

Green Municipal Fund  
Grants for  
Sustainable  
Community Plans

Application Guidelines

Federation of Canadian Municipalities  
24 Clarence Street  
Ottawa, Ontario  
K1N 5P3

[www.sustainablecommunities.fcm.ca](http://www.sustainablecommunities.fcm.ca)  
Telephone: 613-241-5221  
Fax: 613-244-1515



Building tomorrow, today.

**FCM** | Centre for Sustainable  
Community Development

*Green Municipal Fund, Grants for Sustainable Community Plans: Application Guidelines*

Version 10, 2 January 2008

The Application Guidelines and application forms for the Green Municipal Fund are available in English on the Federation of Canadian Municipalities' Centre for Sustainable Community Development website <[www.sustainablecommunities.fcm.ca](http://www.sustainablecommunities.fcm.ca)>.

Les lignes directrices et les formulaire pour le Fonds municipal vert son disponible en français sur le site Web du Centre pour le développement des collectivités viables de la Fédération canadienne des municipalities <[www.collectivitesviables.fcm.ca](http://www.collectivitesviables.fcm.ca)>.

## Table of Contents

Introduction .....	2
<b>1. About These Guidelines .....</b>	<b>2</b>
<b>2. About the Green Municipal Fund .....</b>	<b>2</b>
<b>3. What Is Eligible for a GMF Grant?.....</b>	<b>2</b>
<b>4. Grants for Sustainable Community Plans.....</b>	<b>3</b>
4.1 Who Can Apply? .....	3
4.2 Application Process .....	3
Application Requirements.....	3
<b>5. Criteria.....</b>	<b>3</b>
5.1 Eligibility Criteria .....	3
5.2 Rated Criteria.....	4
<b>6. Other Requirements .....</b>	<b>5</b>
6.1 GMF Sectors.....	5
6.2 Environmental Targets.....	5
6.3 Key Milestones .....	5
Criteria for Eligible Costs.....	6
<b>7. Eligible Costs.....</b>	<b>6</b>
7.1 Eligible Cash Costs.....	6
7.2 Eligible In-kind Costs .....	6
7.3 Ineligible Costs .....	7
7.4 Activities Excluded from Funding.....	7
Review, Approval, and Disbursement .....	7
<b>8. Application Review Process.....</b>	<b>7</b>
<b>9. Application Approval Process.....</b>	<b>9</b>
<b>10. Contracting and Disbursement .....</b>	<b>10</b>
Accountability Requirements .....	10
<b>11. Accountability.....</b>	<b>10</b>
11.1 Other Sources of Funding.....	10
11.2 Recognition Requirements.....	10
11.3 Reporting Requirements .....	10
11.4 Duty to Inform .....	11
Glossary.....	11

# Introduction

## 1. About These Guidelines

The guidelines explain how to apply for a Green Municipal Fund (GMF) grant to develop a [sustainable community plan](#).

Note: Throughout these guidelines and other GMF documents the term “plans” refers to sustainable community plans. The term “municipalities” refers to municipal governments as defined by the GMF Funding Agreement with the Government of Canada (see the [Glossary](#) for more information).

## 2. About the Green Municipal Fund

GMF is a long-term source of financing for [municipalities](#) and their partners to develop communities that are more environmentally, socially, and economically sustainable.

The Government of Canada endowed the Federation of Canadian Municipalities (FCM) with \$550 million to establish GMF. The Fund

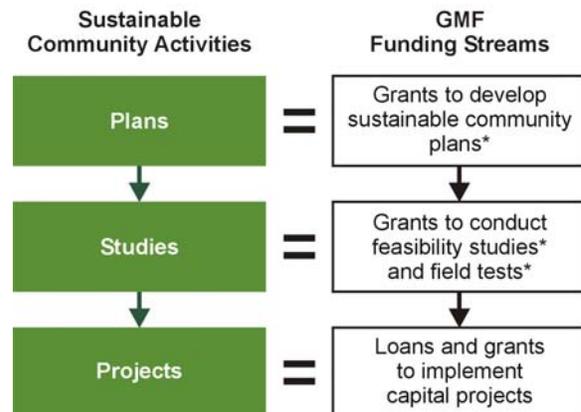
- provides low-interest loans and grants to municipalities that deliver leading examples of sustainable development; and
- builds capacity and shares the knowledge and experience gained by municipal leaders through GMF-funded studies and projects.

