FCM FEDERATION OF CANADIAN MUNICIPALITIES   FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

Municipal
Asset
Management
Program
Funding Offer

Application Guide

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The Municipal Asset Management Program is a new five-year, $50-million program designed to help municipalities make informed decisions about infrastructure investment. The program is delivered by the Federation of Canadian Municipalities and funded by the Government of Canada.

Canada

Program summary

The Municipal Asset Management Program (MAMP) is a five-year, $50-million program funded by Infrastructure Canada to support Canadian municipalities and communities in making informed infrastructure investment decisions based on stronger asset management practices. The program offers grant funding (the subject of this guide) as well as training and capacity-building activities to increase skills within municipalities and local governments to sustainably maintain their asset management programs now and in the future.

For more information on training and capacity-building activities, visit our website at: fcm.ca/assetmanagementprogram.

This funding offer is open to all municipal governments in Canada. It focuses on building strong asset management foundations by supporting activities that incorporate asset management into daily practices. Subject to funding availability, applications will be accepted on a continuous basis until June 2020.

All projects must be completed and final reports submitted by March 31, 2021.

This guide outlines everything you need to know to submit an application and **must be read in its entirety before completing or submitting an application**.

1 Eligible activities

1.1 What activities are eligible?

ELIGIBLE ACTIVITIES	EXAMPLES
Asset management assessments	• Asset management needs assessments or risk assessments.
Asset management plans, policies and strategies	• Development of asset management strategies, policies or plans, or asset risk management plans.
Data collection and reporting	• Asset condition assessments. • Data collection to establish and track levels of service. • Data collection on existing assets (e.g. type of asset, location, costs to operate and maintain, future costs to replace). • Long-term financial modelling to support asset management decisions. • Improvements to data reporting (e.g. introduce a "state of infrastructure" report).
Training and organizational development	• Asset management training for staff or elected officials. • Establishment of an asset management committee (e.g. develop terms of reference, facilitate discussion). • Clarification of asset management roles and responsibilities across the organization (e.g. modify job descriptions). • Adoption of new asset management systems or processes (e.g. paying for internal or external resources to lead organizational change).
Knowledge transfer	• Contributions to communities of practice, conferences and peer-to-peer learning opportunities (e.g. staff time spent developing materials to share or giving presentations). • Supporting a peer community in its asset management work (e.g. staff time spent mentoring another municipality). • Developing or adapting frameworks, tools, training or approaches for use in your organization.

INELIGIBLE ACTIVITIES
• Any activity or effort that would be conducted in the normal course of business not related to the improvement of asset management practices (for example, normal repairs, operating and maintenance expenses, etc.). • Staff time not directly associated with eligible asset-management-related deliverables. • Staff time spent participating in training or learning events. • Regular operation and maintenance expenses. • Collection and organization of data for the sole purpose of meeting PS-3150 requirements. • Development of a software program.

Note: The Municipal Asset Management Program strives to be flexible in funding projects that improve municipal decision-making related to infrastructure. If you do not see your project listed as an eligible activity, please call and discuss with one of our project officers.

1.2 What costs are eligible?

COST CATEGORY	ELIGIBLE COSTS	INELIGIBLE COSTS
Pre-application	N/A	• Any expenditure incurred prior to FCM's eligible expenditure date. • Expenditure of developing this proposal or application.
Administrative and overhead expenditures	Administrative expenditures that are directly linked to and have been incurred for the project, such as: • Communication expenditures (e.g. long-distance calls or faxes). • Outsourced printing or photocopying. • Acquisition of documents used exclusively for the project. • Document translation. • Transportation, shipping and courier expenditures for delivery of materials essential for the project. • Design and production of communication products to promote project outcomes and benefits to the public.	General overhead expenditures incurred in the regular course of business, such as: • Office space, real estate fees and supplies • Financing charges and interest payments • Promotional items • Permits or certifications • Advertising, website development, project education materials or expenditures to disseminate project communications products • Hospitality expenses (food and drink, alcohol, entertainment, etc.)
Capital expenditures	Software related to asset management. *Note: FCM's contribution to this expense may not exceed 50% of FCM's total contribution to the project.*	Any other capital expenditures or amortization expenses.
Equipment rental	• Rental of tools and equipment. • Related operating expenditures such as fuel and maintenance expenditures.	Rental of tools or equipment related to regular business activities.
In-kind	N/A	Any goods and services received through donation.
Training	• Expenditures associated with accessing reference materials such as standards, templates and toolkits. • Expenditures associated with attending training sessions, (provided externally) or bringing training in-house.	Any hospitality expenses such as: • Food and drink • Alcohol • Door prizes • Entertainment • Music • Decorations • Flowers, centerpieces • Etc.
Professional and/or technical services	Fees for professional or technical consultants and contractors, incurred in support of eligible activities.	• Expenditures associated with regular business activities not related to the project. • Legal fees.

