019 programs had a substantial effect on GMF's fund sustainability, enabling the exploration of higher grant amounts to address the solution deployment needs of clients. The funding limit for pilot projects was raised to \$500,000 on a merit basis, accompanied by a revised evaluation criteria to distinguish high-impact projects. Higher granting ratios were incorporated into the 2019 programs to support more challenging initiatives. GMF introduced a novel sliding scale granting approach within the SAH retrofit stream, wherein projects achieving greater energy reductions were eligible for higher grant amounts, buying down risk while incentivizing deeper, more impactful retrofits. Further grant incentivization approaches for high-impact projects are being explored during Core renewal and the development of the new adaptation program. As an added value, the breadth of capacity and knowledge support expanded significantly, resulting in substantial "in-kind" contributions from GMF to support project origination and deployment.

Building on the work conducted to understand the business case of impactful solutions, GMF also explored the non-economic decision-making criteria employed by municipal decision-makers when assessing sustainability projects. Extensive work was completed to understand financial thresholds and enablers in the design of CEF, SAH and CBR. CEF adopted various customized contracting and disbursement approaches to enable efficient delivery and risk sharing. This included its interest rate approach and a broad spectrum of eligible cost categories that increased the non-financial

value proposition to cities and residents. SAH focused on preserving affordability despite the high capital expenditure required for higher energy performance. The promotion of social benefits and improved service delivery combined with the ability to invest in general repairs in SAH retrofits adds non-economic value for these initiatives. Finally, CBR introduced a GHG pathway approach which aimed to distribute investments over time and allow planning for retrofit alignment with regular equipment maintenance schedules, making deep retrofits for energy-intensive facilities more accessible to municipalities.

Targeted outreach and capacity building programming was informed by in-depth research into how municipalities' capacities and needs vary based on factors like geographic location, staffing levels and population size and composition. The new Capacity Development strategy placed client needs at its core and GMF developed numerous online resources tailored to simplify information access and aid municipal clients and their partners. GMF's Outreach and Funding teams were expanded to cater to a wider range of clients, including the appointment of a Quebec Outreach Lead for targeted efforts. Given the greater funding and capacity needs of smaller communities, GMF introduced higher granting support for smaller, northern and remote communities, along with a calibrated project evaluation criteria to ensure the accurate assessment of these initiatives. Amid substantial program growth, GMF continues to monitor and adhere to rural/urban funding split indicators.

Recognizing that comparable communities face similar issues, GMF capitalized on economies of scale through advisory services that equipped clients with the necessary support, knowledge and tools to enhance their sustainability projects. At a broader level, the work led by GMF Sector Leads provided insights into key impact areas, informing capacity building programming and client support. More tailored advisory services were developed for each of the 2019 programs, responding directly to sector challenges and needs. CEF and SAH advisory services and guides were created to assist municipalities and their partners with navigating GMF applications and planning sustainability projects. The CBR Advisory Service, tailored for smaller communities, offers a more comprehensive approach allowing funding recipients to opt-in for a customized capacity development plan and access to coaching, training and other supports to

facilitate implementation and long-term success of their initiatives. Similar advisory approaches will be employed for the adaptation programming.

To address current and future needs of the municipal sector, GMF bolstered internal expertise through the addition of new sector leads, technical specialists, and the expansion of the Outreach and Capacity Development teams. GMF also collaborated with a network of vetted partners capable of addressing the planning and execution requirements of the municipal sector to expand its reach and maximize impact. This included SAH Regional Energy Coaches, CEF Application Advisors and Peer Network partners for the Circular Cities and Regions Initiative (CCRI) and Leadership in Brownfield Renewal (LiBRE).

KRA-6: Leverage and mobilize GMF's knowledge, decision tools and capacity-building support for planning and executing sustainable projects

Capacity building is essential for GMF's clients to improve projects and scale successful solutions efficiently. The GMF Five-Year Strategic Plan outlined a holistic approach to capacity building that enabled GMF to address gaps and generate short- and medium-term improvements in project planning and delivery and long-term systemic changes. By honing practitioner's skills and improving their knowledge, municipalities are better prepared to implement sustainability solutions, resulting in more frequent and successful projects. Building on the success of past initiatives, GMF cultivated and mobilized relevant knowledge, fostering capacity within the municipal sector through both targeted and broad-reach programming.

If the necessary knowledge and skills are not in place at all stages of a project's implementation, project quality diminishes as it moves through each step, affecting the solution's replication potential and market viability. To bridge these skill gaps, GMF connected the municipal sector with high-quality information and capacity development programming. During the development of the 2019 programs, stakeholder engagement and research were conducted to identify the capacity and knowledge needs within the energy sector. This informed the creation of several capacity building initiatives and GMF developed resource libraries to curate

and promote tailored resources. GMF continues to foster diverse partnerships and collaborations with organizations and experts across various sectors to facilitate data and knowledge sharing. Notable formal partnerships include Partners for Climate Protection Program (PCP) with ICLEI Canada, Circular Cities and Regions Initiative (CCRI) with National Zero Waste Council (Metro Vancouver), Recycling Council of Alberta and Recyc-Quebec, and SAH Regional Energy Coaches (RECs) with the Community Housing Transformation Centre, Cooperative Housing Federation of Canada, and the BC Non-Profit Housing Association. GMF recently launched the Municipal Net Zero Action Research Project (N-ZAP) alongside the University of Waterloo and ICLEI Canada, a five-year initiative on measuring and monitoring city and municipal level GHG emissions and mitigation effectiveness. GMF's collaboration with organizations and thought leaders extends to the co-creation of guidebooks, knowledge products and e-learning courses, extending the reach and impact of GMF even further.

GMF improved its online platform and presence to ensure effective mobilization of capacity building programming. The new GMF website contains resource pages and a Learning Centre, offering tools, practical knowledge and tailored resources to expedite municipalities' transition to sustainable solutions. The updated GMF project database offered easier access to project information for cities, thanks to better content and design. GMF also launched a new learning management system, creating an online platform for efficient knowledge and product delivery through e-courses. Since its launch in 2021, a total of 1,286 participants enrolled in seven e-courses and online learning activities. An implementation strategy is being developed to amplify the system's impact and new courses are being added in response to municipal needs and GMF priorities.

Among GMF's most impactful programming are its innovative, targeted and influential events. This area was the most affected by the 2020 pandemic and GMF quickly transitioned all planned in-person meetings, workshops and events, including the Sustainable Communities Conference (SCC) 2020, to virtual formats. Despite the challenges of connecting virtually, GMF's capacity events continued to be well received, earning high satisfaction and material relevance feedback. The SCC transitioned from every two years to every year, bringing together municipal staff, elected officials, federal

officials and private sector experts to discuss and share best practices for making Canadian communities more environmentally, socially and economically vibrant. Feedback from the most recent 2023 SCC underscores its resounding success, with 88% of survey respondents affirming the relevance of the SCC's content to their work, 92% confirming the activities provided them with actionable information or resources for their workplaces, and 89% indicating that they would recommend the conference to other municipalities or stakeholders for future events. GMF also hosted or participated in numerous consultations, webinars, workshops, peer networks, communities of practice and presentations. Noteworthy examples include the GMF Leaders Exchange Forum, Energy Modelling Learning Program, CCRI, Leadership in Brownfields Renewal (LiBRé), enhanced participation in the FCM Annual Conference, and partnering with the GLOBE Forum 2022 to deliver a municipal-focused program stream. This first-of-its-kind partnership brought together sustainability leaders from cities and communities across Canada with leading change-makers to outline a vision for local pathways to net-zero emissions.

Recognizing the significance of peer learning in addressing critical skill gaps, GMF developed new CoPs for CEF and SAH and launched CCRI in collaboration with sector partners. These communities offer a platform for project leaders to connect with peers nationwide, facilitating discussions on shared challenges, best practices and insights from experts. Additional training and coaching are provided to support the application of relevant lessons learned to enhance project design and implementation. Following the renewal of GMF's LiBRé program, the management of the peer network was transferred to the Canadian Brownfields Network (EN) and Réseau Environnement (FR) due to evolving GMF priorities in the land-use sector. Peer-to-peer learning was also recognized as an approach to advance other GMF work packages, including advancing innovation, accelerating replication and responding to client needs.

Through its capacity programming, GMF has increased the abilities of municipal staff and elected officials to select, plan, approve and implement high-impact solutions. GMF's annual budget for capacity building increased from \$750,000 in 2017 to \$3 million in 2019 due to new parameters in the Funding Agreement. A new Capacity Development Strategy was devised to modernize approaches

and maximize the impacts achieved through the augmented budget and growing suite of funding programs. This strategy introduced a *learning journey* approach that offers support for elected officials at all stages of solution implementation and was accompanied by a Monitoring, Evaluation & Learning Plan for impact measurement. Increased resources accelerated the dissemination of sustainability solutions across the sector, making a substantial contribution to the value of GMF services. Alongside producing an increased quantity of capacity building resources compared to year one of the Strategic Plan, these products have seen greater adoption. In year five a total of 3,893 participants were reached through targeted learning activities, such as workshops, peer learning and trainings, nearly quadrupling the target of 1,000. Impressively, 76% of municipal staff and partners reported feeling better equipped and 81% of participants agreed or strongly agreed that the learning activities provided them with applicable information and/or resources for their workplaces.

KRA-7: Collect and develop data to help direct the efforts of the municipal sector and its partners

In response to concerns raised by municipal staff, NGOs, private sector stakeholders and other groups regarding a lack of data to support decision-making, GMF took steps to enhance the collection, development and dissemination of data for the Canadian municipal sector. This initiative aimed to bolster data-driven decision-making, equipping municipalities with the information needed for identifying easily addressable sustainability areas that could yield substantial environmental and economic impacts. This, in turn, would help municipalities become sustainable more quickly.