GMF is managed by FCM and operates at arm’s length from the federal government. For more information, see the FCM Centre for Sustainable Community Development website at

[www.sustainablecommunities.fcm.ca](http://www.sustainablecommunities.fcm.ca).

## 3. What Is Eligible for a GMF Grant?

GMF has three funding streams that finance three types of sustainable community activities:



\* See the [Glossary](#) for definitions of these terms.

Each funding stream is subject to specific prerequisites. For example, when submitting an application for a GMF grant, the applicant must include a municipal council resolution that commits the municipality to establishing a sustainable vision and targets.

The application forms and Application Guidelines for each funding stream are available on the FCM Centre for Sustainable Community Development website at

[www.sustainablecommunities.fcm.ca](http://www.sustainablecommunities.fcm.ca).

**Note:** GMF invests in the plans, studies, and projects that provide the best examples of municipal leadership in sustainable development and from which other municipalities can learn and apply.

## 4. Grants for Sustainable Community Plans

GMF grants can reimburse up to 50% of the total [eligible costs](#) of a plan, up to a maximum grant amount of \$350,000.

In the 2008–2009 fiscal year, FCM will approve between \$8 million to \$12 million in grants for plans, feasibility studies, and field tests.

### 4.1 Who Can Apply?

Only municipalities or wholly owned municipal corporations applying in [partnership](#) with a municipality can submit an application for a grant to develop a plan.

### 4.2 Application Process

Applicants can apply for a grant for a sustainable community plan throughout the year. The application process requires the completion of two forms:

- Part A – Intent to Apply; and
- Part B – Detailed Application.

If the Intent to Apply form is accepted, applicants will be invited to complete and submit the Detailed Application.

## Application Requirements

## 5. Criteria

### 5.1 Eligibility Criteria

FCM will review the Part A – Intent to Apply form to ensure the [Lead Applicant](#) and the proposed plan are eligible for GMF funding. The application must meet the eligibility criteria described in Table 1.

**Table 1: Eligibility Criteria for a Sustainable Community Plan**

	Criteria
<b>Lead Applicant</b>	The applicant must be a <ul style="list-style-type: none"> <li>▪ <a href="#">municipal government</a>; or</li> <li>▪ corporation wholly owned by a municipality applying in partnership with a municipal government.</li> </ul>
<b>Commitment to Establish Vision and Targets</b>	The <a href="#">Lead Municipality</a> must provide a municipal council resolution demonstrating its commitment to establishing a sustainable community vision and <a href="#">sustainability targets</a> in the plan.
<b>Scope of Plan</b>	The plan must integrate sustainability issues across municipal departments and service areas for an entire municipality and its community (community-wide level) or for an entire neighbourhood.
<b>Commitment to Complete Key Milestones</b>	The Lead Applicant must commit to completing the <a href="#">key milestones</a> and <a href="#">activities</a> required by FCM (see <a href="#">Section 6.3</a> for more information).

	Criteria
<b>Commitment to Report</b>	The Lead Applicant must commit to provide progress and completion reports on the results of the plan and the “lessons learned,” and to provide a summary of eligible expenses incurred, with copies of supporting invoices.
<b>Adoption of the Plan</b>	The Lead Municipality must commit to approving the sustainable community plan, its vision, and its targets once the plan is completed. Proof of council approval is a condition of the final grant disbursement.
<b>Eligible Costs</b>	The costs proposed for the plan must meet the criteria for GMF eligible costs (see Section 7, “ <a href="#">Eligible Costs</a> ”).
<b>Financial Commitment</b>	The Lead Municipality must make a minimum 10% cash contribution toward the eligible costs of the plan.
<b>Provincial/Territorial Consultation</b>	The Lead Applicant (with the exception of Quebec) must provide a copy of its letter of consultation sent to its provincial or territorial government’s municipal affairs representative. For a sample letter of consultation, see the FCM Centre for Sustainable Community Development website at < <a href="http://www.sustainablecommunities.fcm.ca">www.sustainablecommunities.fcm.ca</a> >.

## 5.2 Rated Criteria

The Part B – Detailed Application is assessed by an independent [Peer Review Committee](#) against the rated criteria listed in Table 2. Applications must obtain a score of 70 to be recommended for funding.