COST CATEGORY	ELIGIBLE COSTS	INELIGIBLE COSTS

Staff remuneration	*Daily rates actually paid by the Eligible Recipient to its Employees in Canada for time actually worked on the implementation of the Project.*
	
	The daily rate per employee shall include the following costs:
	
	a) direct salaries: actual and justifiable sums paid by the Eligible Recipient to Employees in accordance with the Eligible Recipient's pay scales as regular salary excluding overtime pay and bonuses.
	
	b) fringe benefit: in accordance with the Eligible Recipient's policies, as follows:
	
	  i. time-off benefits (prorated to the annual percentage (%) of time actually worked on the implementation of the Project): allowable number of days to be paid by the Eligible Recipient for the following payable absences: statutory holidays, annual vacation, and paid benefits: actual sums paid by the Eligible Recipient for paid benefits (prorated to the annual percentage (%) of time actually worked on the implementation of the Project): the Eligible Recipient's contribution to employment insurance and workers' compensation plans (where applicable), health and medical insurance, group life insurance, or other mandatory government benefits;
	
	Note: Labour costs must be documented in a manner that meets audit standards for verification of eligibility of cost and level of effort.
		• In-kind contribution of services.
		• Participant salaries.
		• Expenditures related to regular business activities.
		• Overtime Pay.
		• Bonuses / performance pay.
		• Fringe benefits such as:
		  o sick days;
		  o pension plan; or
		  o any other fringe benefits not listed as eligible.
		• Costs related to ongoing or other business activities and not specifically required for the project.
		• Staff wages while receiving training or attending learning events.
		• Professional membership fees or dues.

Supplies and materials	Supplies and materials required to undertake the project.	Expenditures related to regular business activities
Taxes	The portion of Provincial/ Harmonized Sales Tax and Goods and Services Tax for which your organization is not eligible for rebate.	The portion of Provincial/ Harmonized Sales Tax and Goods and Services Tax for which your organization is eligible for rebate, and any other expenditures eligible for rebates.

COST CATEGORY	ELIGIBLE COSTS	INELIGIBLE COSTS
Travel and accommodation	For individuals on travel status (individuals travelling more than 16 km from their assigned work-place - using the most direct, safe and practical road.); • Travel and associated expenses for implementing partners, guest speakers and consultants to the extent that the travel and accommodation rates comply with the Treasury Board of Canada guidelines, and to the extent that such travel is necessary to conduct the initiative. www.canada.ca/en/treasury-board-secretariat/services/travel-relocation/travel-government-business.html • Where justified, participant travel costs may be claimed with prior written consent from FCM. Under no circumstances will participant honorariums be covered.	Any travel expense that is not paid in accordance with the National Joint Council Travel Directive.

2 Who can apply

This funding offer is intended to support Canadian municipal governments and eligible municipal partners. Eligible applicants are defined as:

1. **Municipal governments, except applicants from Quebec***
    (e.g. towns, cities, regions, districts, etc., and local boards thereof)

OR

2. **Municipal partners applying in association with a municipal government****

    A municipal partner is one of the following entities:

    a. a municipal corporation
    b. a regional, provincial or territorial organization delivering municipal services
    c. an indigenous community
        • *Certain indigenous communities require a shared service agreement with a municipal government related to infrastructure to be eligible. Contact FCM for additional details.*
    e. a not-for-profit organization with a focus on municipal services

* Quebec municipalities are currently not permitted to receive funding from MAMP.

FCM is working with the province of Quebec's Ministère des Affaires municipales et de l'Occupation du territoire (MAMOT) to find a solution that will provide Quebec municipalities access to MCIP funding as soon as possible.

