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Local Leadership for Climate Adaptation Application Guide

Climate-Ready Plans and Processes

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A program of

FCM

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WELCOME AND INTRODUCTION

Local Leadership for Climate Adaptation (LLCA) is a \$530M initiative delivered by the Green Municipal Fund (GMF).

LLCA will support local governments across Canada to plan for and respond to the impacts of climate change. This includes a focus on preparing for slow-onset hazards (such as rising sea levels and melting permafrost) and sudden events (such as wildfires and flooding).

Being prepared bolsters resilience against the diverse impacts of climate change.

To help you get prepared, **Climate-Ready Plans and Processes (CRPP)** specifically extends grant funding and capacity development to promote *equitable* climate adaptation and resilient infrastructure and systems.

For more information on LLCA, please visit our [funding webpage](#).

GMF's Local Leadership for Climate Adaptation (LLCA) initiative is made possible with generous support from the Government of Canada. GMF is a key partner supporting the delivery of the Government of Canada Adaptation Action Plan (GOCAAP).

HOW TO USE THIS GUIDE

This guide will help you apply for funding under the Local Leadership for Climate Adaptation (LLCA) initiative's **Climate-Ready Plans and Processes** (CRPP).

It contains application instructions, information about how your proposed project will be evaluated and tips for completing a great application.

Follow the instructions below as you complete your application. Your answers should be clear and detailed enough that someone who has never heard of your (proposed) project would fully understand your application.

The appendices at the end of this document contain useful information:

[APPENDIX A: FUNDING DETAILS](#)

[APPENDIX B: REQUIRED SUPPORTING DOCUMENTS](#)

[APPENDIX C: EVALUATION OF APPLICATIONS](#)

[APPENDIX D: REPORTING REQUIREMENTS](#)

[APPENDIX E: MUNICIPAL RESOLUTION TEMPLATE](#)

[APPENDIX F: GLOSSARY OF KEY TERMS](#)

GMF is committed to supporting communities of all sizes become resilient to the impacts of climate change. We offer a funding concierge service to help you develop and submit your application. Contact us at gmfinfo@fcm.ca or call 1-877-417-0550.

GMF respects the principles of OCAP®. Any product, data or information that may include Indigenous knowledge may be submitted at the discretion of the applicant.

APPLICATION PROCESS

Below is an overview of the application process to reach a funding decision.

Phase 1: Review the [funding webpage](#)

Please review our funding webpage before starting the application process. It has essential information about timing of funding application windows, project eligibility, and required project outcomes. You can also find information on the future funding rounds there.

[Quebec Municipal Applicants](#)

Quebec municipalities interested in applying should refer to Climate-Ready Plans and Processes funding webpage for more details or contact us at gmfinfo@fcm.ca, call 1-877-417-0550 or [book a meeting](#) with a GMF representative.

Phase 2: Contact a GMF representative

After reading the funding webpage and the application guide, please contact a GMF representative to discuss the eligibility of your project if necessary. CRPP uses the FCM Funding Portal and a GMF representative can provide you access to the FCM Funding Portal.

Note: Access to the FCM Funding Portal is required to complete and submit the application and all required supporting documents. If you do not have access, you will need to request it. You must have access to the FCM Funding Portal at least 5 days before the application deadline.

To schedule an appointment, contact a GMF representative by phone, email or through the booking system:

1-877-417-0550

gmfinfo@fcm.ca

[Book a meeting with a GMF representative](#)

Phase 3: Prepare your application

After reading the application guide, access the FCM Funding Portal to view and complete the application form, and submit all required supporting documents. Please contact a GMF representative if you experience issues with the FCM Funding Portal or have any questions.

To apply for funding, you must submit:

- A completed application form (to be filled out in the portal)
- A completed project workbook
- A completed Climate-Ready Communities Assessment Tool (also known as, "the CRC Assessment Tool" or "the Assessment Tool")
- All required supporting documents

Phase 4: Submit your application

Once you have completed and verified the information in your application form, Assessment Tool, project workbook and collected required supporting documents, submit them through [the FCM Funding Portal](#). GMF representatives can also provide technical assistance to submit your application if needed.