**Table 2: Rated Criteria for a Sustainable Community Plan**

		Maximum Score
<b>Sustainability Approach</b>		
Linkages to Existing Plans	How the plan will fit and work with existing plans and policies within the community	10
<a href="#">Systems Approach</a>	Appropriate explanation of how inputs and outputs and upstream and downstream impacts will be examined and addressed; and how the plan will be cross-departmental in purpose, scope, and implementation	15
Sustainability Considerations	How the municipality will establish short-, medium-, and long-term sustainability targets; and how the municipality will work towards and measure the targets	15
<b>Innovation and Knowledge Sharing</b>		
<a href="#">Innovation</a>	The plan or its approach will contribute to the demonstration or adoption of innovative practices for a region or community of a different size	5
Replication Potential	Upon completion of the plan, findings and lessons learned have potential to be relevant to and applied in a wide range of municipalities across Canada	10
Knowledge Need	The plan will result in knowledge that can benefit other communities interested in sustainable development	5
Knowledge-sharing Potential	The plan has the potential to result in materials or products that will assist other communities	10



Management and Work Plan		
Management Capacity	Capacity and experience of management and consulting teams to undertake development of the plan	10
<a href="#">Work Plan</a>	Work plan provides adequate explanation of key milestones and activities; allocates resources appropriately to accomplish required tasks	10
Budget and Cost-effectiveness	Budget is appropriate and cost-effective in relation to work plan	10
<b>TOTAL</b>		<b>100</b>

## 6. Other Requirements

### 6.1 GMF Sectors

The final plan must be integrated across departments and all municipal service areas, including all GMF sectors for which the municipality is responsible:

- Brownfields
- Waste
- Energy
- Water
- Transportation

### 6.2 Environmental Targets

Municipalities are required to develop short-, medium- and long-term environmental targets in their plan. Targets for the municipality's corporate operations should be more stringent than those for the community level since sustainable municipalities are expected to demonstrate leadership to their community. For examples of the plans and targets of other municipalities, see the FCM Centre for Sustainable Community Development website at [www.sustainablecommunities.fcm.ca](http://www.sustainablecommunities.fcm.ca).

### 6.3 Key Milestones

Applicants must complete a work plan in the Part B – Detailed Application. The work plan identifies key milestones that must be completed upon approval of the grant application, as applicable.

**Table 3: Key Milestones for Sustainable Community Plan**

Milestone	
<b>Vision</b>	Establish a sustainability vision shared by the municipality, the community, and stakeholders.
<b>Current Situation</b>	Using existing information and knowledge, analyze the current situation and identify areas of strength and issues of concern.
<b>Action Plan</b>	Develop <a href="#">sustainability goals</a> to achieve the established vision, and targets to achieve the sustainability goals.

Milestone	
<b>Implementation and Monitoring</b>	Develop a detailed implementation plan that includes performance and evaluation criteria. The plan should identify funding requirements, phasing, and scheduling, as well as the allocation of human and financial resources for implementing the plan. It should also include a monitoring plan that includes indicators to assess progress in meeting the sustainability goals and targets and enable adjustments to be made as necessary.
<a href="#">Reporting</a>	Report on the planning tasks undertaken, the results obtained, the final plan developed, and any recommendations for further study or for the implementation of identified alternatives and strategies, or both.
<b>Consultation</b>	Throughout the process, consult members of the public and stakeholders to seek participation, input, and buy-in.
<b>Approval</b>	Obtain municipal council approval for the sustainable community plan.

## Criteria for Eligible Costs

### 7. Eligible Costs

GMF grants can reimburse up to 50% of the total eligible costs (i.e., eligible cash and in-kind costs) of an approved plan, up to a maximum grant amount of \$350,000.

#### 7.1 Eligible Cash Costs

Eligible cash costs include all necessary direct costs incurred properly and reasonably by the Lead Applicant and invoiced against a contract for services that were necessary for the completion of the plan. Such costs may include

- any costs associated with hiring professional and technical consultants or contractors who are directly involved in the technical, engineering, environmental, or financial aspects of the proposed plan;\* and
- costs to consult and educate the community about the proposed plan, including surveys, website development, and other communication tools directly related to the plan.

\*Hired consultants must not be employees of the Lead Applicant or [Contributing Partners](#).

**Note:** The Lead Applicant is responsible for paying the consultants working on the plan, and submitting copies of invoices to FCM for partial reimbursement.

