

# Municipal Asset Management Program

## Grants for Municipalities

**Application Guide**

# Table of contents

<b>Program summary</b>	<b>1</b>
<b>Quick Start Guide — MAMP Grants for Municipalities</b>	<b>2</b>
<b>1 Eligible activities</b>	<b>4</b>
1.1 What activities are eligible?	4
1.2 What costs are eligible?	4
<b>2 Who can apply</b>	<b>5</b>
<b>3 Funding and project scope</b>	<b>6</b>
3.1 Contributions	6
3.2 Project length	6
3.3 Project scope of work	6
3.4 Eligibility of costs	7
<b>4 When to apply</b>	<b>7</b>
<b>5 How to apply</b>	<b>8</b>
5.1 What is required to complete an application?	8
<b>6 Application review timeline and approval process</b>	<b>12</b>
6.1 Application receipt confirmation	12
6.2 Evaluation and scoring process	12
6.3 Application decision timeline	12
6.4 Funding process	12
<b>7 Application evaluation</b>	<b>12</b>
7.1 Initial screening (eligibility criteria)	12
7.2 Peer review evaluation (technical assessment)	13
7.3 Evaluation system	13
7.4 Evaluation criteria	13
7.5 Re-submission of applications	15
<b>8 Intellectual property</b>	<b>15</b>
<b>9 Disbursements</b>	<b>16</b>
<b>10 Audit requirements</b>	<b>16</b>
<b>Annex A — Eligible costs</b>	<b>17</b>



The Municipal Asset Management Program is an eight-year, \$110-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.

# Program summary

The Municipal Asset Management Program (MAMP) is an eight-year, \$110-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 municipal grant funding (the subject of this guide), as well as grants to partner organizations to provide training and capacity-building activities to increase skills within local governments to sustainably maintain their asset management programs now and in the future.

For more information on MAMP, including partner grants as well as training and capacity-building activities, visit our website: [fcm.ca/assetmanagementprogram](https://fcm.ca/assetmanagementprogram).

This funding offer is open to all municipal governments in Canada. It focuses on building strong foundations in asset management by supporting activities that incorporate asset management into daily practices. **Subject to funding availability**, applications will be accepted until **October 31, 2022**.

**All projects must be completed and final reports submitted by March 31, 2024.**

This guide outlines everything you need to know to submit an application. It **should be read in its entirety before completing or submitting an application**. Refer to the **Quick Start Guide** for an overview of the steps required to successfully complete the MAMP Grants for Municipalities application.





# Quick Start Guide — MAMP Grants for Municipalities

## The Asset Management Readiness Scale

The [Asset Management Readiness Scale](#) (AMRS) will be used to evaluate your proposed project. You can also use this scale to help you plan, prioritize, and set milestones to manage the assets in your municipality.

**If you have not reviewed the documentation that describes the [AMRS](#), STOP** this application process and learn about it and how you can use it to assess your current state of asset management maturity and identify areas for improvement.

## Applicant eligibility

The main target group for MAMP Grants for Municipalities program is Canadian municipalities. If you are a Canadian municipality, you are well on your way!

If you are applying in partnership with a Canadian municipality, please read section 2 of this guide for more detailed eligibility criteria.

## Project scope

To qualify, your project must lead to improvement of your municipality's asset management practices (progress is measured using the AMRS). This could include a range of practices. Here are a few examples: creating a policy, strategy and roadmap; creating asset class-specific asset management plans; or improving your employees' asset management skills. For more details on which activities can be undertaken, please refer to section 1.1.

Your project must focus on municipally owned infrastructure assets. These can be either constructed or natural assets. Consider adding the impact of climate change to the risk assessment section of your asset management plans; it is best to plan for the impact it will have on your investment decisions.

**Capital works do not qualify for this funding.**

## Project timing

### Related approval timelines

MAMP Grants for Municipalities proved to be very popular in the last round of funding, with applications coming in at a much greater rate than we had predicted. Assuming that this second round will be just as popular, it is difficult to predict how long it will take to process and approve your application. For this reason, we recommend that you create your project with flexible timelines. For example, if your project involves activities that are seasonal, be prepared to delay the start date to accommodate the technical review process.