** Municipal partners need to apply for funding in association with a municipal government and must demonstrate municipal commitment to the project by providing a letter of support. Not-for-profit, non-governmental organizations and indigenous communities in Quebec can still access funding from the two programs if they meet the necessary eligibility criteria.

Please note that private sector entities are not eligible as municipal partners; however, such entities may be subcontracted by an eligible recipient to provide services toward eligible activities.

Please contact an [FCM advisor](#) should you have additional questions about FCM or to learn if your project would be eligible for funding through other FCM programs such as the [Green Municipal Fund](#). Should you have further questions about MAMOT's decision and programs available to Quebec municipalities please contact MAMOT.

3 Funding and project scope

3.1 Contributions

The maximum MAMP contribution to a project is $50,000. However, the average contribution is expected to be approximately $35,000, and no funding request is too small. The contribution shall represent no more than 80 per cent of the eligible project cost (see eligible costs in Section 1.2). Other government funding, such as funding from the capacity-building category of the Gas Tax Fund or other programs, can be stacked to cover 100 per cent of the project costs.

3.2 Project length

The project start date (the date from which FCM recognizes eligible costs) can be on, or after, the date that FCM acknowledges receipt of the completed application.

The project end date cannot be more than 11 months from the date that FCM approves your project for funding. See Section 6.3 for details on the application approval timeline.

Eligible costs incurred between the date that FCM receives your completed application and the signature of a contract between the applicant and FCM are incurred at the applicant's risk. FCM is not obligated to fund any costs incurred until a contract is in place.

Final reports MUST be satisfactorily received within 30 days of project completion. Project extensions will not be permitted, so it is recommended that projects be reasonably achievable within 11 months of the project approval date.

4   When to apply

FCM accepts applications for MAMP projects year-round on a continuous basis; however, applications are batched and reviewed on a monthly basis. Subject to funding availability, applications will be accepted until June 30, 2020.

Recipients may only apply for one project in any fiscal year (April–March). Applications for follow-on projects in other years may be submitted, subject to availability of funding. However, FCM will give preference to first-time applicants, to ensure maximum reach across Canada.

5   How to apply

5.1   What is required to complete an application?

A completed application is comprised of three or four documents:

1.   completed application form
2.   completed workplan and budget (Excel worksheet)
3.   resolution from council, band council or board of directors
4.   signed letter of support (if applicable)

We recommend following these steps to ensure that you have all the information needed for a complete application:

Step 1: Verify eligibility

Ensure that you are an eligible applicant — either a municipal government or a municipal partner. Complete Part A of the application form (Part A: Applicant information). If you are not a municipal government, ensure that you have the support of your partner municipal government.

Step 2: Download all documents

Download the **application form**, the **workplan and budget template**, the **sample resolution** and the **sample letter of support** (if applicable). You will also need to download the **Asset Management Readiness Scale** for your reference as you complete your application form.

Step 3: Complete self-assessment using the Asset Management Readiness Scale

The Asset Management Readiness Scale is a tool that organizations can use to assess the current state of their asset management practices and their progress over time. The scale is also used to track the proposed outcomes and tangible benefits of a project.

To conduct a self-assessment, gather an appropriate cross-functional group of individuals in your organization to conduct an assessment of your organization's current state of asset management. Evaluate your organization's status in each of the five "competencies" identified in the scale. Document your results and input your readiness levels and notes directly into Part B of the application form.

The "notes" column of the self-assessment table (found in Part B of the application form) is an important and mandatory part of your application. These notes describe why you assigned each readiness level and will be used by peer reviewers to determine the significance and feasibility of your project.

> **TIP: It is important to provide notes to support each of your self-assessed readiness levels.**

Select a readiness level if you feel you have completed the outcomes associated with that level. For example, if your organization is still working on the outcomes in Level 2, you would select Level 1 to indicate that you have **completed** Level 1. There is a "Pre-level 1" option in case your organization has not yet completed all the outcomes for Level 1.

Step 4: Identify proposed activities

Based on your organization's current state and drawing from the list of eligible activities in Section 1.1 of this guide, identify the activities that you feel are appropriate for your organization, given your current needs and priorities. Keep the timeline in mind and propose what is doable **within 11 months**. Be conservative in your planning, as **extensions will not be granted**.

Step 5: Identify "desired future state" on the Asset Management Readiness Scale

With your proposed activities in mind, go back to the Asset Management Readiness Scale. Assuming that the project is successfully completed, how would your organization progress on the readiness scale? It is possible that some activities will move your organization forward in more than one competency.