#### 7.2 Eligible In-kind Costs

The Lead Applicant may include a portion of its staff time directly related to the proposed plan for partial reimbursement as eligible in-kind costs.

Such in-kind staff time must be reasonable, necessary for the completion of the plan, and documented (i.e., level and title of worker, rate of pay, number of hours worked, and description of tasks completed).

**Note:** Eligible in-kind costs can only be provided by the Lead Applicant and cannot exceed 10% of the total eligible costs.

### 7.3 Ineligible Costs

The following costs are not eligible for reimbursement:

- Office supplies, software, equipment, and furniture;
- Leasing or purchasing real estate, including renting office space;
- Any overhead costs (e.g., operating costs such as heating, electricity);
- Any cost or portion of any cost for which the Lead Applicant is eligible for a rebate, including the Provincial Sales Tax, federal Goods and Services Tax, and Harmonized Sales Tax;
- Any staff-related expenses, including salaries for full- and part-time employees and contractual employees on the Lead Applicant or Contributing Partners' payroll (except for staff time considered as eligible in-kind services);
- Attending conferences and participating in missions, including travel costs associated with such participation or attendance; and

- Education, training, outreach, or promotion not directly related to the proposed plan.

### 7.4 Activities Excluded from Funding

GMF does not provide grants for

- sector plans such as transportation, watershed management, or waste management plans;
- baseline data collection (e.g., current energy consumption levels);
- inventory preparation, such as for greenhouse gases and brownfields; and
- computer software and related training.

**Note:** If a consultant has prepared a GMF application for your municipality, ensure that the consultant has not submitted the same proposal for another municipality. The application must be tailored to the Lead Municipality.

## Review, Approval, and Disbursement

### 8. Application Review Process

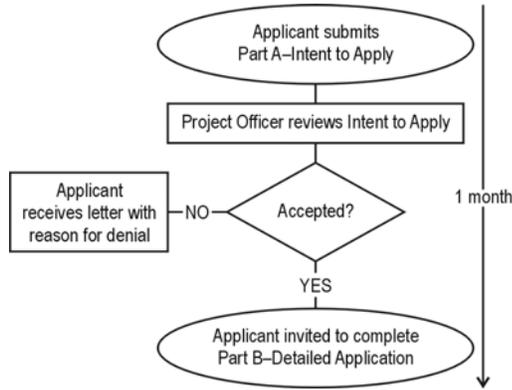
Applicants can anticipate that, from the time the Part A – Intent to Apply is submitted until the FCM National Board of Directors makes its final decision, the average length of time an application takes to be approved is six to nine months.

GMF staff are available throughout the application process to assist applicants with suggestions to improve the application.

By providing GMF staff with requested additional information in a timely manner, applicants can help ensure the process is not slowed down unnecessarily.

**Note:** If, at any time during the application review process, the applicant has not submitted all requested information or clarifications within 20 working days of an information request, GMF may notify the applicant that the file has been closed.

### Step 1: Intent to Apply Is Reviewed



A GMF Project Officer reviews the Intent to Apply form to determine whether the proposed plan meets the [eligibility criteria](#). The Project Officer will ask applicants for more information or for clarification, if necessary.

If accepted, applicants are invited to complete the Part B – Detailed Application.

Applicants are given two months to complete and submit the Detailed Application.

Applicants whose Intent to Apply form is denied receive a written explanation of the reasons for the denial.

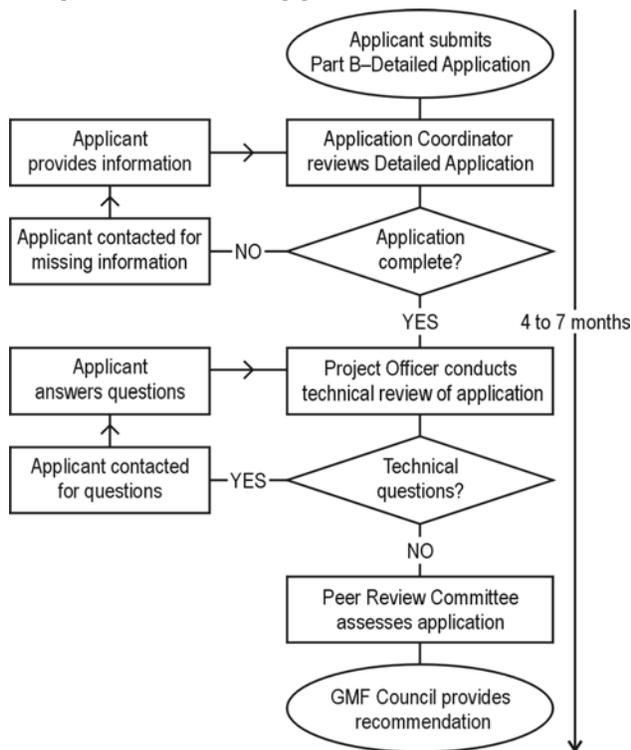
#### Exception—Municipalities in Quebec:

Municipalities from Quebec must submit the Intent to Apply form to the Ministère des Affaires municipales et des Régions (MAMR). MAMR reviews the project description provided in the Intent to Apply form to evaluate the proposal based on the province’s energy and environmental policies.

Within **15 working days** of receiving the Intent to Apply form, MAMR forwards accepted proposals and a ministry letter of support to FCM. FCM then processes the Intent to Apply form in the same way as it processes the form with other applicants.

Applicants whose application is denied by MAMR receive a written explanation of the reasons for the denial from MAMR.

### Step 2: Detailed Application Is Reviewed



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

**Exception— Municipalities in Quebec:**

Municipalities from Quebec must submit the Detailed Application to MAMR in the same way as the Intent to Apply form. MAMR reviews the Detailed Application and forwards applications that meet the province's energy and environmental policies to FCM for evaluation. Such applications are then processed as other Detailed Applications sent directly to FCM.

**Technical Review**

The Project Officer reviews the technical aspects of the information provided in the application. Applicants may be contacted to discuss ways of improving or strengthening the plan and application.

**Peer Review Committee Assessment**

The application is reviewed and assessed by independent peer reviewers with appropriate subject-matter expertise.

Each peer reviewer conducts an individual assessment of the application and assigns a score to each of the [rated criteria](#). Once the peer reviewers complete their individual assessment, they discuss their scores and develop a final consensus score for the application.

**GMF Council Review and Recommendation**

The Project Officer prepares a summary of the application, final consensus scores, and overall peer reviewers' comments, and submits the summary to the [GMF Council](#) for review at its next quarterly meeting.

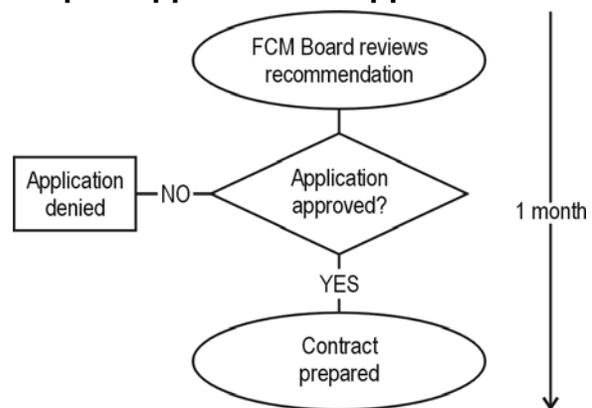
The GMF Council reviews the summary, taking into account the number of approved applications that are within urban and rural communities and among regions within

Canada, as required by the agreement between FCM and the Government of Canada.

Based on its review of the summary, the Council provides the FCM National Board of Directors with a recommendation to approve or decline the application.

## 9. Application Approval Process

### Step 3: Application Is Approved



### FCM National Board Reviews Recommendation

The FCM National Board of Directors is responsible for ensuring that GMF follows due process in making funding recommendations. The Board reviews the recommendations made by the GMF Council and makes the final decision on the application.

### Applicant Informed of Decision

Applicants receive written notification of the FCM National Board of Directors' decision once it has been made. If the application is denied, the written notification includes an explanation.

## 10. Contracting and Disbursement

### Contract Is Prepared

If approved, the Lead Applicant is sent a draft contract. The contract lists the conditions of funding, including the reporting requirements. The terms of the contract come into effect after the Lead Applicant has signed the final contract and returned it to FCM.

### Grant Is Disbursed

Grant funding is disbursed through two to three payments in accordance with the

terms, conditions, and schedule outlined in the final contract. FCM reimburses the Lead Applicant for a portion of the eligible expenses (up to 50%) incurred to conduct the plan.