You can reduce processing time by taking the necessary time up front to ensure that your application meets all of the submission criteria. Please read the full text of this guide and refer to it often to ensure that you have adequately covered all requirements.

## Summary of application documents

We have created a simplified application process with streamlined reporting needs to meet the requirements of our funding agreement with Infrastructure Canada, while at the same time allowing for an efficient third-party technical review of your application. The following will be required in your application package:

### 1. Application form

You will need to complete the application form, which includes: identification and contact details; a short project description; clear tangible deliverables for each of your identified activities; and your assessment of your current AMRS maturity and what improvement(s) you expect to see immediately after completing your project. You will also identify in your application the principal outcomes of your project that will improve your AMRS maturity, summarize the resources you will dedicate to the project, and outline how your project fits with your province or territory's approach to asset management in the municipal sector.

### 2. Asset Management Readiness Scale assessment tool

As a part of your application, you will need to indicate your asset management readiness competency levels by using the AMRS assessment tool (please use the MS Excel worksheet provided) to address each outcome area in the notes section. Every community and organization manages its assets and the tool was designed to help you understand and describe your current asset management practices.

### 3. Workplan and budget

You will need to identify one to three activities that you will undertake to achieve your project's goals. Then you will need to identify the costs associated with each of those activities (please use the MS Excel worksheet provided).

### 4. Resolution

Submit a council (or board) resolution authorizing/supporting your asset management project, clearly stating that it commits to the municipality's/organization's portion of project costs. We have created a template that you can use for your resolution.

### 5. Letter of support

If you are a municipal partner applying for funding in association with a municipal government, you must provide a letter of support from the municipal government.

### 6. Letter of commitment

If you are submitting an application as part of a group of municipalities that are collaborating to improve knowledge-sharing or achieve economies of scale, you will need to include one letter of commitment signed by each of the participating communities. The letter should identify the expected tangible benefits of working together. Each municipality should include a copy of that letter with their application to MAMP.

## Summary

While this quick start guide does not contain all the details you will need to consider in order to successfully complete a funding application, we hope it helps you understand the overall effort required. A thorough understanding of the AMRS resource and this Application Guide will help you prepare an application that meets all requirements, eliminating the need for multiple information exchanges between you and the MAMP team. These exchanges can significantly add to the application processing time.

# 1 Eligible activities

## 1.1 What activities are eligible?

The Federation of Canadian Municipalities (FCM) strives to be flexible in funding projects that improve municipal decision-making related to infrastructure. If you do not see your proposed activity on this list, please contact an FCM representative.

Eligible activities	Examples
Asset management assessments	<ul style="list-style-type: none"><li>Asset management needs assessments or risk assessments</li></ul>
Asset management plans, policies and strategies	<ul style="list-style-type: none"><li>Development of asset management strategies, policies, or plans; or asset risk management plans</li></ul>
Data collection and reporting	<ul style="list-style-type: none"><li>Asset condition assessments</li><li>Data collection to establish and track levels of service</li><li>Inventory of existing assets (e.g., type of asset, asset ID, location, costs to operate and maintain, future costs to replace, remaining useful life)</li><li>Long-term financial modelling to support asset management decisions</li><li>Improvements to data reporting (e.g., introducing a “state of infrastructure” report)</li></ul>
Training and organizational development	<ul style="list-style-type: none"><li>Asset management training for employees and/or elected officials</li><li>Establishment of an asset management committee (e.g., developing terms of reference, facilitating discussions)</li><li>Clarification of asset management roles and responsibilities across the organization (e.g., modifying job descriptions)</li><li>Adoption of new asset management systems or processes (e.g., paying for internal or external resources to lead organizational change)</li></ul>
Knowledge transfer	<ul style="list-style-type: none"><li>Contributions to communities of practice, conferences and peer-to-peer learning opportunities (e.g., time employees spend developing materials to share or giving presentations)</li><li>Supporting a peer community in its asset management work (e.g., time employees spend mentoring another municipality)</li><li>Developing or adapting frameworks, tools, training or approaches to use in your organization</li></ul>