Input your anticipated readiness scores into the Outcomes section of the application form (the Desired Future State column in the Outcomes table).

Upon completion of the project, you will use these "desired future state" levels to see whether the objectives of the project were achieved. **Note: A project will be considered successful if you advance at least one readiness level in at least one competency on the readiness scale.**

Step 6: Complete the remaining questions in the project description section of the application form

Complete Part C of the application form (Part C: Project description). This includes:

- A working title and a high-level description of the project, which will be used to publicly describe the project should your application be approved.
- One to three high-level activities, along with the major deliverables that you will provide to FCM to demonstrate the completion of each activity.
- A description of how the activities and outcomes of the project will improve your asset management capacity.
- Information about the human resources who will be used to deliver the project. In the workplan and budget template, you will be asked to identify the human resources required for each task. In the application form, please provide specifics about the internal and external human resources to be used and their experience. If you have collected quotes for externally sourced human resources, please provide this information in the application form.
- Information on how your proposed project fits within the approach being implemented within your province or territory.
- One to three challenges or risks you anticipate during the project and how you plan to mitigate these challenges.

Step 7: Complete workplan and budget template

Complete the workplan and budget template by inputting a minimum of one, and a maximum of three, high-level activities into the template, and identifying the major tasks and costs associated with completing each activity. These activities must match the activities listed in Part C of the application form.

Use the workplan and budget template to identify a project start date and project end date — ensuring that your proposed project can be completed in an 11-month period.

Identify all sources of funding in the "sources of funding" tab.

Step 8: Pass a resolution in support of your project

Use the sample resolution provided, or draft your own resolution that meets the criteria identified in the sample resolution document. Have it passed by council, band council, or your board of directors.

Step 9: If you are a municipal partner, draft a letter of support and have it signed

Use the sample letter of support provided, or draft your own letter that meets the criteria identified in the sample letter of support document. Have it signed by the appropriate individuals. If you are a municipal government, a partnership letter is not required.

Step 10: Attach documents and submit application

Attach the completed workplan and budget template, the passed resolution and the signed letter of support (if applicable) to the application form and send it to: programs@fcm.ca.

If you have any questions about how to complete this application, please call one of our advisors at 1-877-997-9986 or email us at programs@fcm.ca.

5.2 Project initiation

Project costs are eligible **after** the date on which FCM notifies applicants in writing that their completed application has been received. However, FCM is not obligated to pay for any costs incurred in the absence of a signed contract or costs incurred prior to the date the completed application was received.

5.3 Disbursements

Funds will be disbursed when the recipient satisfactorily delivers a completed final report that includes the following:

1. A summary of the completed project, documenting the outcomes and knowledge developed, the impacts of the project on infrastructure-related decision-making within the organization and on the broader community, and lessons learned.
2. An updated self-assessment using the Asset Management Readiness Scale, identifying progress achieved.
3. A summary of the actual eligible project costs, accompanied by an attestation from an officer of the organization.

Templates for reporting against the requirements noted above are provided in the contract and must be used, without exception.

6 Application review timeline and approval process

6.1 Application confirmation

Within **five business days** of sending your application to FCM, you will receive an email from FCM confirming that your application has been received and screened according to initial screening criteria (see Section 7.1). Please contact FCM at programs@fcm.ca if you have not received a response confirming receipt of your application within five business days.

6.2 Evaluation and scoring process

Evaluation of the application consists of an initial screening and an independent technical review, as described in Section 7. FCM will approve or deny applications based on the technical review score.

6.3 Application decision timeline

FCM is committed to informing you of the results of your application within **two months** from the date we receive the **completed** application form and associated documents.

6.4 Funding process

Should your project be approved, you will receive a funding notification letter and a contract which must be signed and returned to FCM within four weeks. Contracts that are not returned signed by the funding recipient by the deadline stated in the contract will be considered null and void, and funding may be re-allocated.

7 Application evaluation

7.1 Initial screening (eligibility criteria)

Applications will initially be screened for consistency with the following basic criteria:

- Is the applicant an eligible recipient?
- Is all documentation complete, including a resolution in support of the project?
- Is the application requesting the lesser of $50,000 and 80 per cent of eligible project costs?
- Is the source identified for the balance of funding required to complete the project?
- Is there enough information to indicate that the proposed activities and costs are eligible?