To bridge the data gap and understand the scale of issues and opportunities, GMF collaborated with partners to compile detailed and comprehensive datasets. These datasets quantified emission rates and the broader environmental and economic impacts of municipal assets and processes. For the energy sector, the Delphi Group compiled data that informed the scope and focus of the Energy Roadmap, which was further expanded by Dunsky during the roadmap's development. Similar scans and assessments of GMF's other sectors were conducted when creating sector strategies, highlighting key environmental impacts and potential

market opportunities. While the original intent was to transition towards a more open-source data approach to support decision-making, GMF found that municipalities faced challenges beyond data accessibility. The priority shifted to informing targeted capacity programming that could better address the needs of the municipal sector, particularly within small to medium communities.

GMF also gathered data about non-municipal assets and processes at the community level to identify sustainability challenges, assess impacts on service levels and delivery and pinpoint the highest environmental and economic impact opportunities. The Energy Roadmap assessed non-municipal assets, and explored interventions at the residential, commercial and community levels, ultimately contributing to the design of the 2019 programs. CEF targeted the low-rise residential sector, SAH focused on service levels and delivery, and CBR offered funding for community building portfolios.

Upon curating the data, an extensive knowledge mobilization strategy was developed to disseminate the findings and ensure that sector data was readily accessible to the municipal sector and its partners. The Energy Roadmap was a robust decision-making tool so supplementary products were created to improve the accessibility of its information. Sector opportunity reports were published based on findings from sector strategies and accompanied by awareness programming tailored to the identified sector priorities and opportunities. GMF also revamped its projects database, adding qualitative and quantitative project performance data to add additional value for the user. Several improvements were made to advance data collection for the future, including the addition of a Survey Research Specialist and the integration of additional preliminary indicators into the reporting requirements like affordability and cost savings for the 2019 funding programs.

The extensive research and detailed datasets led to strategic insights that have informed GMF projects, programming, policies and advocacy at both GMF and FCM levels. The insights gleaned from the Energy Roadmap shaped the creation of CEF, SAH and CBR, aligning funding and capacity programming to target optimal market opportunities for solutions that address the largest sources of emissions across Canadian municipalities. The sector strategies provided similar information for other GMF sectors and continue to guide the identification of new priority areas during the

Core offer renewal. These insights influence future planning, advocacy and funding proposals in areas of significant impact potential, including the recently acquired adaptation funding, and for other community interventions, such as the Two Billion Trees program and district energy projects.

KRA-8: Attract capital and investments to the municipal sustainability sector (lever investments) and help municipalities access funds and identify new revenue streams

The needs of municipalities far surpass the available funding resources through public funds alone, underscoring the crucial role of GMF's activities to spur additional investments in the sector from diverse sources. Through this work package, GMF broke down barriers to investments in the municipal sector, explored partnerships with other funding sources and enhanced the transaction readiness of municipalities to better position the municipal sector to receive additional investments and stretch their budgets further.

The Energy Roadmap and sector strategies identified the sustainability investment needs and barriers within the municipal sector and led to investor involvement during the design of the 2019 programs to ensure their investment readiness. The need for investment in residential energy efficiency programs was a significant factor in the inception of CEF. PACE and on-bill financing presented as ideal mechanisms to leverage non-public funds for achieving climate plans, with global evidence suggesting private investors' interest in such ventures. Similarly, recreational facilities emerged as a scalable opportunity for leveraging investments, with CBR bringing more visibility to the Canadian investment potential in this space. This opportunity pipeline reveals opportunities within similar asset types, financing needs and transaction structures that are opportunities for green bonds or another bundled approach. SAH eligibility was designed to align with qualification criteria from key funders, permitting fund stacking while pushing projects towards heightened environmental results. GMF also conducted extensive background research into its project portfolio, exploring investments in past projects, deal parameters and suitable financing types for various initiatives. These insights guided the definition and measurement of funding

leverage, culminating in the inclusion of an investment leverage target in GMF's new Three-year Plan.

To enhance municipalities' transaction readiness and facilitate transactions between the municipal sector and other funders, GMF conducted a thorough scan of promising leveraging investment instruments and financing tools. These findings informed program development, integrating leveraging directly into program design, better positioning the municipal sector for additional investments and making investments more feasible. Loan Guarantees and Loan Loss Provisions were introduced through CEF, aiming to leverage private financing sources in local PACE programs, seeding viable programs that could eventually be capitalized by the private sector. Further exploration is ongoing in the context of GMF's newly acquired adaptation and resilience mandate to determine how to optimally catalyze private investments into adaptation projects.

The appointment of a Lead of Sustainable Finance strengthened GMF's capacity to develop and mobilize new financing and revenue models that empower municipalities to accomplish more without increasing their budgets. GMF remains attuned to innovative opportunities and solutions emerging from CEF and SAH CoPs as they experiment with novel approaches to revenue generation and capital acquisition for sustainability projects. Innovative financing stands as a principal objective within the GMF adaptation programs and was deliberately woven into the program concept.

GMF has elevated its fund management expertise and introduced a new asset allocation and investment strategy to optimize returns while maintaining responsible investing in line with the fund's mandate. This strategy broadened the spectrum of investment types for the GMF endowment, enhancing fund management and creating space for GMF to engage the greater number of non-municipal initiatives brought in through the 2019 funding programs. Transactions with new investors has introduced more complex deals, augmenting GMF's credibility and recognition in the direct private lending landscape and opening it further to investor opportunities.

GMF continues to forge a network of partners capable of funding sustainability projects and subsequent replication, with collaborators including the Co-operators, Addenda Capital, CMHC and other

housing developers. GMF explored connections and complementary approaches with impact investors and initial discussions took place with various foundations, including the Canadian Infrastructure Bank, to explore avenues to attract funding into the municipal sustainability sector to fill the large funding needs and broker project handoffs. This is particularly prevalent in CEF as GMF's funding is enough to start some programs, but not enough to take them to scale. The local programs supported under CEF have had strong uptake in jurisdictions across Canada, proving that the transition to third-party financing is a viable pathway. Ottawa Better Homes received \$33.9 million financing from Vancity Community Investment Bank (VCIB), increasing its impact and validating the design approach of deep funding offers for scaling solution adaptation. Partnership is a key mandate within the LC3 Network and leverage targets are included in annual planning to originate more projects and scale solutions within major urban centers. Building on these insights, GMF's new Three-year Plan includes a brokerage mandate to continue facilitating connections between borrowers and lenders to drive further replication and impact beyond GMF resources alone.

KRA-9: Ensure the GMF's sustainability and maximize its influence

Effective management of the GMF endowment directly correlates with the fund's ability to steer the municipal sector towards more sustainable practices. The injection of \$125 million from Budget 2016 partially addressed the financial sustainability challenges posed by persistent low interest rates and lower returns on the endowment's investments. However, the discretionary resources generated by the endowment remained restricted by the returns achievable from investments and the yields stemming from its capital projects loan portfolio. Given this context, GMF aimed to maximize its revenue generation while maintaining sound management and long-term sustainability.

The quintessential aspect of endowment management lies in preserving its operational capacity and ensuring the availability of financial resources to fulfill its mandate. The infusion of \$950 million from Budget 2019 effectively resolved concerns about fund sustainability, which is currently assessed to be strong despite significant growth in GMF's funding. Fund sustainability was aided by new terms introduced in the 2019 Funding Agreement

regarding asset allocation, a new investment policy and a more favorable interest rate environment. GMF refined its financial modelling, including scenario and sensitivity testing, to optimize funding support to the municipal sector while preserving working capital over the long term. Under current conditions, GMF can comfortably support the municipal sector beyond the 25-year sustainability target without risk of eroding the base capital, even with maximized annual loan and grant allocations to foster innovation and address client needs.

To ensure the endowment's sound management in the long term, GMF improved internal expertise through the addition of a Senior Manager Investments position. Advisory support was bolstered through recruitment of new members with diverse experience and expertise for GMF Council's Investment Committee as existing members terms expired. Finally, new Fund Managers were enlisted with an expanded mandate to diversify GMF's investment portfolio far beyond just fixed income investments.

A new Statement of Investment Beliefs was developed, articulating investment priorities in alignment with the fund's mandate while concurrently maximizing attainable returns. Changes to the funding agreement permitted more diverse investment possibilities, including Canadian and global equities and direct investments, supporting endowment resilience and returns. GMF introduced a robust long-term investment strategy using a diversified portfolio approach to manage uncertainties, which helped the fund successfully balance financial sustainability and risk under extreme and volatile market conditions between 2019 and 2023. In alignment with the new asset allocation and investment strategies, assets are gradually being re-invested, shifting the fund's investment portfolio towards mandate-aligned investments. GMF proactively monitors the investment performance and the shifting macroeconomic environment to respond appropriately when unique situations arise.

GMF continues to leverage its influence to infuse further financial resources into the municipal sector. The fund continuously collaborates with FCM's Policy and Public Affairs department to effectively articulate the needs of the municipal sector and advocate for pivotal opportunity areas to bridge existing financial resource gaps identified through the Energy Roadmap and sector strategies. Successful advocacy yielded \$950 million for three new GMF programs and the LC3 Network, as well

as a \$60 million MAMP funding top-up from Budget 2019. In 2020, advocacy efforts shifted towards pandemic recovery endeavors, identifying \$5 billion in programming opportunities in alignment with federal priorities. Several of these opportunities were funded through Budget announcements in 2021 and 2022, either as Infrastructure Canada (INFC) programs or, most recently as the GMF adaptation programs announced through the National Adaptation Strategy.

KRA-10: Inspire municipalities and their partners by defining, recognizing and communicating the successes, lessons learned and triple bottom line benefits of sustainable solutions

Despite funding a substantial number of projects since its inception, feedback from stakeholders highlighted that GMF hadn't effectively communicated essential project information. Nor had it differentiated the varying level of success among projects or distilled sector lessons learned to foster the success of future projects. In response, GMF identified key project success factors and developed systems to recognize and promote project outcomes and insights more effectively, aiming to inspire the Canadian municipal sector to embrace more sustainability solutions.