We recommend that you submit your application through [the FCM Funding Portal](#) as soon as it is complete. This is so GMF can review and flag any omissions for your attention before the application window has closed. ONLY applications that are complete when the application window closes will be considered for this round of funding. Applications will be evaluated and approved on a first come first serve basis. GMF will stop accepting applications once the funding envelope has been fully subscribed.

Note: Review this guide for a preview of the questions and required documentation. Use the guidance provided to ensure you answer every question fully and to the best of your ability. Consult [APPENDIX B: REQUIRED SUPPORTING DOCUMENTS](#) when it comes time to do your application.

It is **important** to note that even eligible projects are not guaranteed to be approved for funding.

Phase 5: GMF internal review

Once the application form is submitted, it will be assigned for internal review. GMF will assess your application for accuracy and completeness. We will work with you to resolve any remaining questions. Consult [APPENDIX D: EVALUATION OF APPLICATIONS](#) for more information.

Phase 6: Funding decision

GMF will use robust review processes to make funding decisions. Refer to our [funding webpage](#) for more information on when you can expect a funding decision.

PREPARING YOUR APPLICATION

All applicants must complete and submit an application form found in [the FCM Funding Portal](#).

Follow the instructions in this guide to help answer the questions in the application form. Please ensure that you save the application form on your computer regularly and one more time before submitting.

The information you provide in your application form will help GMF staff assess whether your project aligns with funding requirements, determine eligibility and make decisions on approvals.

Answer each question with enough detail so that someone who has never heard of your project would fully understand your application.

Part A: Applicant information

In this part, we will ask you to tell us who you are, where you are from and who your main partners are, if any.


Participating organizations

Please provide details on participating organizations in the table below.

Use the guidance in the following table to help you complete this section.

IMPORTANT: If your organization is *not* a municipal government, your project must be delivered in partnership with one. You will be required to provide the name of the main project contact for your lead municipality on the project team. You will also be required to submit a municipal council resolution stating municipal partnership before funding approval.

Field	Required supporting information
Organization name	You must use the full legal name of the organization or full name of the municipality including the province or territory. Examples: "Battle River Watershed Alliance, AB" or "Rural Municipality of Aberdeen No. 373, SK"
Organization role [select value]	You will select from the following options in a drop-down menu: Lead applicant and lead municipality: if the lead applicant is a municipality, this is the appropriate selection



Lead applicant: a partner organization that is not a municipality and signs the agreement with FCM, oversees the project (even if a third party completes the work), incurs the costs of the project and submits the required reporting to FCM (please provide the contact information for the individual authorized to act on behalf of the lead applicant in the project contact section)

Lead municipality: the primary municipal partner to a non-municipal lead applicant (see lead applicant category above); usually the municipality where the project is taking place or that will benefit from the project

Partner: if the organization is not the lead applicant or the lead municipality, this is the appropriate selection (e.g., projects with multiple municipal partners, any non-municipal funders, consultants, etc.)

Please enter every participating organization in a separate row of the table.

The following two questions apply to the lead applicant

Question: Which of the following community types describes the lead applicant? [select all that apply]:

- Indigenous community
- Northern community
- Remote community
- Rural community
- None of the above

Question: How many people are employed at the lead applicant? [select one]:

- Less than 5
- 6-10
- 11-20
- 21-50
- 51-100
- 101-500
- 500 or more

The following question applies to the lead municipality

Question: What is the population of the lead municipality? [select one]:

- ≤10,000
- 10,001–50, 000
- 50,001–100,000
- 100,001–500,000
- >500,000

Municipalities with populations fewer than 10,000 as well as Indigenous, northern, rural and remote communities are eligible to receive a higher cost share. Find out more in [APPENDIX A: FUNDING DETAILS](#).

Project contacts

In this section, we're asking you to provide at least one project contact in the table below. Be sure to include their primary role in the project and their affiliated organization. Use the guidance in the table below to help you complete this section.

Note: If your organization is not a municipal government, the project must be undertaken in partnership with a municipal government (lead municipality). If that is the case, please provide the contact information of the municipality you are collaborating with.