### Ineligible activities

- Any activity and/or effort conducted in the normal course of business not related to the improvement of asset management practices (e.g., regular operation, normal repairs and/or maintenance expenses, etc.)
- Employee time that is not directly associated with eligible asset management–related deliverables
- Employee time spent participating in training or learning events
- Collection and organization of data for the sole purpose of meeting PS-3150 requirements
- Development of a software program

## 1.2 What costs are eligible?

Eligible costs include all costs considered to be direct and necessary for the successful implementation of a project. Please see [Annex A](#) for full details.

## 2 Who can apply

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

### 1. Municipal governments\*

Individual municipal governments (e.g., towns, cities, regions, districts, etc.; and local boards thereof)

### 2. Organizations applying in partnership with Municipal governments\*\*

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 (*Note: Certain Indigenous communities require a shared service agreement related to infrastructure with a municipal government to be eligible. Contact FCM for additional details.*)
- d. a not-for-profit organization with a focus on municipal services

### 3. Applying collaboratively\*\*\*

Applicants for collaborative projects are required to clearly explain and demonstrate the added value and benefit that the collaboration will provide. This could include:

- economies of scale associated with the hiring of other resources;
- holding regular sessions to provide knowledge-sharing among peer communities;
- sharing best approaches for surmounting challenges associated with their asset management projects; and/or
- sharing the group's asset management best practices with other peer communities (i.e., mentoring other municipalities).

### 4. Applying for funding of an additional project

MAMP seeks to fund as many municipalities as possible and preference may be given to applicants that have not previously received MAMP funding. However, we will consider submissions from second-time applicants who are committed to sharing asset management knowledge best practices and results of their projects with their peers and/or improving asset management knowledge in the municipal sector. These applicants are required to identify the measures they would take to share their newly garnered expertise in order to qualify for a second round of project funding.

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.

\*Quebec municipalities that apply for funding from MAMP must submit their application through Quebec's Ministère des Affaires municipales et de l'Habitation (MAMH) web portal. Follow the steps below to prepare your application. When you are ready to submit your application, refer to section 5 of this guide, which outlines how to apply and gives special instructions for submitting your application through MAMH.

\*\*Municipal partners must apply for funding in association with a municipal government and must demonstrate municipal commitment to the project by providing a letter of support.

\*\*\*Two or more municipalities can apply for funding using a collaborative approach. You and your co-applicants will need to identify each of the peer communities participating in the collaborative approach and identify specific, tangible benefits that are directly linked to the group approach on your application form. Even if applying using a collaborative approach, each community is expected to submit its own application package.



## 3 Funding and project scope

### 3.1 Contributions

The maximum MAMP contribution to a project is \$50,000. But no funding request is too small. Other (non-FCM) funding sources can be stacked to cover 100 per cent of your project costs (for example, the Gas Tax Fund and/or other government funding).

Applicants may qualify for one of the following funding opportunities:

1. Municipal governments with a population above 1,000\*: **80% of eligible costs**
2. Municipal governments with a population of or under 1,000\*: **90% of eligible costs**
3. Indigenous communities: **90% of eligible costs**
4. Two or more municipal governments applying as a group for a collaborative application: **90% of eligible costs**

**\*NOTE:** MAMP uses the municipal population data taken from the Statistics Canada 2016 Census as the only source of data for determining if your municipality is at or under the required 1,000 inhabitants to qualify for this 90% funding ratio.

### 3.2 Project length

The **maximum project length is 12 months**. The project start date (the date from which FCM recognizes eligible costs) can be on or after the date that FCM confirms eligibility of the proposed project after reviewing the application. It is the applicant's responsibility to ensure that the proposed project is reasonable for the allocated timeline.

All reimbursable costs must only be incurred during the project duration, i.e., between its start and end dates. Costs incurred before the official approval of the proposed project (including eligible costs) are incurred at the applicant's own risk.

Also, please note that receiving confirmation that your application is eligible does not necessarily mean that the application will be approved for funding.