The first step in promoting the best solutions is understanding the factors that contribute to optimal results. The Energy Roadmap identified the impact potential in prime opportunity areas, subsequently defining and articulating the criteria for 'high performance' during the design of CEF, SAH and CBR. Similarly, sector strategies for waste, transportation and land-use are shaping the Core offer renewal. A new project evaluation criteria was developed for the Signature Offer, designed to measure the replication and impact potential of projects to align with priorities in the Strategic Plan. This criteria clearly communicates the benchmarks for excellence across a diverse portfolio of eligible projects, assuring maximum results from projects approved for funding. The evaluation criteria was slightly modified for the 2019 funding streams and Core capital projects, strengthening GMF's ability to communicate the key ingredients in successes.

The next phase involved developing a system to identify, recognize and promote successful projects to distill the sector's most promising solutions. The

new project evaluation criteria plots project scores on a grid, facilitating easy comparisons and identification of strong projects for promotion. The new Capacity Development Strategy included inspiring municipalities and their partners within its strategic priorities and GMF introduced a new Completed Projects Protocol, establishing a standardized approach for identifying the best projects for profiling. Improved tracking and reporting of project triple line benefits bolstered analysis of GMF's impact and outcomes during the recognition and promotion of successes. While GMF regularly promotes successful projects through its capacity building programming, for its 20th anniversary in 2020 GMF published a compendium of twenty project success stories, showcasing an array of exceptional case studies spanning all of GMF's focus sectors. These case studies demonstrated the tangible value delivered to communities through these projects to inspire further sustainable initiatives.

Since 2001, FCM's Sustainable Communities Awards (SCAs) have celebrated the most innovative environmental initiatives across Canadian cities and communities of all sizes. The SCAs continue to be an effective recognition program for the municipal sector and award categories have evolved to align with GMF's sector priorities. Recently three new categories were added: Natural Asset Management, Affordable Housing Retrofit and Community Buildings Retrofit. Winning projects leverage current and advanced technologies alongside best practices in their respective categories and are showcased through case studies and recorded videos. In 2018, GMF Capacity Development introduced new programming at the Sustainable Communities Conference where the recent SCA winners presented their projects in a TED Talk-style format, after receiving guidance from a speaker coach. Delegates had the opportunity to vote for the winner of the Inspire Award, who's initiative is further featured in a comprehensive guidebook to encourage replication within other municipalities. This recognition event received positive feedback and has been repeated for all SCA winners since.

GMF remains dedicated to extracting lessons from its extensive pool of supported projects, facilitated by processes like the Completed Projects Protocol. Key intervention areas are disseminated through webinars and various CoPs, benefitting the broader municipal sector, and contributing to the success of future projects. Capacity building programming is developed to mobilize lessons learned and to

address common pitfalls and challenges experienced by municipalities. The more targeted funding approaches of the 2019 programs accelerated this process, as GMF can gather high-value lessons from a concentration of similar projects and quickly disseminate these insights within the municipal sector for broader mobilization and replication.

KRA-11: Maintain excellence in governance, due diligence, project funding and oversight while balancing risks with returns

Evaluations of GMF's activities have consistently demonstrated strong financial controls, robust project funding systems and comprehensive environmental performance reporting. Over the past five years GMF strengthened its performance measurement strategies to provide a clearer representation of its contributions to the sector and ensure strong operational oversight. Several internal management systems and processes were created or renewed to continually achieve ever increasing results. GMF also clarified parameters for taking risks and balancing them with potential rewards and results.

GMF identified what was important to measure and developed appropriate metrics to assess impacts and efficacy of its operations through a Performance Measurement Framework (PMF), designed to align with the objectives in the Five-Year Strategic Plan and Logic Model. Given the significant operational shift following receipt of the Budget 2019 funding, GMF refined its performance approach to prioritize metrics through annual objectives and key results, while tracking additional indicators at the unit level as health metrics. This adaptable approach allowed metrics to evolve each year due to shifting priorities and permitted GMF to quickly respond to change, including adding indicators related to staff wellness and resilience during the 2020 pandemic. To improve oversight, GMF streamlined reporting approaches and introduced management dashboards to monitor program performance more effectively. Program-specific PMFs are in development to tailor measurement to the unique objectives of each program. Additionally, a Capacity Development PMF and LC3 Results-based Management Framework were created to align with their respective theory of change. GMF's performance reporting metrics and processes are

under review to ensure alignment with the new Three-year Plan.

The fund has continued to raise the bar on project and program performance. High performance standards were integrated directly into the design of CEF, SAH and CBR, leading to tight eligibility criteria. New project evaluation criteria assess the replication and impact potential of projects, allowing staff to recognize projects that will provide the highest results. Heightened competition for Core plans, studies and pilots has triggered internal triaging and oversight processes for project prioritization. Finally, sector mapping and benchmarking against projects in similar funding programs has catalyzed the development of higher impact-programming.

To generate maximum results for GMF and the broader municipal sector, GMF articulated guidelines and parameters for assessing and undertaking risks. The top-up funding of \$950 million resolved fund sustainability issues, boosting GMF's capacity for bearing financial risk. After completing detailed cash flow modelling, the risk committee endorsed a decision to embrace higher loan and grant targets while ensuring fund sustainability. This led to the implementation of various strategies as part of the internal acceptable risk guidelines, including a new pricing policy and increased support for non-municipal clients. GMF has also introduced innovative financing mechanisms such as matching grant amounts to performance targets and offering loan guarantees to advance more transformative innovation opportunities while striving for higher results.

Research into GMF's project portfolio and impact has become standard practice, including project replication, conversion and long-term performance. These research findings contribute to program delivery improvements and the development of capacity building programming to better meet the needs of the municipal sector. A study into the long-term performance of energy projects found that applicants needed support with energy modelling and building commissioning. In response, GMF hired an Energy Modelling Specialist to build internal technical knowledge, offered capacity support through energy modelling learning programs and knowledge resources, and provided financial support through the CBR Community Building Recommissioning Grant. Project completion reports, which are used to collect data and lessons learned, were refined to optimize data collection while minimizing the work

required from the client. They now also include program-specific metrics for CEF, SAH and CBR impact reporting. Project and program-level results are communicated through the GMF annual report, articulating GMF's sector contributions and the progress made in fulfilling its mandate.

Over the past five years, GMF has significantly elevated the value it provides to clients. By offering greater financial support than ever before, GMF has not only supported a higher volume of projects but also ensured a higher caliber of projects due to evolved selection criteria and program eligibility. Annual funding approvals have surged from \$61.5 million for 57 initiatives in year one to an all-time high \$212 million for 193 initiatives in year four. GMF launched three new programs that address critical needs in the municipal sector through a multi-solving approach to further incorporate social and economic benefits with environmental. These funding offers were designed to validate and scale solution adoption, and sector transformation is already evident through project conversions, replication and handoffs. GMF's annual budget for capacity building increased fourfold in 2019, allowing for significant expansion to offer more support and tools for the municipal sector. Numerous process improvements were implemented to increase the efficiency of GMF's operations and have led to shorter processing timelines, the preservation and growth of capital, and a reduction in withdrawal rates despite the pandemic and volatile market conditions. To facilitate these achievements, GMF has expanded its staffing contingent, acquiring specialized expertise to provide enhanced support for the municipal sector.

Finally, GMF demonstrates its value, effectiveness and results through program evaluations. The Third-Party Five-Year Performance Audit and Review of GMF, mandated by the funding agreement, was successfully completed in 2019 with largely positive findings and no material negative findings. The eleven recommendations were addressed through action plans, resulting in service design and delivery improvements. GMF Council and staff were recognized with a 2022 Excellence in Governance Award in Organizational Governance from the Governance Professionals of Canada. The fund has also undergone extensive due diligence during two major recapitalization events with the federal government, affirming GMF's status as a high-performing, well-managed and value-adding instrument.

Conclusion

GMF was successful in the implementation of its Five-Year Plan 2018–2023. Although not all expected outcomes were executed as originally envisioned due to substantial changes over the past five years, GMF explored all planned objectives and pivoted approaches where necessary to provide the best possible outcomes for the municipal sector.

Implementation began by preparing GMF's internal operations to effectively execute the Five-Year Plan. GMF improved its funding approaches and processes, removing "friction" points to respond to client feedback and increasing internal efficiencies. Enhanced performance measurement keeps management and GMF Council informed and provides data to support decision-making. GMF also recruited additional talent and created more technical positions to improve internal capacity and add value for clients. After improving its internal structures, GMF raised the annual funding targets to move more financial resources into the municipal sector and provide greater visibility to investment opportunities.

Through delivering on these work packages, GMF has built a complete support toolkit consisting of GMF funding, decisional support data and tools, high-impact capacity building programming and investment leveraging and partnering opportunities. GMF captured and synthesized useful sector data, impact results and lessons learned to create sector intelligence. These findings acted as the starting point for deeper strategic analysis through the Energy Roadmap and sector strategies, uncovering the most promising ways for GMF to support the municipal sector with financial and non-financial resources to achieve maximum impact. Sector opportunities informed the design of decisional support tools and high-impact capacity building programming to help municipalities advance and scale innovative environmental initiatives. GMF's success has also catalyzed private financing and incentivized the participation of non-government stakeholders and financiers, making more financing available to municipalities to relieve the pressure on their balance sheets. This support toolkit is key to enabling the municipal sector to build better projects more efficiently, and with better results.