Field	Required supporting information
Organization name	You will only be permitted to select the names of the organizations you listed as participating organization in the previous question.
Contact name [open text]	Please enter the first and last name.
Job title [open text]	Please enter the job title of the contact.
Contact role [select value]	<p>You will select from several options in a drop-down menu. One of the contacts you provide MUST be the Application Contact.</p> <p>Select the role from the following list (only one role can be selected per person):</p> <ul style="list-style-type: none"> Application Contact (required). This is the primary contact for the application and the person who will be permitted to submit the application Secondary Contact (recommended): the secondary point of contact supporting the submission of the application Municipal Contact (required if not the lead applicant): contacts representing the municipality if not already identified as an application contact or secondary contact Consultant (optional): the primary contact representing the consulting team, if applicable Read-Only (optional): a contact that is permitted to view the application; they will not be permitted to make any changes to the application directly
Address	Full address
Phone number	With area code
Email	Contact email

Part B: Climate-Ready Communities Assessment Tool

The [Climate-Ready Communities Assessment tool](#) (also known as, "the CRC Assessment Tool" or "the Assessment Tool") is designed to help municipalities build awareness of the key elements of climate adaptation in local governments, develop a snapshot of their current climate adaptation efforts, and identify actionable steps for building climate resilience.

The Climate-Ready Communities Assessment Tool is structured around three (3) pillars:

- People, partnerships and governance
- Risk and adaptation planning
- Integration and implementation

Each pillar represents a fundamental aspect of climate adaptation, addressing organizational capacity, strategic planning, and the execution of climate adaptation measures, with specific milestones outlining key components within each area. While the pillars are presented as distinct sections within the tool, they are deeply interconnected, meaning that progress in one often reinforces and advances efforts in others.

Within each pillar tab, there are three (3) essential steps: the **self-assessment**, which helps you evaluate your current position, a **reflection** on the self-assessment results to identify priorities, and **Identification of prioritized actions**, which involves determining specific actions to make progress on those priority areas. These three steps, support you in crafting a tailored roadmap for building climate resilience.

At every progression level, the Assessment Tool will suggest activities that the municipality can undertake to achieve milestones in equity-informed climate adaptation planning. These suggestions are not exhaustive and can be modified to better meet the specific needs of the municipality. We encourage lead applicants to apply for funding to help your community advance their climate adaptation journey using these suggestions as a guide.

IMPORTANT: The assessment tool is mandatory and must be completed and submitted with the application. Use this link to access the [CRC Assessment Tool](#). Please consult the [Climate-Ready Community Assessment Tool user guide](#) for more guidance.

Your project should be informed by the results of the CRC Assessment Tool. The gaps, priorities, or barriers identified through the self-assessment should be clearly reflected and consistently carried through in both your application form and workbook.

In addition, your proposed activities must lead to measurable progress as assessed by the CRC Assessment Tool. This may include advancing to a higher progression

level within one or more milestone or strengthening your position within the same level.

Note: Progression in adaption planning takes time and ongoing effort. Your journey through the roadmap should reflect what you can realistically achieve by the end of the project. In some cases, climate adaptation planning activities that are most important to you, may not result in a significant progression on the roadmap. That is okay — any amount of progress is important.

Community-wide climate risk assessment

Completing a community-wide climate risk assessment is a foundational step in climate adaptation planning. It helps communities understand how different climate hazards could impact local infrastructure, services and populations. This assessment enables municipalities to identify systems most at risk, prioritize climate adaptation needs, and inform the development of an adaptation plan. A comprehensive, multi-hazard assessment equips communities with insights needed to make informed decisions and qualify for funding for further adaptation activities. Without it, communities may lack the necessary insights to effectively address and prepare for climate impacts.

Once you have done your self-assessment, you will be able to plan your project's activities. However, before you do, we would like to know if the lead municipality has an existing community-scale climate risk assessment.

If you do not have a community-wide climate risk assessment, then we recommend that you include completing one as an activity of your project.