### 3.3 Project scope of work

The scope of the project must focus on assets owned by the municipality. Both built and natural assets are eligible.

FCM encourages applicants to consider the impact of climate change\* as one risk associated with municipal service provision to residents and other stakeholders. The impact of climate change\* can be explicitly mentioned in a municipality's asset management policy and flow through to its other asset management business processes.

\*Please visit [Learning Journey: Climate resilience and asset management](#) for more information about integrating climate considerations into your business practices.

Applicants must obtain approval from FCM before making any change to their submitted project scope. FCM's approval is not automatically assured, and a request could result in the new scope having to be re-submitted for a third-party technical review.



### 3.4 Eligibility of costs

Any costs incurred by the applicant before FCM receives the completed application and confirms its eligibility are incurred at the applicant's sole cost and are ineligible.

FCM is not legally obligated to fund any costs that may have been incurred until a grant agreement between the applicant and FCM has been signed.

Please refer to [Annex A](#) for a detailed list of eligible costs.

## 4 When to apply

FCM accepts applications for projects on a continuous basis, year-round, until October 31, 2022 at the latest. But please note that Grants for Municipalities is very popular and funding may be fully allocated prior to this date. FCM is under no obligation to support projects once all available funding has been committed.

Second-time applications will be considered only after the applicant's first project has been completed and funds have been disbursed. Each municipality may have only one active project at any given time. Funding is subject to availability.



# 5 How to apply

## 5.1 What is required to complete an application?

A completed application comprises four or five documents, depending on the application type:

1. completed application form
2. completed Asset Management Readiness Scale (AMRS) assessment tool (using provided MS Excel worksheet template)
3. completed workplan and budget (using provided MS Excel worksheet template)
4. resolution from council, band council, or board of directors
5. signed letter of support or letter of commitment (if applicable)

**We recommend following these steps in the order listed here to ensure that you provide all of 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. If you are not a municipal government, ensure that you provide a letter of support from your partner municipal government.

If you are submitting an application as part of a group of municipalities that are collaborating to improve knowledge-sharing or achieve economies of scale, you will need to include **one letter** of commitment signed by **each of the participating communities**. The letter should identify the expected tangible benefits of working together. Each municipality should include a copy of that letter with their application.

### ► Step 2: Download all documents

Download the following:

1. [application form](#)
2. [AMRS assessment tool](#)
3. [workplan and budget template](#)
4. [sample resolution template](#)
5. sample [letter of support](#) or [letter of commitment template](#) (if applicable)

Please note that the [Asset Management Readiness Scale \(AMRS\)](#) is an essential part of this process. Don't skip downloading it, and make sure you refer to it often.

**Save the application form to your computer or other device so that you can edit it and save changes. Open the file using [Adobe Acrobat](#). If you see a dialogue box asking whether you trust the links from FCM, please click “trust.”**



### ► **Step 3: Complete the self-assessment using the AMRS**

The Asset Management Readiness Scale (AMRS) is a tool designed to determine the current state of an organization's asset management practices and progress. The scale is used to track the proposed outcomes and tangible benefits of a project.

To conduct a self-assessment, gather a cross-functional team to assess the current state of your asset management practices. Use the AMRS to evaluate your organization's status in **each of the five competencies**. Each competency has five levels and each level is further broken down into three outcome areas.

Please use the AMRS assessment tool (the MS Excel worksheet provided) to indicate your level according to the AMRS and address each outcome area in the notes section. Please note that the assessment should represent the asset management practices of the entire organization.

#### **The AMRS describes five key competencies:**

- Policy and governance
- People and leadership
- Data and information
- Planning and decision-making
- Contribution to asset management practice

### ► **Step 4: Identify your proposed activities**

Review the list of eligible activities in section 1.1 of this guide to help you identify **a minimum of one and up to three** activities that you feel are appropriate for your organization. Each activity must include a minimum of one **corresponding deliverable** that you will provide to FCM to demonstrate the completion of each activity. Each deliverable must be in the form of **tangible documents** (e.g., reports, assessments, training materials, before-and-after screenshots displaying improved data, etc.).