To obtain a disbursement, the Lead Applicant must submit a disbursement request along with

- copies of invoices paid by the Lead Applicant for eligible expenses; and
- a progress or completion report (see Section 11.3, "[Reporting Requirements](#)").

## Accountability Requirements

## 11. Accountability

Applicants should be aware of the accountability requirements specified in the grant agreement before completing the Part A – Intent to Apply form.

### 11.1 Other Sources of Funding

Applicants must obtain a letter of commitment from each Contributing Partner specifying its cash or in-kind commitment, or both, if applicable. For a sample letter, see the FCM Centre for Sustainable Community Development website at [www.sustainablecommunities.fcm.ca](http://www.sustainablecommunities.fcm.ca).

The Lead Applicant should also take advantage of any government-funding programs for which the plan is eligible.

### 11.2 Recognition Requirements

Once the grant agreement is signed, all approved applicants are required to acknowledge FCM's support in public announcements and media releases about the plan, at relevant special events, and on

their websites. GMF communications staff will work with approved applicants to coordinate and implement a suitable funding announcement.

FCM will also inform the public about approved GMF grants by publishing a short summary of the plan with the Lead Applicant's contact information, a copy of the plan's final report, and a case study profiling the initiative, its outcomes, and lessons generated.

### 11.3 Reporting Requirements

GMF invests in plans that provide the best examples of municipal leadership in sustainable development and from which other municipalities can learn and apply. Therefore, all approved applicants must report on the plan for which they receive funding. A report must be submitted with each disbursement request (see [Grant Is Disbursed](#) in Section 10, "Contracting and Disbursement" for the process). Three types of reports are required to receive disbursements:

- **Progress report:** a short update on the progress of the plan in relation to the key milestones. The progress report includes an initial account of preliminary results and lessons learned. *The applicant sends a progress report with each request for disbursement.*
- **Completion report:** a more comprehensive overview of the community context, the purpose, approach, and cost of the plan, the results and next steps, and lessons learned. *The applicant sends the completion report with the final disbursement request.*
- **Plan:** the sustainable community plan. *The applicant sends a copy of the plan with the completion report.*

The grant agreement will specify the due date, format, and information requirements of progress and completion reports.

The applicant must submit a complete report accompanied by paid invoices for eligible expenses with each disbursement request.

**Note:** GMF staff review all reports and may request further information if they have questions or concerns.

## 11.4 Duty to Inform

Applicants that are approved for GMF grants must inform their FCM contacts (i.e., Application Coordinator or Project Officer) of any deviation from the plan as described in the application.

# Glossary

**Contributing Partner**—A municipal government or non-governmental or private-sector organization that contributes financially to the plan activities.

**Consultant**—Any organization or individual that receives payment for professional services related to the plan.

**Economic benefit**—The positive impacts that a municipal environmental project will have on the Lead Municipality through increased revenue, decreased operating costs, and increased employment.

**Eligible costs**—Plan-related cash and in-kind costs that meet the GMF eligibility criteria. Once an application is approved, the funding provided by GMF reimburses a percentage of these eligible costs. See Section 7, "[Eligible Costs](#)," for more information.

**Eligible cash costs**—Any costs associated with hiring professional and technical consultants directly involved in the proposed

plan; and costs to consult and educate the community about the proposed plan. See Section 7, "[Eligible Costs](#)," for more information.

**Eligible in-kind costs**—A portion of the Lead Applicant's staff time directly related to the proposed plan. Such in-kind costs must be reasonable, necessary for the completion of the plan, and documented. See Section 7, "[Eligible Costs](#)," for more information.

**Feasibility study**—An assessment of the technical and financial feasibility, as well as the environmental, social, and economic impacts of a potential municipal environmental project. A feasibility study typically includes an assessment of the requirements and outcomes of a specific project using verifiable evaluation processes, leading to a recommended course of action.

**Field test**—An evaluation of the small-scale installation of a potential municipal environmental project under the conditions in which it will operate. A field test evaluates the technical and financial feasibility, as well as the environmental, social, and economic impacts of a new system or technology, using verifiable evaluation processes, to determine the implications of full-scale implementation. The field test is not a demonstration project and it must be reversible.

**Full-cost accounting**—Takes a similar approach to a life cycle analysis, but the results are expressed in financial terms.