Question: Has the lead municipality completed a community-wide climate risk assessment with the following characteristics:

- **Assesses all core service areas:** It must be conducted at the scale of the community and ideally cover multiple systems, recognizing that assessing individual assets or services in isolation may not provide a comprehensive understanding of climate risks.
- **Assesses multiple climate hazards:** The assessment must encompass an analysis of multiple climate hazards relevant to the community, including but not limited to extreme weather events (such as wind and storms), floods, sea level rise, heatwaves, drought and changes in precipitation patterns.
 - Yes
 - No

If no, we encourage the applicant to complete a community-wide climate risk assessment within the activities of your proposed project.

Part C: Collaboration

Collaboration details

Proposed projects that feature collaboration could be eligible for a 5% cost share top-up on the grant amount.

Lead applicants must describe the collaborative aspects of their proposed project, focusing on the nature and expectations of the collaboration. This includes describing who is involved, the purpose and type of collaboration, and the mechanics of how it will function, such as how decisions will be made, roles shared, and resources coordinated.

Be sure to identify how that collaboration will benefit all involved communities/municipalities or organizations. Strong collaborations are built on mutual benefit, where each collaborator gains something meaningful from working together. This could include shared resources, tools and data, capacity building, or co-developed climate risk assessments and adaptation plans.

Question: Do you plan on collaborating with other communities/municipalities or organizations on this project? [select one]

- Yes
- No

Collaborating communities or organizations

Please identify each of the collaborating communities/municipalities or organizations using the table below, including the name and province/territory of the municipalities. Please include only one municipality per line.

[fillable table]

Please describe below the nature and expectations of your collaborative project and identify specific, tangible benefits that are directly linked to the collaborative approach

[multi-line text box, 300-word limit]

Example of a collaborative approach: Collaborative Climate Risk Assessment Between Upper and Lower-Tier Municipalities

Collaboration Overview:

A lower-tier municipality is partnering with its upper-tier municipality to complete a community-wide, multi-hazard climate risk assessment. The collaboration addresses shared climate risks across overlapping jurisdictions and supports alignment in regional adaptation planning.

Collaboration Mechanics:

The two municipalities are jointly analyzing climate data, coordinating stakeholder engagement efforts, and sharing a regional climate staff resource. These shared responsibilities help ensure alignment with both local and regional strategies, while maximizing efficiency and avoiding duplication.

Mutual Benefits:

Lower-tier municipality: Gains access to technical expertise, regionally coordinated data, and additional staff capacity that would not be available independently.

Upper-tier municipality: Enhances consistency across local climate planning efforts and pilots a collaborative model that can be replicated with other lower-tier municipalities.

Part D: Project information

In this part, we're asking you to provide your project title and a description of your project.

IMPORTANT: Your project must either help your community understand and prepare for climate risks, through activities such as a community-wide climate risk assessment and climate adaptation planning or support the implementation and/or integration of climate adaptation measures into existing municipal plans, processes or systems. These efforts can also be supported by developing or strengthening foundational elements such as internal coordination, external partnerships, and awareness building.

Project overview

In this section, please provide the title of your project and indicate the type of project you are applying for. This information will be used to publicly identify the project. Use the guidance in the following table to help you complete this section. The title should be short enough to fit on one line of the application form.

Field	Question
Project title [single line open text]	<p>Please indicate your project's working title. This title will be used publicly to identify the project.</p> <p>The title should include:</p> <ul style="list-style-type: none">• the name of the municipality or, in the case of multiple municipalities, the region• a description of what the project is with at least one keyword based on the project <p><i>Example: Implementing heatwave mitigation strategies in Smiths Falls, Ontario</i></p>

Project description

[multi-line text box, 500-word limit]

Provide a detailed description of the activities you will complete within your project.

Briefly describe the community or region in which your project will take place.

Describe the scope of your project, including the key activities and deliverables and indicate whether they will focus on understanding and planning for climate risks, or on implementing and integrating climate adaptation in your plans or processes to manage those risks.

Describe your project's objectives.

Note: Please ensure that the working title provided for your project matches that in the project workbook

Activities and deliverables

In this section, you'll be required to describe the activities and deliverables you'll be completing in your proposed project.

You can propose up to five activities. Note that each activity, and the entire proposed project, **must be completed within 24 months**.