Activities should be descriptive enough for reviewers to understand your project and determine if your planned activities will result in the outcomes you have identified. Include a description of *why* the activities selected are a priority at this time and *how* the activities and outcomes of the project will improve your asset management capacity.

Please ensure that the activities can be completed **within 12 months**.

### ► **Step 5: Identify your target levels**

With your proposed activities in mind, return to the Asset Management Readiness Scale (AMRS). Identify your "expected future state" for each activity. This is the level on the readiness scale that you anticipate achieving by the end of your project. These should reflect the levels you realistically anticipate reaching within the timeframe of your project.

We recognize that improvement of asset management practices is incremental and ongoing. In some cases, the activities that are most important to you may not result in a full level change on the AMRS. As long as you describe the anticipated improvement in detail in the "expected future state" section of the AMRS assessment tool, your project will be considered. Please list the specific outcomes on the scale that are likely to be achieved through your proposed activities.

In addition to immediate outcomes, you should also describe the impact that these activities, as well as other future activities that you plan to undertake, will ultimately have on your municipality or community. Refer to section 9 of the application form.

► **Step 6: Answer the remaining questions in the project description section of the application form**

Complete the application form. 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.
- Information about the human resources needed to deliver your 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 with your province or territory's approach.
- One to three challenges or risks you anticipate during the project and how you plan to mitigate these challenges.

► **Step 7: Complete the workplan and budget template**

Input the activities from section 8 of your application form into the workplan and budget template. Be sure to identify the major tasks and costs associated with completing each activity. The activities in the workplan and budget must be **identical** to the activities listed in the application form. Identify a project start date and project end date in the workplan and budget template, ensuring that your proposed project can be completed in a 12-month period.

Clearly identify the funding source(s) in your budget. **You are required to identify funding sources to cover 100 per cent of the total project costs in the "sources of funding" tab.** Non-FCM funding sources can be stacked to cover 100 per cent of your project costs (for example, Gas Tax Fund and/or other government funding).

► **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. Demonstrate that it has been passed by your council, band council, or board of directors. Your resolution must also include the specific funding dollar amount committed to any project costs that are not covered by the FCM grant or other identified external sources. The resolution must be supplied as, and certified as, an official excerpt of the minutes of the council or board meeting by the official having the authority to do so. Please ensure that the resolution is signed and dated.

► **Step 9: Draft a letter of support or letter of commitment and have it signed (as applicable)**

If you are a municipal partner, use the sample letter of support provided, or draft your own letter that meets the criteria identified in the sample letter of support document. Please ensure that the letter of support is signed by the appropriate individuals and dated.

If you are a municipal government, a letter of support is not required unless you are applying for a collaborative project with other municipalities. In that case, a copy of the **letter of commitment** must be submitted by each municipality that is applying as part of a collaborative application.



### ► **Step 10: Attach documents and submit the application**

Attach the **completed AMRS assessment tool**, the **completed MS Excel workplan and budget template**, the **passed resolution**, and the **signed letter of support or letter of commitment** (if applicable) to the application form. Click the green “review” button and ensure your application is complete. When ready, submit the form with the attachments by clicking the green “submit” button on the form. This requires an Internet connection.

If you have any questions about how to complete this application, please call one of our advisors at 1-877-997-9926 or email us at [programs@fcm.ca](mailto:programs@fcm.ca).

### **Quebec municipalities**

Quebec municipalities applying for funding from MAMP are required to follow the process below to submit their application through the **Ministère des Affaires municipales et de l'Habitation (MAMH)** portal.

Once you have completed the steps in *How to apply* (outlined earlier in this section of the guide), submit your application to MAMH by following the instructions below (note that the content of the links is available in French only):

- Register and log in to the Portail gouvernemental des Affaires municipales et régionales using your username and password. Please note that this is a government of Quebec site.
- Select the program: “MAMH – Programme de gestion des actifs municipaux”.
- Upload and submit your completed application form with all attachments.
- MAMH will confirm that it has received your application. Note that MAMH requires 20 working days to review the application.
- MAMH will assess your application to ensure that the projects submitted do not conflict with Quebec government policies and directives.
- Once the assessment has been completed, MAMH will inform the applicant of its decision and send the compliant applications to MAMP for review. MAMP will then complete a review of the application (this is outlined in more detail in the sections below). Note that MAMP will inform the applicant when we have received the application from MAMH and have placed it in the queue for eligibility review.