**GMF Council**—Comprised of 15 members, five of whom are elected municipal officials appointed by the FCM National Board of Directors, five from the Government of Canada (Environment Canada, Natural Resources Canada, and Transport Canada) and five from non-governmental organizations and the private sector. The GMF Council provides a recommendation to the FCM National Board of Directors to approve or decline a funding application.

**GMF sectors**—Brownfields, energy, transportation, waste, and water. A sustainable community plan must address all municipal service areas, including all GMF sectors for which the municipality has responsibility.

**Ineligible costs**—Plan costs that do not meet the GMF eligibility criteria. See Section 7, "[Eligible Costs](#)," for a list of ineligible costs.

**Innovation**—The demonstration or adoption of knowledge, practices, or technology in different community or region types and sizes, where the knowledge, practice, or technology has not previously been applied.

**Lead Applicant**—The organization or agency that will manage the plan and incur all expenses, sign the funding contract, and request and receive disbursements. For a sustainable community plan application, the Lead Applicant must be a municipality.

**Lead Municipality**—The municipality that will take responsibility for making a minimum 10% cash contribution to the plan.

**Life cycle analysis**—Considers the environmental impacts of the municipal environmental project in combination with upstream and downstream activities (the inputs and processes necessary to operate, and the outputs that result from operating the municipal environmental project). For example, if a process requires the input of material or energy, a life cycle approach would quantify the environmental impacts of creating those materials and consuming energy. Additionally, a life cycle approach would quantify the products or waste generated as outputs from the project.

**Municipal government (municipality)**—Defined in the GMF Funding Agreement with the Government of Canada as a region, county, city, town, village, township, rural municipality, improvement district, or any other regulatory authority that exercises power in relation to municipal affairs in unorganized areas or territories in Canada that have not been surveyed. Throughout these guidelines and other GMF documents, the term "municipalities" refers to municipal governments.

**Municipal environmental project**—A capital project or a change in processes or procedures that will improve the environmental performance of brownfields, energy, transportation, waste, water, or sustainable planning, or some combination of these activities.

**Partnership**—In a partnership, the Lead Applicant and its public- or private-sector partner, or partners, must take some level of risk or contribute to the financial viability of the proposed plan and expect, under reasonable circumstances, an appropriate return or benefit for the risks assumed.



**Peer Review Committee**—The technical advisory group responsible for assessing applications against the rated criteria. It is comprised of independent members with technical or financial expertise, or both, in specific environmental fields.

**Reporting**—Approved applicants are required to submit one or two progress reports and a completion report as part of their disbursement requests. The reports must provide an overview of the progress and results of the work in relation to the plan milestones.

**Social benefit**—All benefits to the community as a whole, for example, protection of human health, economic development of the overall community, and improvements to community quality of life.

**Sustainability goal**—A goal that aims toward developing and managing municipal activities in a manner that, in so far as possible, protects the environment, reduces the municipality's ecological footprint and improves social and economic conditions to support the transition to sustainable development.

**Sustainability target**—A quantified target for improving the environmental, social, and economic performance of municipal activities over current or baseline conditions.

**Sustainable community plan**—A plan developed through public consultation that identifies a vision and includes environmental, social, and economic goals and targets for the community. The plan also describes the short-, medium-, and long-term strategies for reaching its goals and targets, and integrates all areas of municipal concern, such as energy use, neighbourhood and transportation planning, and waste and water management.

**Systems approach**—Describes the way in which the municipal environmental project will interact with related systems based on a life cycle analysis of the project. Such an approach considers the extent to which the eventual municipal environmental project deals with the root causes of the environmental issues under review, as opposed to “end-of-pipe” solutions that only deal with symptomatic issues.

**Work plan**—A required element of the Part B – Detailed Application comprised of five categories: milestones, activities, timelines, responsibilities, and reporting methods.

**Work plan activities**—The main steps needed to achieve the work plan milestones. Examples of activities include consultation, analyzing current information, and establishing targets. Activities must be tied to a specific milestone, and each milestone should have at least one activity associated with it. Like milestones, activities should link to the overall goals of the plan.

**Work plan milestones**—Concrete, measurable deliverables or outcomes that the Lead Applicant and consulting team is expected to achieve either at specific times during the plan, or by the time the work is complete. The milestones and the activities serve as benchmarks to measure progress.

**Work plan timeline**—Defines the schedule for carrying out activities or milestones, or both, specifying when the activities are to be carried out, and how long each will take to complete.