Question: Please describe the 1 to 5 activities that compose your proposed project. Complete one row for each activity.

[fillable table]

Eligible activities

An "activity" is defined as an action or series of tasks performed by the lead applicant to support the desired outcomes of the project.

Each activity must have one or more defined objectives and deliverables.

Activity Types	Examples
People, partnerships and governance	Develop or update relevant plans or policies to support climate adaptation: <ul style="list-style-type: none">• Climate adaptation strategy/policy• Develop or align long-term financial plans to support climate adaptation work
	Build awareness of climate risks and adaptation: <ul style="list-style-type: none">• Public awareness campaigns• Educational materials tailored for diverse groups in the community• Staff and council training on local climate risks and adaptation actions

	<p>Collaborative and inclusive climate adaptation planning:</p> <ul style="list-style-type: none"> • Equitable engagement strategy or tools that build awareness and supports participation in climate adaptation efforts • Collaboration strategy to establish partnerships and coordination for collaborative climate adaptation
Risk and adaptation planning	<p>Climate risk assessment:</p> <ul style="list-style-type: none"> • Work planning and scope for climate risk assessment, including data needs, methodologies for identification and evaluation of climate risks, stakeholder engagement and prioritization • Facilitated sessions to capture Indigenous Peoples and equity-deserving group's lived experiences of climate impacts • Vulnerability assessment of populations, services or other community systems • Climate hazards mapping
	<p>Climate Adaptation plan(s):</p> <ul style="list-style-type: none"> • Define climate adaptation vision and goals • Research and analysis of climate adaptation measures • Identification and co-development of climate adaptation strategies with equity-deserving groups, indigenous communities and other partners or stakeholders • Implementation roadmap
	<p>Climate adaptation plan(s) (goals and vision, research and analysis, co-development of strategies with stakeholders, implementation plan)</p>
Implementation and integration	<p>Systems implementation plan (implementation or integration of climate adaptation actions into municipal plans and systems):</p> <ul style="list-style-type: none"> • Review of plans and processes to identify opportunities to embed climate adaptation • Update land use plans or bylaws to incorporate strategies from your climate adaptation plan • Integrate climate adaptation into asset management practices, including levels of service, risk management, lifecycle costing, or capital/budget planning • Assess opportunities to integrate nature-based solutions across municipal service areas, including parks, stormwater, transportation, facilities, etc. • Develop infrastructure design conditions or checklists that integrate climate resilient engineering practices, and prioritize nature-based solutions

	<ul style="list-style-type: none"> Update procurement policies requiring vendors to demonstrate climate resilience in project design, materials or delivery
	Establish monitoring and evaluation systems: <ul style="list-style-type: none"> Develop metrics to monitor and evaluate performance of adaptation actions Incorporate visualization tools for reporting on progress and performance Design a continuous improvement cycle using performance data and stakeholder feedback
Ineligible activities	
<ul style="list-style-type: none"> Any activity and/or effort conducted in the normal course of business not related to the integration of equitable and inclusive climate resilience into municipal plans, processes and management systems (e.g., regular operation, normal repairs and/or maintenance expenses, etc.) Emergency response and disaster recovery costs and activities Development of a software program Planning costs or planning activities that are not directly related to the project Any activity not directly connected to activities approved in the application 	

Deliverables

Your project must result in one or more deliverable. A **deliverable** is a specific, tangible product that is the results of an activity. Here are some examples of deliverables per activity.

Example of Project Activity	Example of Deliverable
Develop a climate adaptation strategy/policy	Council-endorsed climate adaptation strategy or policy
Develop or align long-term financial plans to support climate adaptation work	Long-term financial plan with climate adaptation costs
Public awareness campaigns for climate adaptation	Report on public awareness campaigns; including a copy of the promotion material used if applicable
Climate adaptation training for staff	The training material and attendance records
Develop an equitable engagement strategy	Inclusive and equitable engagement strategy
Public engagement sessions for climate adaptation planning	Summary report of engagement sessions
Conduct community-wide climate risk assessment	Climate risk assessment report
Develop a climate adaptation plan	Climate adaptation plan
Implement climate adaptation plan	Climate adaptation implementation roadmap
Integrate climate adaptation into existing plans, processes and systems	Revised land use plans, bylaws, asset management strategies Design guidance or checklists Revised procurement policy

Outcomes

Outcomes refer to specific, results, changes, or impacts that are expected to occur as a result of your project. We want to know how your proposed project will impact your community. When designing a project, it's important

to know what your project outcomes are so you have a way of measuring your success and understand what your overall goal is.