**Please direct any questions regarding MAMH or its government portal to MAMH directly.**



## 6 Application review timeline and approval process

### 6.1 Application receipt confirmation

Within **five business days** of sending your application to FCM, you will receive an email from MAMP confirming that your application has been received. Please contact FCM at [programs@fcm.ca](mailto: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 their technical review score, subject to availability of funding.

### 6.3 Application decision timeline

FCM is committed to informing you of the results of your application. We will provide monthly updates to applicants on our progress in processing their applications. Quebec applicants should add at least **20 business days** to the timeline for review by MAMH.

### 6.4 Funding process

If your project is approved, you will receive a funding notification letter followed by a grant agreement. The agreement must be signed by the funding recipient and returned to FCM within two weeks. Grant agreements that are not returned signed by the deadline stated in the accompanying email will be considered null and void, and funding may be re-allocated.

## 7 Application evaluation

### 7.1 Initial screening (eligibility criteria)

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

- applicant is eligible
- AMRS assessment is complete
- documentation is complete, including a resolution in support of the project
- grant amount is appropriate
- other sources of funding are available to cover total project costs
- project activities are eligible
- project start and end dates are appropriate
- letter of support is attached (if applicable)
- letter of commitment for collaborative applications is attached (if applicable)
- knowledge-sharing approaches are identified (for second-time applicants)

If your application passes the initial screening, you will receive confirmation, via email, that it has been accepted for further evaluation by peer reviewers. If your application is not accepted for further evaluation, FCM will contact you 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 applications based on standards outlined for them 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 practices in the organization;
- the reasonableness of the deliverables and outcomes, based on the activities identified;
- the appropriateness of the identified levels of effort, human and financial resources, and value for money, based on the eligible activities proposed; and
- the anticipated impacts of the proposed improvements on the organization's behaviours, relationships, policies and daily practices.

## 7.3 Evaluation system

The peer reviewers will evaluate the applications using the criteria and point system in the table below.

### 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
<b>TOTAL</b>	<b>100</b>

## 7.4 Evaluation criteria

The evaluation criteria will assess 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 require solid baseline information. They are looking for an accurate description of the current level of asset management in the organization. It is critical that the applicant has clearly and thoroughly described the organization's current level of asset management in the notes section of the AMRS assessment tool.
- Specifically, the peer reviewers will confirm that the following information is provided:
  - The rationale for the assessment of the organization's readiness level addresses each of the three outcomes associated with each of the five competencies in the Asset Management Readiness Scale (AMRS).
  - The rationale clearly supports the assessment of your organization's readiness level, so that no interpretation is required.



### Appropriateness of activities (20%):

- The application must address an area of asset management with 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.
- Specifically, the peer reviewers will consider the following questions during their evaluation:
  - Are the proposed activities, deliverables, workplan and budget commensurate with the municipality's current state of asset management readiness?
  - Will the activities and deliverables lead to the identified project outcomes, as outlined in the application form?
- The reviewers will give a higher score to municipalities whose activities include mentoring other communities or improving asset management for other municipalities.

### Human and financial resources (10%):

- For the proposed activities to be successful, the application must identify sufficient and appropriate human and financial resources. The peer reviewers will consider the appropriateness of the human and financial resources assigned to the project. Human resources can be external (consultants) or internal (employees). In order to ensure good integration of activities completed by external resources and facilitate capacity-building within the organization, it is ideal for municipalities to include employees in the project work to the furthest extent possible.
- Specifically, the peer reviewers will consider the following questions during their evaluation:
  - Are the resources assigned to the project sufficient for the project's scope and required level of effort?
  - Does the assignment of resources demonstrate a commitment by the municipality to complete the identified activities?
  - Are roles and responsibilities clearly assigned for each of the human resources?
- The reviewers will give a higher score to those applicants leading training sessions or mentoring other communities.