Before 2019, GMF managed a \$625 million endowment but still struggled to meet municipal needs. GMF's broad approach effectively supported a wide variety of environmental solutions in communities across

Canada but was unable to take any of these to scale in a timeframe that matched the urgent need for high-performing climate solutions. The \$950 million funded by the Government of Canada in Budget 2019 enabled GMF to complement its long-standing, broad approach with targeted, deeply resourced, and comprehensive programming for specific, high-impact solutions. CEF, SAH and CBR were inspired by proven projects from GMF's long-standing Core funding and quickly created a critical mass of de-risked high-impact projects in residential energy efficiency financing, ultra-energy efficient affordable housing, and deep energy efficiency retrofits to community buildings. This has enabled significant solution scaling and created major opportunities to leverage investments from other actors (public and private).

GMF's endowment management practices have evolved to keep pace with the fund's growth. The endowment is in a strong position to continue supporting the growing needs of the sector, having successfully balanced financial sustainability and risk under extreme and volatile market conditions between 2019 and 2023. GMF introduced a robust long-term investment strategy and uses a diversified portfolio approach to manage uncertainties in the shifting macroeconomic environment. Financial modelling is used to assess the maximum level of funding support available to the municipal sector while preserving the endowment and offering working capital over the long term and GMF remains committed to maximizing the outcomes achieved through program funding and capacity development.

In November 2022, the Government of Canada announced a further \$530 million commitment to GMF to support the implementation of the GoCAAP. It includes a comprehensive approach that integrates climate action into municipal planning processes and adaptation-based solutions.

Several of these work package areas continue to direct GMF's strategic priorities to empower innovation, accelerate replication and attract additional capital. Through its Three-year Plan 2023–2026, GMF plans to move from project support to transformation, and from a role as a funding and capacity building organization to one as a catalyst for broad-based investment in municipal sustainability. GMF seeks to accelerate GHG emissions reduction and expand the adoption of the most promising solutions to address the impacts of climate change, which are

happening decades earlier than predicted. With more than 20 years of experience in supporting municipalities, GMF is an effective and efficient program that can make these changes happen.

Financial statements of the
États financiers de la
Federation of Canadian Municipalities
– Green Municipal Fund
Fédération canadienne
des municipalités –
Fonds municipal vert

March 31, 2023
31 mars 2023

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Statement of operations	6	État des résultats
Statement of changes in fund balance	7	État de l'évolution du solde du fonds
Statement of cash flows	8	État des flux de trésorerie
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Independent Auditor's Report

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

Opinion

We have audited the financial statements of the Federation of Canadian Municipalities – Green Municipal Fund, which comprise the statement of financial position as at March 31, 2023, and the statements of operations, changes in fund balance and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Federation of Canadian Municipalities – Green Municipal Fund as at March 31, 2023, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards (“Canadian GAAS”). Our responsibilities under those standards are further described in the *Auditor’s Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Federation of Canadian Municipalities – Green Municipal Fund in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Rapport de l'auditeur indépendant

Au Conseil national d'administration et aux membres de la Fédération canadienne des municipalités

Opinion

Nous avons effectué l’audit des états financiers de la Fédération canadienne des municipalités – Fonds municipal vert, qui comprennent l’état de la situation financière au 31 mars 2023, et les états des résultats, de l’évolution du solde de fonds et des flux de trésorerie pour l’exercice terminé à cette date, ainsi que les notes complémentaires, y compris le résumé des principales méthodes comptables (appelés collectivement les « états financiers »).

À notre avis, les états financiers ci-joints donnent, dans tous leurs aspects significatifs, une image fidèle de la situation financière de la Fédération canadienne des municipalités – Fonds municipal vert au 31 mars 2023, ainsi que des résultats de ses activités et de ses flux de trésorerie pour l’exercice terminé à cette date, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif.

Fondement de l’opinion

Nous avons effectué notre audit conformément aux normes d’audit généralement reconnues (NAGR) du Canada. Les responsabilités qui nous incombent en vertu de ces normes sont plus amplement décrites dans la section « Responsabilités de l’auditeur à l’égard de l’audit des états financiers » du présent rapport. Nous sommes indépendants de la Fédération canadienne des municipalités – Fonds municipal vert conformément aux règles de déontologie qui s’appliquent à l’audit des états financiers au Canada et nous nous sommes acquittés des autres responsabilités déontologiques qui nous incombent selon ces règles. Nous estimons que les éléments probants que nous avons obtenus sont suffisants et appropriés pour fonder notre opinion d’audit.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, 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.

In preparing the financial statements, management is responsible for assessing the Federation of Canadian Municipalities – Green Municipal Fund’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Federation of Canadian Municipalities – Green Municipal Fund or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Federation of Canadian Municipalities – Green Municipal Fund’s financial reporting process.

Auditor’s Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Responsabilités de la direction et des responsables de la gouvernance à l’égard des états financiers

La direction est responsable de la préparation et de la présentation fidèle des états financiers conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, ainsi que du contrôle interne qu’elle considère comme nécessaire pour permettre la préparation d’états financiers exempts d’anomalies significatives, que celles-ci résultent de fraudes ou d’erreurs.

Lors de la préparation des états financiers, c’est à la direction qu’il incombe d’évaluer la capacité de la Fédération canadienne des municipalités – Fonds municipal vert à poursuivre son exploitation, de communiquer, le cas échéant, les questions relatives à la continuité de l’exploitation et d’appliquer le principe comptable de continuité d’exploitation, sauf si la direction a l’intention de liquider la Fédération canadienne des municipalités – Fonds municipal vert ou de cesser son activité ou si aucune autre solution réaliste ne s’offre à elle.

Il incombe aux responsables de la gouvernance de surveiller le processus d’information financière de la Fédération canadienne des municipalités – Fonds municipal vert.

Responsabilités de l’auditeur à l’égard de l’audit des états financiers

Nos objectifs sont d’obtenir l’assurance raisonnable que les états financiers pris dans leur ensemble sont exempts d’anomalies significatives, que celles-ci résultent de fraudes ou d’erreurs, et de délivrer un rapport de l’auditeur contenant notre opinion. L’assurance raisonnable correspond à un niveau élevé d’assurance, qui ne garantit toutefois pas qu’un audit réalisé conformément aux NAGR du Canada permettra toujours de détecter toute anomalie significative qui pourrait exister. Les anomalies peuvent résulter de fraudes ou d’erreurs et elles sont considérées comme significatives lorsqu’il est raisonnable de s’attendre à ce qu’elles, individuellement ou collectivement, puissent influencer sur les décisions économiques que les utilisateurs des états financiers prennent en se fondant sur ceux-ci.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Federation of Canadian Municipalities – Green Municipal Fund’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Federation of Canadian Municipalities – Green Municipal Fund’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Federation of Canadian Municipalities – Green Municipal Fund to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Dans le cadre d’un audit réalisé conformément aux NAGR du Canada, nous exerçons notre jugement professionnel et faisons preuve d’esprit critique tout au long de cet audit. En outre :

- Nous identifions et évaluons les risques que les états financiers comportent des anomalies significatives, que celles-ci résultent de fraudes ou d’erreurs, concevons et mettons en œuvre des procédures d’audit en réponse à ces risques, et réunissons des éléments probants suffisants et appropriés pour fonder notre opinion. Le risque de non-détection d’une anomalie significative résultant d’une fraude est plus élevé que celui d’une anomalie significative résultant d’une erreur, car la fraude peut impliquer la collusion, la falsification, les omissions volontaires, les fausses déclarations ou le contournement du contrôle interne.
- Nous acquérons une compréhension des éléments du contrôle interne pertinents pour l’audit afin de concevoir des procédures d’audit appropriées aux circonstances, et non dans le but d’exprimer une opinion sur l’efficacité du contrôle interne de la Fédération canadienne des municipalités – Fonds municipal vert.
- Nous apprécions le caractère approprié des méthodes comptables retenues et le caractère raisonnable des estimations comptables faites par la direction, de même que des informations y afférentes fournies par cette dernière.
- Nous tirons une conclusion quant au caractère approprié de l’utilisation par la direction du principe comptable de continuité d’exploitation et, selon les éléments probants obtenus, quant à l’existence ou non d’une incertitude significative liée à des événements ou situations susceptibles de jeter un doute important sur la capacité de la Fédération canadienne des municipalités – Fonds municipal vert à poursuivre son exploitation. Si nous concluons à l’existence d’une incertitude significative, nous sommes tenus d’attirer l’attention des lecteurs de notre rapport sur les informations fournies dans les états financiers au sujet de cette incertitude ou, si ces informations ne sont pas adéquates, d’exprimer une opinion modifiée. Nos conclusions s’appuient sur les éléments probants obtenus jusqu’à la date de notre rapport. Des événements ou situations futurs pourraient par ailleurs amener la Fédération canadienne des municipalités – Fonds municipal vert à cesser son exploitation.
- Nous évaluons la présentation d’ensemble, la structure et le contenu des états financiers, y compris les informations fournies dans les notes, et apprécions si les états financiers représentent les opérations et événements sous-jacents d’une manière propre à donner une image fidèle.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

As required by the *Ontario Corporations Act*, we report that, in our opinion, the accounting principles in Canadian accounting standards for not-for-profit organizations have been applied on a consistent basis.

Deloitte LLP

Chartered Professional Accountants
Licensed Public Accountants
May 27, 2023

Nous communiquons aux responsables de la gouvernance notamment l'étendue et le calendrier prévus des travaux d'audit et nos constatations importantes, y compris toute déficience importante du contrôle interne que nous aurions relevée au cours de notre audit.

Rapport sur les autres exigences légales et réglementaires

Conformément à la *Loi sur les personnes morales* (Ontario), nous déclarons que, selon nous, les Normes comptables canadiennes pour les organismes sans but lucratif ont été appliquées sur une base constante avec celles de l'année précédente.

Deloitte S.E.N.C.R.L./s.r.l.