Explain how your project will contribute to climate adaptation, whether by building the foundation for adaptation planning, improving understanding of climate risks and responses, or integrating adaptation measures into existing plans, processes or systems. In addition, describe how these outcomes will lead to measurable progress in your self-assessment results, either by advancing to a new progression level or strengthening your position within an existing one for one or more CRC Assessment Tool milestones.

Project outcomes can include things like:

- increased institutional capacity...
- increased preparedness...
- improved processes...
- reduced risk...
- strengthened awareness...

Question: Describe what you'd likely achieve through your proposed activities and how this will increase your community's climate resilience.

In addition to the deliverables, you can also describe the long-term impact the activities will ultimately have on your community.

[open text]

Capacity to deliver

In this section, please answer the following questions describing your project team (internal and external). In the table, please identify members of your project team (including your project partners, if applicable) and their roles in the project.

The table should include at least one member of the lead applicant's project management team, as well as anyone responsible for training and capacity-building to ensure the successful completion of your project. If your project is sponsored or championed by a municipal elected official, include them as well.

If you have not yet hired a key team member, please identify them in the table anyway (e.g., "consultant TBD") and detail their *anticipated* roles and responsibilities along with their required level of experience and expertise (e.g., as defined in your request for proposal).

IMPORTANT: Applications will be assessed based on the project team and its ability to lead the project to completion and deliver the expected benefits. The assessment will also consider whether there is strong municipal staff participation and capacity building throughout the project that will enable municipal staff and, where applicable, rights holders and stakeholders, to build and retain the skills and knowledge needed to undertake and replicate the project.

Internal project Team (internal: on payroll for the lead applicant)

Question: Lead applicant: please describe the structure and composition of your internal project team using the table below. Describe their roles and responsibilities.

[fillable table]

Note: Keep in mind that staff remuneration is an eligible cost for this funding offer and can be leveraged to support this project. (refer to APPENDIX A: FUNDING DETAILS – Eligible and ineligible costs).

External project team (includes consultants)

Question: Do you plan on working with consultants or other external resources on this project? [select one]

- Yes
- No

If you answered yes, please identify those external resources, or service providers and describe their role, if known in the table below. This includes contracted project managers, subject matter experts and other service providers.

[fillable table]

Projects challenges and mitigations strategies

In this section, we'd like to understand the biggest risks and challenges you face in implementing your project and how you will manage or mitigate them.

When you fill out the table below, please identify relevant implementation risks and challenges along with the measures or strategies you will use to address them.

Question: Identify potential risks and challenges in executing this project. Provide your proposed mitigation strategy for each risk or challenge. Please also provide high-level information on how you will manage or mitigate them.

[fillable table]

Part E: Engagement strategy

In this section, we are asking you to describe the engagement plan for your project. If an engagement strategy has already been created for the project, please include it as an attachment in the [Supporting document\(s\)](#) section.

Engagement strategies should be designed to inform and improve the climate adaptation focus of your project. Consider how your engagement will:

- Influence project decisions, priorities or actions
- Create space for influence and address barriers
- Reflect different lived experiences of climate impacts

When you fill out the table below, please describe the extent to which you have identified and engaged and/or plan to engage relevant [rights holders](#), [equity-deserving groups](#) and [stakeholders](#) throughout the project's planning, design, execution and operations. Explain how you will build relationships with new groups, how they will be engaged over time, and the level of influence they will have, including whether and how their input will shape project decisions. Examples of equity-deserving groups include women, Newcomers to Canada, people with low income, Indigenous groups from the traditional territories the municipality is situated upon, regulators, agencies, citizens' groups, and not-for-profit organizations.