If the application passes the initial screening, the applicant will receive confirmation that it is acceptable for further evaluation. If the application is not acceptable, FCM will contact the applicant to provide feedback on the missing elements and, wherever possible, permit re-submission of the application in a timely manner.

7.2 Peer review evaluation (technical assessment)

A technical committee of peer reviewers will assess the applications based on standards outlined in an evaluation guide.

In general, peer reviewers will evaluate applications based on the following considerations:

- The appropriateness of the eligible activities selected to improve the state of asset management in the organization, based on the current state of readiness identified using the Asset Management Readiness Scale.
- The significance of the improvements to furthering asset management, both in the organization and, where possible, as a contribution to the asset management community in Canada.
- The appropriateness of the identified levels of effort, human and financial resources and value for money, based on the eligible activities proposed.
- The anticipated impacts of the proposed improvements on the behaviours, relationships, policies and daily practices in the organization.

7.3 Evaluation system

The peer reviewers will evaluate the applications using the criteria and point system in Table 1.

Table 1: Evaluation criteria and points

EVALUATION CRITERIA	POINTS
Documentation of self-assessed readiness level	20
Appropriateness of activities	20
Human and financial resources	10
Significance of anticipated asset management improvements	30
Workplan and budget	20
TOTAL	100

7.4 Evaluation criteria

The evaluation criteria will consider the relative impact and proposed benefit of the project. The peer reviewers will evaluate the criteria based on the following considerations:

- Documentation of self-assessed readiness level (20%): To evaluate the degree of asset management improvement proposed in the application, the peer reviewers need baseline information — an accurate description of the current level of asset management in the organization. The peer reviewers will evaluate the significance and feasibility of the proposed project based on the organization's self-assessment and the associated rationale. The evaluation will consider how adequately the applicant has described the organization's current level of asset management, using the notes column in the self-assessment table found in Part B.

- Appropriateness of activities (20%): The application must address an area of asset management with significant potential for improvement. The peer reviewers will evaluate the appropriateness of the proposed activities in addressing a priority area for improvement identified in the self-assessment.

- Human and financial resources (10%): For the proposed activities to be successful, the application must identify sufficient and appropriate human and financial resources. Applications will consider the appropriateness of the human and financial resources assigned to the project. Human resources can be external (consultants) or internal (staff).

- Significance of anticipated improvements (30%): The goal of the Municipal Asset Management Program is to support improved asset management at the municipal level, resulting in better evidence-based decision-making for infrastructure investments. Therefore, the main consideration in the evaluation of applications is the degree that the proposed project will improve asset management. Highest-ranked projects will improve multiple areas of asset management and move the organization up multiple levels from its current state of readiness to the desired end state (based on the self-assessment). However, minor improvements in a single area may be significant and receive funding. Projects that raise the level of asset management and demonstrate leadership and mentorship of other local governments will also receive recognition in the evaluation.

- Workplan and budget (20%): The evaluation will consider how complete and appropriate the workplan and budget are relative to the project scope. The evaluation will also consider whether other sources of funding needed for the project can be obtained and whether or not the budget represents good value.

7.5 Re-submission of applications

Wherever an application is deemed unsuitable for funding, the applicant will be given the opportunity to receive feedback on the reasons for denial of funding. While decisions are final, FCM will work with the applicant to address gaps in promising applications so that those applications can be re-submitted — provided that funding was not denied for eligibility reasons. An application that has addressed the feedback provided by FCM may be re-submitted again (once) in the same fiscal year.

8 Intellectual property

The Municipal Asset Management Program retains copyrights to the project description and the final report. With the recipient's consent, FCM may share other documents developed as a result of this funding program that will benefit the broader municipal asset management community. Intellectual property (IP) developed by the recipient(s) as a result of this funding program will be owned by the recipient(s). Background IP (patents, copyright, software) and any third-party technology rights remain with the original owner(s).

9 Audit requirements

Funding recipients are responsible for maintaining records associated with funded activities for six years. All recipients could be subject to audit by FCM or the program funder (Infrastructure Canada) for up to six years following the disbursement of funds. Of particular note, labour and consulting costs must be documented in a manner that meets audit standards for verification of eligibility of activity and level of effort (e.g. timesheets).

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