### Significance of anticipated improvements (30%):

- The goal of the Municipal Asset Management Program is to support sustained improvement of asset management practices 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 to which the proposed project will improve asset management practices**. Even proposed projects with minor improvements in a single area may be eligible for funding.
- Specifically, the peer reviewers will consider if the proposed activities are likely to lead to the outcomes identified in the application form.
- The reviewers will examine the direct, immediate results of the project.
- Outcomes that also demonstrate leadership in the development or dissemination of asset management knowledge in municipalities will receive a higher score.

The peer reviewers are looking for improvement in the municipality's asset management practices, whether or not that improvement leads to a change in level on the Asset Management Readiness Scale. Peer reviewers are not evaluating applications based on the applicant's current level on the AMRS but are looking for how the proposed activities align with the AMRS and will improve the municipality's asset management practices.



### 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.
- Specifically, the peer reviewers will consider the following questions during their evaluation:
  - Are the workplan and the budget both well defined, with tasks that support the proposed deliverables and outcomes identified for each activity?
  - Is the workplan sufficiently detailed to give the project a high likelihood of success?
  - Does the budget represent good value?
  - If additional funding is required from other sources, can it be obtained?

## 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 reason(s) why. While decisions are final, FCM will work with the applicant to address gaps in promising applications so that they can be re-submitted—provided that funding was not denied for eligibility reasons. An application that has addressed FCM's feedback may be re-submitted one-time only.

# 8 Intellectual property

The Municipal Asset Management Program retains copyrights to the project description and 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).

If you are working with a third party who will be producing a document for you that will form part of the deliverables of your project, you are required to:

- a. include in your agreement with the third party (e.g., engineering consultant) statements that the copyright to the materials is assigned to the municipality (a written copyright assignment agreement) ***[Note: in this case the third party must delete their copyright notation on the document];***  
or
- b. include in your agreement with the third party (e.g., engineering consultant) statements that the third party grants the municipality a broad copyright license with the ability to give a broad copyright license to FCM (a written copyright license agreement).

## 9 Disbursements

Funds will be disbursed when the recipient delivers a completed final report that meets the reporting requirements. This includes the following:

**1. A final report document that:**

- summarizes the completed project;
- describes the outcomes and knowledge developed;
- describes the impacts of the project on infrastructure-related decision-making on the organization and the broader community; and
- includes lessons learned.

**2. The deliverables related to your project activities as specified in the grant agreement.**

**3. An updated self-assessment using the Asset Management Readiness Scale (AMRS) assessment tool, identifying progress achieved.**

**4. A summary of the actual eligible project expenditures accompanied by an attestation from an officer of the organization.**

Templates for reporting on the requirements noted above are provided in the grant agreement (for reference). Editable templates will be emailed to the grant recipient before the project completion date. **These templates must be used without exception.**

**Final reports MUST be satisfactorily received within 30 days of project completion.**

## 10 Audit requirements

Funding recipients are responsible for maintaining records associated with funded activities until March 31, 2031. All recipients could be subject to audit by FCM or the program funder (Infrastructure Canada), following completion of the MAMP program, until March 31, 2031. 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).