Comptables professionnels agréés
Experts-comptables autorisés
Le 27 mai 2023

Federation of Canadian Municipalities
Statement of financial position –
Green Municipal Fund

As at March 31, 2023

Fédération canadienne des municipalités
État de la situation financière –
Fonds municipal vert

au 31 mars 2023

	2023	2022	
	\$	\$	
Assets			Actif
Current assets			À court terme
Cash and cash equivalents	36,594,900	27,164,400	Encaisse et équivalents de trésorerie
Short-term investments (Note 3)	26,794,000	17,638,300	Placements à court terme (note 3)
Interest receivable	10,284,500	9,406,700	Intérêts à recevoir
Receivables	854,000	8,005,900	Débiteurs
Interfund receivable (Note 4)	284,500	1,274,000	Débiteurs interfonds (note 4)
Current portion of loans receivable (Note 5)	28,817,100	29,584,200	Tranche à court terme des prêts à recevoir (note 5)
Prepaid expenses	33,400	488,900	Frais payés d'avance
	103,662,400	93,562,400	
Long-term investments (Note 3)	1,127,582,000	1,187,865,500	Placements à long terme (note 3)
Loans receivable (Note 5)	296,147,700	275,202,600	Prêts à recevoir (note 5)
Tangible capital and intangible assets (Note 6)	782,500	788,000	Immobilisations corporelles et actifs incorporels (note 6)
	1,528,174,600	1,557,418,500	
Liabilities			Passif
Current liabilities			À court terme
Accounts payable and accrued liabilities	2,291,500	3,194,200	Créditeurs et charges à payer
Grants payable (Note 7)	168,937,700	133,803,300	Subventions à payer (note 7)
	171,229,200	136,997,500	
Commitments (Note 10)			Engagements (note 10)
Fund balance			Solde de fonds
Invested in tangible capital and intangible assets	782,500	788,000	Investi en immobilisations corporelles et en actifs incorporels
Reserve for non-performing loans (Note 8)	21,758,600	21,758,600	Réserve pour prêts délinquants (note 8)
Externally restricted (Note 9)	1,334,404,300	1,397,874,400	Affecté d'origine externe (note 9)
	1,356,945,400	1,420,421,000	
	1,528,174,600	1,557,418,500	

The accompanying notes are an integral part of the financial statements.

Les notes complémentaires font partie intégrante des états financiers.

On behalf of the Board

Au nom du Conseil



 Scott Pearce

First Vice-President, Acting President – Premier vice-président, président par intérim



Geoff Stewart

Second Vice-President – Deuxième vice-président

Federation of Canadian Municipalities
Statement of operations –
Green Municipal Fund

Year ended March 31, 2023

Fédération canadienne des municipalités
État des résultats –
Fonds municipal vert

Exercice terminé le 31 mars 2023

	2023	2022
	\$	\$
Revenue		
Investments	15,233,600	38,851,800
Interest on loans	8,905,700	8,406,700
Other revenue	882,400	21,900
	25,021,700	47,280,400
Operating expenses		
Personnel costs	14,581,800	11,848,000
Other operating expenses	11,392,400	8,604,700
Amortization of tangible capital and intangible assets	226,900	181,500
Occupancy costs	53,700	78,500
	26,254,800	20,712,700
(Deficiency) excess of revenue over expenses before undernoted items	(1,233,100)	26,567,700
Grants (Note 7)	(61,999,700)	(93,473,200)
Change in unrealized losses on investments	(242,800)	(37,302,900)
Deficiency excess of revenue over expenses	(63,475,600)	(104,208,400)

The accompanying notes are an integral part
of the financial statements.

Revenus
Placements
Intérêts sur les prêts
Autres revenus

Dépenses de fonctionnement
Frais de personnel
Autres dépenses de fonctionnement
Amortissement des immobilisations corporelles
et des actifs incorporels
Frais d'occupation

(Insuffisance) excédent des revenus par rapport
aux dépenses avant les éléments suivants
Subventions (note 7)
Variation des pertes non réalisées
sur les placements

**Insuffisance des revenus par rapport
aux dépenses**

Les notes complémentaires font partie intégrante
des états financiers.

Federation of Canadian Municipalities
Statement of changes in fund balance –
Green Municipal Fund
Year ended March 31, 2023

Fédération canadienne des municipalités
État de l'évolution du solde de fonds –
Fonds municipal vert
Exercice terminé le 31 mars 2023

	Invested in tangible capital and intangible assets	Reserve for non- performing loans	Externally restricted	Total 2023	Total 2022	
	Investi en immobilisations corporelles et en actifs incorporels \$	Réserve pour prêts délinquants \$	Affecté d'origine externe \$	\$	\$	
Balance, beginning of year	788,000	21,758,600	1,397,874,400	1,420,421,000	1,524,629,400	Solde au début
Deficiency of revenue over expenses	—	—	(63,475,600)	(63,475,600)	(104,208,400)	Insuffisance des revenus par rapport aux dépenses
Amortization of tangible capital and intangible assets	(226,900)	—	226,900	—	—	Amortissement des immobilisations corporelles et des actifs incorporels
Purchase of tangible capital and intangible assets	221,400	—	(221,400)	—	—	Acquisition d'immobilisations corporelles et d'actifs incorporels
Balance, end of year	782,500	21,758,600	1,334,404,300	1,356,945,400	1,420,421,000	Solde à la fin

The accompanying notes are an integral part
of the financial statements.

Les notes complémentaires font partie
intégrante des états financiers.

Federation of Canadian Municipalities
Statement of cash flows –
Green Municipal Fund
Year ended March 31, 2023

Fédération canadienne des municipalités
État des flux de trésorerie –
Fonds municipal vert
Exercice terminé le 31 mars 2023

	2023	2022	
	\$	\$	
Operating activities			Activités de fonctionnement
Deficiency of revenue over expenses	(63,475,600)	(104,208,400)	Insuffisance des revenus par rapport aux dépenses
Amortization of premium/discount on investments	764,200	803,600	Amortissement des primes/escomptes sur les placements
Loss (gain) on sale of investments	21,044,700	(3,106,800)	Perte (gain) à la vente de placements
Change in unrealized losses on investments	242,800	37,302,900	Variation des pertes non réalisées sur les placements
Amortization of tangible capital and intangible assets	226,900	181,500	Amortissement des immobilisations corporelles et des actifs incorporels
	(41,197,000)	(69,027,200)	
Changes in non-cash operating working capital items (note 14)	41,950,800	45,768,200	Variation des éléments hors caisse du fonds de roulement de fonctionnement (note 14)
	753,800	(23,259,000)	
Investing activities			Activités d'investissement
Purchase of investments	(287,979,300)	(322,885,300)	Acquisition de placements
Proceeds from the sale of investments	317,055,400	338,173,300	Produit de la cession de placements
Reimbursement of loans receivable	30,929,900	28,471,400	Remboursement des prêts à recevoir
New loans receivable	(51,107,900)	(53,704,200)	Nouveaux prêts à recevoir
Purchase of tangible capital and intangible assets	(221,400)	(157,000)	Acquisition d'immobilisations corporelles et d'actifs incorporels
	8,676,700	(10,101,800)	
Net increase (decrease) in cash and cash equivalents	9,430,500	(33,360,800)	Augmentation (diminution) nette de l'encaisse et équivalents de trésorerie
Cash and cash equivalents, beginning of year	27,164,400	60,525,200	Encaisse et équivalents de trésorerie au début
Cash and cash equivalents, end of year	36,594,900	27,164,400	Encaisse et équivalents de trésorerie à la fin
Cash and cash equivalents consists of			Encaisse et équivalents de trésorerie comprennent
Cash	18,422,600	10,285,800	Encaisse
Provincial promissory notes and treasury bills	18,172,300	16,878,600	Billets à ordre des provinces et bons du trésor
	36,594,900	27,164,400	

The accompanying notes are an integral part of the financial statements.

Les notes complémentaires font partie intégrante des états financiers.

Federation of Canadian Municipalities – Green Municipal Fund

Notes to the financial statements

March 31, 2023

Fédération canadienne des municipalités – Fonds municipal vert

Notes complémentaires

31 mars 2023

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. Since August 6, 2014, FCM continued its incorporation under the Canada Not-for-Profit Corporations Act.

In 2017, FCM became a not-for-profit organization and remained exempt from income taxes while only the Green Municipal Fund ("GMF") retained charitable status deemed a trust for tax purposes.

FCM is the national voice of municipal governments. FCM is dedicated to improving the quality of life in all communities by promoting strong, effective and accountable municipal government. FCM membership includes Canada's largest cities, the major provincial and territorial municipal associations, and rural, remote 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 merged into one fund called GMF. FCM received another \$300,000,000 in July 2005 and an additional \$125,000,000 in 2018. In March 2019, FCM entered into another new agreement with the government of Canada to receive an additional \$950,000,000 for GMF. The funds were received in July 2019.

1. Nature des activités et mission

La Fédération canadienne des maires et des municipalités (FCMM) a été créée le 18 mars 1937 à la suite de la fusion de l'Union canadienne des municipalités, datant de 36 ans, et de la Conférence des maires du dominion, créée deux ans auparavant. Le 2 février 1967, la FCMM a été incorporée par lettres patentes en vertu de la Partie II de la *Loi sur les corporations canadiennes*. À ce moment-là, la FCMM a demandé et obtenu le statut d'organisme de charité de l'Agence du revenu du Canada. Le 9 août 1976, des lettres patentes supplémentaires ont été obtenues afin de changer le nom de l'organisme pour la Fédération canadienne des municipalités (FCM). À compter du 6 août 2014, la FCM a poursuivi son incorporation sous la *Loi canadienne sur les organisations à but non lucratif*.

En Janvier 2017, la FCM est devenue un organisme à but non lucratif et continue d'être exonérée de l'impôt sur le revenu tandis que le Fonds municipal vert (FMV) continue d'être considéré comme une fiducie aux fins de l'impôt.

La FCM est porte-parole national des gouvernements municipaux. La FCM consacre ses efforts à l'amélioration de la vie dans toutes les communautés et encourage un gouvernement municipal fort, efficace et responsable. La FCM se compose de représentants des plus grandes villes du Canada, des associations municipales provinciales et territoriales, et des communautés rurales, éloignées et urbaines.

La FCM a reçu 100 000 000 \$ du gouvernement du Canada en avril 2000 pour l'établissement du Fonds d'investissement municipal vert (FIMV) et 25 000 000 \$ pour l'établissement du Fonds d'habilitation municipal vert (FHMV). Ces fonds ont été créés afin de stimuler l'investissement dans des pratiques et des projets municipaux novateurs dans le but d'améliorer l'efficacité environnementale des municipalités canadiennes. La FCM a reçu en avril 2002 des montants supplémentaires de 100 000 000 \$ pour le FIMV et de 25 000 000 \$ pour le FHMV. Le 31 mars 2005, le FIMV et le FHMV ont été fusionnés pour former le FMV. La FCM a reçu un montant supplémentaire de 300 000 000 \$ en juillet 2005 et un montant supplémentaire de 125 000 000 \$ en 2018. En mars 2019, la FCM a signé un nouvel accord avec le gouvernement du Canada pour recevoir un montant supplémentaire de 950 000 000 \$ pour le FMV. Les fonds ont été reçus en juillet 2019.

2. Accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

Basis of presentation

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

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.

Green Municipal Fund

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

Financial instruments

Initial measurement

Financial assets and financial liabilities originated or exchanged in arm's length transactions are initially recognized at fair value when GMF becomes a party to the contractual provisions of the financial instrument. Financial assets and financial liabilities originated or exchanged in related party transactions, except for those that involve parties whose sole relationship with GMF is in the capacity of management, are initially recognized at cost.

The cost of a financial instrument in a related party transaction depends on whether the instrument has repayment terms. The cost of financial instruments with repayment terms is determined using its undiscounted cash flows, excluding interest and dividend payments, less any impairment losses previously recognized by the transferor. The cost of financial instruments without repayment terms is determined using the consideration transferred or received by GMF in the transaction.

2. Méthodes comptables

Les états financiers ont été préparés selon les Normes comptables canadiennes pour les organismes sans but lucratif et tiennent compte des principales méthodes comptables suivantes :

Mode de présentation

Ces états financiers présentent les activités du FMV seulement. Ils ne rendent pas compte des autres fonds de la FCM.

Comptabilité par fonds

Conformément aux usages de la comptabilité par fonds, la FCM tient ses registres comptables afin d'assurer que les limites et les restrictions qui s'appliquent aux ressources disponibles soient respectées. Selon cette méthode, toutes les ressources sont présentées dans des fonds distincts selon l'activité ou les objectifs poursuivis.

Fonds municipal vert

Le FMV permet la réalisation de projets environnementaux innovateurs par le biais de subventions et de prêts aux municipalités canadiennes ou de leurs partenaires publics ou privés.

Instruments financiers

Évaluation initiale

Les actifs financiers et les passifs financiers créés ou échangés dans des opérations conclues dans des conditions de pleine concurrence sont constatés initialement à la juste valeur au moment où le FMV devient partie aux dispositions contractuelles de l'instrument financier. Les instruments financiers créés ou échangés dans des opérations entre apparentés, sauf pour les parties qui n'ont pas d'autre relation avec du FMV qu'en leur qualité de membres de la direction, sont initialement évalués au coût.

Le coût d'un instrument financier issu d'une opération entre apparentés dépend du fait que l'instrument est assorti ou non de modalités de remboursement. Lorsqu'il l'est, le coût est déterminé au moyen de ses flux de trésorerie non actualisés, compte non tenu des paiements d'intérêts et de dividendes, et déduction faite des pertes de valeur déjà comptabilisées par le cédant. Sinon, le coût est déterminé en fonction de la contrepartie transférée ou reçue par le FMV dans le cadre de l'opération.

2. Accounting policies (continued)

Financial instruments (continued)

Subsequent measurement

Equity instruments that are quoted in an active market are subsequently measured at fair value. Private equity instruments measured at fair value rely upon the latest available information which may include an estimate provided by a fund manager. All other financial instruments are subsequently recorded at cost or amortized cost unless management has elected to carry the instruments at fair value. GMF has elected on April 1, 2019, to carry any such financial instruments purchased as of that date at fair value.

Transaction costs

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

Impairment

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, FCM determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount FCM expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial impairment change.

Revenue recognition

Receipts are recognized as revenue in the GMF when received or receivable. GMF may accept donations and contributions to the fund from private and public sector contributors.

2. Méthodes comptables (suite)

Instruments financiers (suite)

Évaluation ultérieure

Les instruments de capitaux propres cotés sur un marché actif sont ultérieurement évalués à la juste valeur. Les instruments d'investissements privés évalués à la juste valeur peuvent être basés sur des estimations fournies par des gestionnaires de fonds. Tous les autres instruments financiers sont ultérieurement comptabilisés au coût ou au coût après amortissement, sauf si la direction a effectué le choix de comptabiliser les instruments à la juste valeur. À compter du 1^{er} avril 2019, le FMV a effectué le choix de comptabiliser les instruments financiers à la juste valeur.

Coûts de transaction

Les coûts de transaction engagés dans le cadre de l'acquisition d'instruments financiers évalués ultérieurement à la juste valeur sont imputés aux résultats à mesure qu'ils sont engagés. Tous les autres instruments financiers sont ajustés en fonction des coûts de transaction engagés au moment de l'acquisition et des frais de financement, qui sont amortis selon la méthode de l'amortissement linéaire.

Dépréciation

Les actifs financiers sont soumis à un test de dépréciation à la fin de chaque exercice lorsque des faits ou des circonstances l'indiquent. Le cas échéant, la FCM détermine s'il y a un changement défavorable important dans le calendrier ou le montant prévu des flux de trésorerie futurs de l'actif. Si tel est le cas, la valeur comptable de l'actif est réduite à la valeur la plus élevée entre la valeur actualisée des flux de trésorerie prévus, la somme pouvant être obtenue de la vente de l'actif, et la somme qu'elle prévoit obtenir si elle exerce son droit à l'égard d'une garantie financière. Ultérieurement, en cas de renversement des faits ou des circonstances, la FCM comptabilise une reprise de perte de valeur dans la mesure de l'amélioration, qui n'excède pas la charge de dépréciation initiale.

Constatation des revenus

Les rentrées de trésorerie sont constatées comme revenus dans le FMV lorsqu'elles sont reçues ou à recevoir. Le FMV peut accepter des dons et contributions de parties des secteurs publique et privé.

2. Accounting policies (continued)

Cash and cash equivalents

Cash equivalents represent those cash and equivalents that have a term to maturity less than three months at issuance and those that are readily convertible into cash.

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.

Tangible capital and intangible assets

Tangible capital and intangible assets are recorded at cost. Repairs and maintenance costs are charged to expense. Betterments which extend the estimated life of an asset are capitalized. When a capital asset no longer contributes to the FCM's ability to provide services, its carrying amount is written down to its residual value.

Tangible capital and intangible assets are amortized on a straight-line basis using the following annual terms:

Tangible capital assets:

Furniture and equipment	5 years
Computer hardware	3 to 5 years

Intangible assets:

Computer software	3 to 5 years
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Program advances

Program advances consist of payments to municipalities and other bodies for the undertaking of projects. These items are reported as assets until confirmation of expenses is received.

2. Méthodes comptables (suite)

Encaisse et équivalents de trésorerie

L'encaisse et les équivalents de trésorerie représentent les instruments qui ont une maturité de moins de trois mois et ceux qui peuvent rapidement être convertis en encaisse.

Prêts à recevoir

Un prêt est jugé douteux lorsque, selon l'accord contractuel, les paiements sont en retard ou lorsque la direction de la FCM est d'avis que le prêt devrait être considéré comme douteux. Une exception peut être faite lorsque la direction détermine que le prêt est bien garanti et qu'on peut raisonnablement prévoir que les efforts de recouvrement permettront le remboursement du prêt ou sa restauration selon les termes contractuels.

Les radiations de l'exercice, déductions faites des recouvrements, sont passées en dépenses et ensuite appliquées à la réserve affectée d'origine interne pour prêts délinquants. La réserve pour prêts délinquants est décrite à la note 8.

Immobilisations corporelles et actifs incorporels

Les immobilisations corporelles et les actifs incorporels sont comptabilisés au coût. Les coûts de réparation et d'entretien sont passés en dépenses. Les améliorations qui prolongent la durée estimative d'un bien sont capitalisées. Lorsqu'une immobilisation ne contribue plus aux activités de la FCM, sa valeur comptable nette est amortie à sa valeur résiduelle.

Les immobilisations corporelles et les actifs incorporels sont amortis selon la méthode de l'amortissement linéaire aux durées annuelles suivantes :

Immobilisations corporelles :

Mobilier et équipement	5 ans
Matériel informatique	3 à 5 ans

Actifs incorporels :

Logiciels	3 à 5 ans
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Avances pour les programmes

Les avances pour les programmes se composent de paiements faits aux municipalités et aux autres organismes pour la mise en œuvre de projets. Ces éléments sont comptabilisés comme actifs jusqu'à ce que la confirmation des dépenses soit reçue.

2. Accounting policies (continued)

Grants

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

Allocation of expenses

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.

Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations 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. These estimates are reviewed annually and, as adjustments become necessary, they are recognized in the financial statements in the period they become known.

Significant areas requiring the use of management's estimates include the collectible amounts of receivables and loans receivable, the fair value of investments, the amount of accounts payable and accrued liabilities, the useful life of tangible capital and intangible assets and recoveries from the GMF.

2. Méthodes comptables (suite)

Subventions

Les subventions sont constatées comme dépense dans l'exercice au cours duquel le processus d'approbation a été terminé par le Conseil.