# Annex A — Eligible costs

Cost category	Eligible costs	Ineligible costs
Pre-application	N/A	<ul style="list-style-type: none"> <li>Any expenditure incurred prior to FCM's eligible expenditure date</li> <li>Expenditure of developing this proposal or application</li> </ul>
Administrative and overhead expenditures	<p>Administrative expenditures that are directly linked to and have been incurred for the project, such as:</p> <ul style="list-style-type: none"> <li>Communication expenditures (e.g., long-distance calls or faxes)</li> <li>Outsourced printing or photocopying</li> <li>Acquisition of documents used exclusively for the project</li> <li>Document translation</li> <li>Transportation, shipping, and courier expenditures for delivery of materials essential for the project</li> <li>Design and production of communication products to promote project outcomes and benefits to the public</li> </ul>	<p>General overhead expenditures incurred in the regular course of business, such as:</p> <ul style="list-style-type: none"> <li>Office space, real estate fees and supplies</li> <li>Financing charges and interest payments</li> <li>Promotional items</li> <li>Permits or certifications</li> <li>Advertising, website development, project education materials, or expenditures to disseminate project communications products</li> <li>Hospitality expenses (food and drink, alcohol, entertainment, etc.)</li> </ul>
Capital expenditures	<p>Purchase of software related to asset management</p> <p><i>Note: FCM's contribution to this expense may not exceed 50% of FCM's total contribution to the project</i></p>	<ul style="list-style-type: none"> <li>Any other capital expenditures or amortization expenses</li> <li>Development of a software program</li> </ul>
Equipment rental	<ul style="list-style-type: none"> <li>Rental of tools and equipment</li> <li>Related operating expenditures, such as fuel and maintenance expenditures</li> </ul>	Rental of tools or equipment related to regular business activities
In-kind	N/A	Any goods and services received through donation
Training	<ul style="list-style-type: none"> <li>Expenditures associated with accessing reference materials, such as standards, templates, and toolkits</li> <li>Expenditures associated with attending training sessions, (provided externally) or bringing training in-house</li> <li>Food and drink, to the extent that these costs comply with the Treasury Board of Canada guidelines, and to the extent that they are necessary to conduct the training/workshop sessions.</li> </ul>	<p>Any hospitality expenses, such as:</p> <ul style="list-style-type: none"> <li>Alcohol</li> <li>Door prizes</li> <li>Entertainment</li> <li>Music</li> <li>Decorations</li> <li>Flowers, centerpieces</li> <li>Etc.</li> </ul>
Professional and/or technical services	Fees for professional or technical consultants and contractors, incurred in support of eligible activities	<ul style="list-style-type: none"> <li>Expenditures associated with regular business activities not related to the project</li> <li>Legal fees</li> </ul>

Cost category	Eligible costs	Ineligible costs
Employee remuneration	<p><i>Daily rates actually paid by the Eligible Recipient to its employees in Canada for time actually worked on the implementation of the Project.</i></p> <p><i>The daily rate per employee shall include the following costs:</i></p> <ol style="list-style-type: none"> <li>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</li> <li>fringe benefit: in accordance with the Eligible Recipient's policies, as follows: <ol style="list-style-type: none"> <li>time-off benefits (prorated to the annual percentage (%) of time actually worked on the implementation of the Project)</li> <li>allowable number of days to be paid by the Eligible Recipient for the following payable absences: statutory holidays, annual vacation and paid benefits</li> <li>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)</li> <li>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</li> </ol> </li> </ol> <p><i>Note: Labour costs must be documented in a manner that meets audit standards for verification of eligibility of cost and level of effort.</i></p>	<ul style="list-style-type: none"> <li>In-kind contribution of services</li> <li>Participant salaries</li> <li>Expenditures related to regular business activities</li> <li>Overtime pay</li> <li>Bonuses/performance pay</li> <li>Fringe benefits, such as: <ul style="list-style-type: none"> <li>sick days</li> <li>pension plan; or</li> <li>any other fringe benefits not listed as eligible</li> </ul> </li> <li>Costs related to ongoing or other business activities and not specifically required for the project</li> <li>Professional membership fees or dues</li> </ul>



Cost category	Eligible costs	Ineligible costs
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
Travel and accommodation	<p>For individuals on travel status (individuals travelling more than 16 km from their assigned workplace, using the most direct, safe and practical road):</p> <ul style="list-style-type: none"> <li>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  <a href="https://www.canada.ca/en/treasury-board-secretariat/services/travel-relocation/travel-government-business.html">https://www.canada.ca/en/treasury-board-secretariat/services/travel-relocation/travel-government-business.html</a></li> <li>Where justified, participant travel costs may be claimed with prior written consent from FCM. Under no circumstances will participant honorariums be covered.</li> </ul>	Any travel expense that is not paid in accordance with the Treasury Board guidelines



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