Ventilation des dépenses

Les coûts indirects de la FCM sont ventilés au sein de ses programmes et de ses projets stratégiques en fonction de la proportion des salaires et avantages sociaux engagés sur ces programmes et projets. Les coûts indirects se composent principalement des dépenses reliées à l'immeuble, des services de technologie de l'information, des ressources humaines, des finances, de la paie et d'autres services administratifs communs.

Utilisation d'estimations

Dans le cadre de la préparation des états financiers, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, la direction doit établir des estimations et des hypothèses qui ont une incidence sur les montants des actifs et des passifs présentés et sur la présentation des actifs et des passifs éventuels à la date des états financiers, ainsi que sur les montants des revenus et des dépenses constatés au cours de la période visée par les états financiers. Les résultats réels pourraient varier par rapport à ces estimations. Ces estimations font l'objet d'une révision annuelle et si des rajustements sont nécessaires, ceux-ci sont inscrits aux états financiers dans la période au cours de laquelle ils deviennent connus.

Les éléments importants nécessitant l'utilisation d'estimations par la direction incluent les montants recouvrables des débiteurs et prêts à recevoir, la juste valeur des placements, le montant des créditeurs et des dépenses à payer, la durée de vie utile des immobilisations corporelles et actifs incorporels et les recouvrements du FMV.

3. Investments

Short-term investments:

	At cost		At fair value		2023 Total	
	Au coût \$	\$	À la juste valeur \$	\$		
Short Term Bonds	15,296,400		11,497,600		26,794,000	Obligations à court terme

Long-term investments:

	At cost		At fair value		2023 Total	
	Au coût \$	\$	À la juste valeur \$	\$		
Supranational bonds	—		3,808,500		3,808,500	Obligations supranationales
Federal bonds	2,000,000		6,415,300		8,415,300	Obligations fédérales
Provincial bonds	6,489,200		123,572,000		130,061,200	Obligations provinciales
Corporate bonds	117,527,600		544,544,600		662,072,200	Obligations de sociétés
Municipal bonds	14,361,200		5,667,600		20,028,800	Obligations municipales
Equities	—		216,795,400		216,795,400	Capitaux propres
Private equities	—		86,400,600		86,400,600	Capitaux privés
	140,378,000		987,204,000		1,127,582,000	

GMF's fixed income bonds have interest rates ranging from 0.75% to 9.0% (from 0.0% to 9.0% in 2022) and maturity dates ranging from April 14, 2023 to February 15, 2063 (from June 6, 2023 to February 15, 2060 in 2022).

3. Placements

Placements à court terme :

	At cost		At fair value		2022 Total
	Au coût \$	\$	À la juste valeur \$	\$	
	9,144,000		8,494,300		17,638,300

Placements à long terme :

	At cost		At fair value		2022 Total
	Au coût \$	\$	À la juste valeur \$	\$	
	—		3,869,900		3,869,900
	2,000,000		4,594,000		6,594,000
	9,724,200		105,277,500		115,001,700
	140,800,000		619,504,900		760,304,900
	14,942,600		5,581,500		20,524,100
	—		204,947,700		204,947,700
	—		76,623,200		76,623,200
	167,466,800		1,020,398,700		1,187,865,500

Les obligations à revenu fixe du FMV ont des taux d'intérêt qui varient entre 0,75 % et 9,0 % (entre 0,0 % et 9,0 % en 2022) avec des dates d'échéance qui vont du 14 avril 2023 au 15 février 2063 (du 6 juin 2023 au 15 février 2060).

4. Interfund receivable/payable

These balances are without defined terms of repayment and are non-interest-bearing.

4. Débiteurs/créditeurs interfonds

Ces soldes sont sans modalités de remboursement et sans intérêt.

5. Loans receivable

	2023 \$	2022 \$	
Municipalities and municipal corporations	304,965,100	291,235,300	Municipalités et sociétés municipales
Corporations	19,999,700	13,551,500	Sociétés
	324,964,800	304,786,800	
Less: current portion	28,817,100	29,584,200	Moins : tranche à court terme
	296,147,700	275,202,600	

**Federation of Canadian Municipalities –
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5. Loans receivable (continued)

Maturities and interest rates

	1 to 5 years	Rate	Greater than 5 years	Rate	
	1 à 5 ans	Taux	Plus de 5 ans	Taux	
	\$	%	\$	%	
Municipalities and municipal corporations	17,796,600	0.94% to/ à 3.75%	287,168,400	0% to/ à 4.98%	Municipalités et sociétés municipales
Corporations	11,533,200	1.85% to/ à 6.95%	8,466,600	0% to/ à 4.97%	Sociétés
	<u>29,329,800</u>	—	<u>295,635,000</u>	—	

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

Les remboursements en capital prévus au cours des cinq prochains exercices selon les mêmes termes et conditions sont les suivants :

	\$
2024	28,817,100
2025	29,478,600
2026	37,792,500
2027	26,388,600
2028	25,767,000
	<u>148,243,800</u>

6. Tangible capital and intangible assets

6. Immobilisations corporelles et actifs incorporels

	Cost	Accumulated amortization	2023 Net book value	2022 Net book value	
	Coût	Amortissement cumulé	Valeur comptable nette	Valeur comptable nette	
	\$	\$	\$	\$	
Tangible capital assets:					Immobilisations corporelles:
Furniture and equipment	21,500	17,000	4,500	5,600	Mobilier et équipement
Computer hardware	87,300	87,300	—	—	Matériel informatique
Intangible assets:					Actifs incorporels:
Computer software	1,582,900	804,900	778,000	782,400	Logiciels
	<u>1,691,700</u>	<u>909,200</u>	<u>782,500</u>	<u>788,000</u>	

GMF's cost and accumulated amortization as at March 31, 2022, amounted to \$1,470,300 and \$682,300, respectively.

Le coût et l'amortissement cumulé du FMV au 31 mars 2022 s'élevaient respectivement à 1 470 300 \$ et 682 300 \$.

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7. Grants payable

	2023 \$	2022 \$	
Balance, beginning of year	133,803,300	81,730,300	Solde au début
Approvals	61,999,700	93,473,200	Approbations
Disbursements	(26,865,300)	(41,400,200)	Décaissements
Balance, end of year	<u>168,937,700</u>	<u>133,803,300</u>	Solde à la fin

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

La direction ne peut déterminer raisonnablement le montant qui sera décaissé au cours du prochain exercice; ainsi, le solde total est présenté à court terme.

8. Reserve for non-performing loans

As per existing policy, GMF uses a risk-based approach based on the characteristics of the borrower to evaluate potential losses for non-performing loans.

8. Réserve pour prêts délinquants

Selon la politique en vigueur, le FMV utilise une approche fondée sur le risque selon les caractéristiques de l'emprunteur pour évaluer les pertes potentielles pour les prêts délinquants.

9. Externally restricted fund balance

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.

GMF shall maintain the nominal value of the fund assets of at least \$1,012,500,000 excluding the value of the reserve for non-performing loans and the reserve for guarantees. As of March 31, 2023, this balance was equal to \$1,334,404,300 (\$1,397,874,400 in 2022).

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

9. Solde du fonds affecté d'origine externe

L'objectif du FMV quant à la gestion de son capital est de continuer à se soumettre aux exigences en matière de capital d'origine externe spécifiées dans l'entente avec le gouvernement du Canada. Le capital du FMV se compose du solde de fonds. Les fonds détenus ne sont disponibles que pour les opérations du FMV.

Le FMV doit maintenir la valeur nominale de ses actifs à au moins 1 012 500 000 \$, excluant la valeur de la réserve pour prêts délinquants et de la provision pour garanties. Au 31 mars 2023, ce solde était égal à 1 334 404 300 \$ (1 397 874 400 \$ en 2021).

Il n'y a pas eu de changement aux exigences en matière de capital du FMV et sa stratégie générale relative à son capital n'a pas changé par rapport à l'exercice précédent.

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10. Commitments

GMF loans

As at March 31, 2023, GMF had loans approved by the Board but undisbursed for a total amount of \$370,695,400 (\$312,825,100 in 2022).

Services

In connection with its operations, GMF regularly enters into agreements for the purchase of services. Certain of these agreements extend beyond the end of the 2023 fiscal year. In the opinion of management, these agreements are in the normal course of GMF's operations, are not abnormal in amount or nature and do not include a high degree of speculative risk. The total commitment as at March 31, 2023, is \$907,600 (\$614,500 in 2022).

11. Retirement benefits

FCM matches employee RRSP contributions up to 5% of their salary. Total employer contributions for the year were \$560,800 (\$475,900 in 2022). These contributions are recorded in personnel costs.

12. Allocation of expenses

These expenses were allocated as follows:

	2023			2022		
	General Fund	Green Municipal Fund	Total	General Fund	Green Municipal Fund	Total
	Fonds général	Fonds municipal vert	Total	Fonds général	Fonds municipal vert	Total
	\$	\$	\$	\$	\$	\$
Administrative expenses	6,327,900	4,246,300	10,574,200	6,282,600	3,303,100	9,585,700
	60%	40%	100%	66%	34%	100%

10. Engagements

Prêts du FMV

Au 31 mars 2023, le FMV avait des prêts approuvés par le Conseil, mais non encore déboursés pour un montant total de 370 695 400 \$ (312 825 100 \$ en 2022).

Services

Dans l'exercice de ses activités, le FMV conclut périodiquement des accords pour l'achat de services. Certains de ces accords s'étendent au-delà de la fin de l'exercice 2023. De l'avis de la direction, ces accords s'inscrivent dans le cours normal des activités du FMV, leur montant et leur nature ne sortent pas de la normale et ils ne posent pas un risque spéculatif élevé. L'engagement total au 31 mars 2023 est de 907 600 \$ (614 500 \$ en 2021).

11. Avantages de retraite

La FCM effectue des contributions aux REER des employés égales aux contributions de ceux-ci jusqu'à un maximum de 5 % du total du salaire annuel. Le total des contributions de l'employeur pour l'exercice s'élevé à 560 800 \$ (475 900 \$ en 2022). Ces contributions sont comptabilisées à la ligne frais de personnel.

12. Ventilation des dépenses

Les dépenses ont été ventilées ainsi :

13. Financial instruments

Market risk

Market risk is the risk that the fair value or future cash flows of the GMF's financial instruments will fluctuate because of changes in market prices. Market risk is comprised of currency risk, interest rate risk and other price risk. GMF is exposed to certain of these risks as described below.

Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. GMF believes that it is not exposed to significant foreign currency and liquidity risks arising from its financial instruments.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument, including loans receivables, will fluctuate because of changes in market interest rates.

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

Other price risk

Other price risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

GMF is exposed to price risk through its investments in equity instruments traded in active markets.

13. Instruments financiers

Risque de marché

Le risque de marché est le risque que la juste valeur ou les flux de trésorerie futurs des instruments financiers du FMV fluctuent en raison de variations des prix du marché. Le risque de marché inclut le risque de change, le risque de taux d'intérêt et le risque de prix autre. Le FMV est exposée à certains de ces risques, comme le décrivent les paragraphes suivants.

Risque de change

Le risque de change est le risque que la juste valeur ou les flux de trésorerie futurs d'un instrument financier fluctuent en raison de la fluctuation des taux de change. Le FMV estime ne pas courir de risque de change ou de liquidité important relativement à ses instruments financiers.

Risque de taux d'intérêt

Le risque de taux d'intérêt est le risque que la juste valeur ou les flux de trésorerie futurs d'un instrument financier, incluant les prêts à recevoir, fluctuent en raison des variations des taux d'intérêts du marché.

Le FMV est exposé à un risque de taux d'intérêt relativement à ses placements porteurs d'intérêt, comme il est indiqué à la note 3.

Risque de prix autre

Le risque de prix autre est le risque que la juste valeur ou les flux de trésorerie futurs d'un instrument financier varient en raison des fluctuations des cours du marché (autres que les risques liés au taux d'intérêt ou au taux de change), que ces fluctuations soient causées par des facteurs particuliers à cet instrument financier ou à son émetteur, ou par des facteurs ayant une incidence sur l'ensemble des instruments financiers semblables négociés sur le marché.

Le FMV est exposé au risque de prix autre par l'intermédiaire de ses investissements dans des instruments de capitaux propres négociés sur le marché.

13. Financial instruments (continued)

Credit risk

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. GMF is exposed to credit risk with respect to the bonds, the loans receivable and other receivables. GMF assesses, on a continuous basis, bonds, loans receivable and other receivables and provides for any amounts that are not collectible in the allowance for doubtful accounts. At year-end, there were no amounts allowed for in investments, receivables and loan receivables (no amounts allowed for in 2022).

Liquidity risk

Liquidity risk is the risk that GMF will not be able to meet all cash flow obligations as they come due. GMF mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and cash flow analysis. GMF has the following financial liabilities as at March 31, 2023:

	Net book value Valeur nette 2023 \$	Net book value Valeur nette 2022 \$	
Current liabilities			À court terme
Accounts payable and accrued liabilities	2,291,500	3,194,200	Créditeurs et dépenses à payer
Grants payable (Note 7)	168,937,700	133,803,300	Subventions à payer (note 7)
	171,229,200	136,997,500	

Net book value and fair market value of the current liabilities is similar. Management cannot reasonably estimate the amount of grants payable that will be disbursed in future years, as such the total balance is reported as current.

13. Instruments financiers (suite)

Risque de crédit

Le risque de crédit est le risque qu'une contrepartie ne respecte pas ses obligations contractuelles, entraînant une perte financière. Le FMV s'expose à un risque de crédit sur ses obligations, ses prêts à recevoir et autres débiteurs. Le FMV évalue continuellement ses obligations, prêts à recevoir et autres débiteurs et tient compte des montants irrécouvrables dans la provision pour créances douteuses. À la fin de l'exercice, les placements, débiteurs et les prêts à recevoir ne comportaient aucune provision pour créances douteuses (aucune provision en 2022).

Risque de liquidité

Le risque de liquidité désigne le risque que le FMV éprouve des difficultés à dégager les fonds nécessaires pour faire face à ses engagements. Le FMV atténue ce risque en surveillant ses flux de trésorerie et les sorties de fonds prévues par l'établissement d'un budget et une analyse approfondie des flux de trésorerie. Au 31 mars 2023, les principaux passifs financiers du FVM étaient les suivants :

La valeur nette comptable et la juste valeur des passifs à court terme est similaire. La direction ne peut déterminer raisonnablement le montant de subventions à payer qui sera décaissé au cours du prochain exercice; ainsi, le solde total est présenté à court terme.

13. Financial instruments (continued)

Concentration risk

Concentration risk exists when a significant proportion of the portfolio is invested in securities with similar characteristics or subject to similar economic, political or other conditions. The relative proportions of the types of investments in the portfolio are as follows:

	2023		2022		
	\$	%	\$	%	
Fixed income					Titres à revenu fixe
Supranational	3,808,600	0%	3,869,900	0%	Supranationaux
Government of Canada	8,415,300	1%	7,593,800	1%	Gouvernement du Canada
Provinces of Canada	133,291,800	12%	120,966,500	10%	Provinces du Canada
Corporate	685,044,500	58%	771,159,700	64%	Sociétés
Municipal	20,619,800	2%	20,338,800	2%	Fonds communs à revenu fixe
	851,180,000	74%	923,928,700	77%	
Equities – pooled funds (fair value)					Actions – fonds communs (juste valeur)
Canadian	216,795,400	19%	204,947,700	17%	Canadiennes
Private Equity – pooled funds (fair value)					Actions privées – fonds communs (juste valeur)
Canadian	28,891,500	3%	29,041,200	2%	Canadiennes
U.S.	57,509,100	5%	47,586,200	4%	Américains
	86,400,600	7%	76,627,400	6%	
	1,154,376,000	100%	1,205,503,800	100%	

13. Instruments financiers (suite)

Risque de concentration

Le risque de concentration existe lorsqu'une part importante du portefeuille est investie dans des titres ayant des caractéristiques semblables ou qui sont soumis à des conditions similaires d'ordre économique, politique ou autre. Les proportions relatives des types de placements du portefeuille sont les suivantes :

14. Changes in non-cash operating working capital items

	2023	2022	
	\$	\$	
Interest receivable	(877,800)	335,400	Intérêts à recevoir
Receivables	7,151,900	(3,963,100)	Débiteurs
Program advances	—	40,100	Avances pour les programmes
Interfund receivable	989,500	(1,274,000)	Débiteurs interfonds
Prepaid expenses	455,500	(108,900)	Frais payés d'avance
Accounts payable and accrued liabilities	(902,700)	39,000	Créditeurs et dépenses à payer
Interfund payable	—	(1,373,300)	Créditeurs interfonds
Grants payable	35,134,400	52,073,000	Subventions à payer
	41,950,800	45,768,200	

14. Variation des éléments hors caisse du fonds de roulement de fonctionnement

15. Spending limits

For all periods ending in 2029-2030, GMF is subject to a spending cap whereby operating expenses for acting as Trustee of the Fund in managing the Fund Assets shall not for any Fiscal Year exceed \$23 million. Additionally, its annual expenses in managing the Fund Assets related to capacity building shall not for any Fiscal Year exceed \$3 million. Certain expenses recorded in the statement of operations may be excluded from these caps. The statement of operations is reconciled with the spending cap requirements as follows:

15. Plafond de dépenses

Pour toutes les périodes se terminant en 2029-2030, le FMV est assujéti à un plafond de dépenses selon lequel les dépenses de fonctionnement pour agir en tant que fiduciaire du Fonds dans la gestion des actifs du Fonds ne doivent pas dépasser 23 millions de dollars pour un exercice financier. En outre, ses dépenses annuelles de gestion des actifs du Fonds liées au renforcement des capacités ne doivent pas dépasser 3 millions de dollars pour un exercice fiscal. Certaines dépenses comptabilisées à l'état des résultats peuvent être exclues de ces plafonds. L'état des résultats est réconcilié avec les exigences de plafonnement des dépenses comme suit :

	Operations spending subject to the limit of \$23 million \$	Capacity building spending subject to the limit of \$3 million \$	Total 2023 \$	
Expenses as reflected in the statement of operations	23,149,000	3,105,800	26,254,800	Dépenses reflétées à l'état des résultats
Less:				Moins:
Professional fees exempt from the spending limit	(2,208,400)	—	(2,208,400)	Honoraires professionnels exonérés du plafond des dépenses
Outside contributions used to offset spending	—	(617,300)	(617,300)	Contributions extérieures utilisées pour compenser les dépenses
Spending incurred in relation to the applicable limits	20,940,600	2,488,500	23,429,100	Dépenses engagées par rapport aux plafonds applicables
Maximum allowable spending	23,000,000	3,000,000	26,000,000	Dépenses maximales autorisées
	Operations spending subject to the limit of \$23 million \$	Capacity building spending subject to the limit of \$3 million \$	Total 2022 \$	
Expenses as reflected in the statement of operations	18,570,800	2,141,900	20,712,700	Dépenses reflétées à l'état des résultats
Less:				Moins:
Professional fees exempt from the spending limit	(1,763,400)	—	(1,763,400)	Honoraires professionnels exonérés du plafond des dépenses
Outside contributions used to offset spending	—	(21,900)	(21,900)	Contributions extérieures utilisées pour compenser les dépenses
Spending incurred in relation to the applicable limits	16,807,400	2,120,000	18,927,400	Dépenses engagées par rapport aux plafonds applicables
Maximum allowable spending	23,000,000	3,000,000	26,000,000	Dépenses maximales autorisées