For each group identified, select the level of engagement among these five categories from [IAP2's Spectrum of Public Participation](#):

Inform: The group will be/has been provided with balanced and objective information to assist them in understanding the problem, alternatives and/or solutions.

Consult: The group will provide/has provided feedback on analysis, alternatives and/or decisions.

Involve: You will work/have worked directly with the group throughout the process to ensure that their concerns and aspirations are consistently understood and considered.

Collaborate: You will partner/have partnered with the group in each aspect of the decision, including the development of alternatives and the identification of the preferred solution.

Empower: This group will have/has had final decision-making power.

Examples of inclusive engagement practices include, but are not limited to, the following:

- Identifying and addressing potential barriers to participation by equity-deserving groups (personal resources, motivation and attitude, cultural factors, past experiences of exclusion, etc.)
- Prioritizing relationship-building, especially with groups that have been historically excluded from municipal processes

- Making changes to the project based on feedback received from community engagement activities
- Using multiple, culturally appropriate methods of engagement to help reach diverse groups in the community (in-person sessions, visual tools, oral storytelling, or facilitated conversations lead by trusted community partners, etc.)
- Reviewing communication materials for improved accessibility and inclusion (e.g., written clearly in a style like plain language; translated into the languages spoken in the community with culturally relevant visuals; formatted with high-contrast colours, accessible fonts, alt text for visuals, etc.)

IMPORTANT: Where appropriate, GMF strongly emphasizes actively building broad public support with the community, as well as inclusive, accessible, and authentic engagement and representation of equity-deserving groups. We encourage municipalities to engage proactively with Indigenous communities to address shared concerns and ensure that Indigenous rights are respected in municipal actions and decisions.

Inclusive engagement practices

Proposed projects that meaningfully address **Reconciliation and/or anti-racism, equity, and inclusion**, could be eligible for a **15%** cost share top-up on the grant amount.

Lead applicants must demonstrate how their proposed project will benefit equity-deserving groups identified in their community.

Question: Will your project include inclusive engagement with equity-deserving community members? [select one]

- Yes
- No

If yes, please describe your engagement strategy. [fillable table]

In this next question about your inclusive engagement strategy, we're asking you to describe any inclusive engagement practices that were/will be implemented for your project, or how you plan on developing these practices with stakeholders/rights holders.

Question: Please describe any inclusive engagement practices you have in place already. If you do not have any in place yet, please describe how you plan to develop inclusive engagement practices in your proposed project. [open text]

Example of an inclusive engagement approach

Level of Engagement - INVOLVE:

An applicant representing a small municipality does not currently have a formal inclusive engagement strategy. However, they acknowledge that Indigenous groups, newcomers, and low-income residents have often been excluded from past municipal processes. The applicant is committed to improving this through their proposed project.

To support more inclusive engagement, the applicant plans to co-develop their approach in partnership with regional Band Councils, the newcomer support worker at the local community centre, and staff from the community health clinic. Instead of relying solely on formal meetings, they will host a series of informal pop-up conversations in trusted community spaces, such as food banks, libraries, senior centres, and local events. These sessions will use plain-language materials and experience-sharing questions to encourage participation and create a more welcoming environment.

All engagement materials will be reviewed for accessibility and cultural relevance. The applicant has also committed to closing the loop with participants by sharing how community input informed the project. While final decisions will remain with municipal staff and Council, the engagement process is expected to shape key aspects of the project, including how priorities are identified, timelines are set, and actions are communicated.

Stakeholder engagement

Question: Will your project include engagement with other stakeholder groups (ie. Local industry associations, local businesses, property owners, tenants and residents, community organizations)? [select one]

- Yes
- No

If **yes**, please describe your engagement strategy. [fillable table]

Part F: Declaration and signature

In the declaration and signature section, simply type the name of the person with signing authority from the lead applicant organization (i.e., the person who will sign the grant agreement if the project is successful).

Reminder: Only a lead applicant with the “application contact” role can submit the full application form. This person must ensure they have permission to submit the application on behalf of their organization. Consultants working with a lead applicant to prepare this application cannot sign this declaration or submit this form.

Follow the instructions in the next part of this guide to submit your application and required documents.

Project Workbook

Your [project workbook](#) is a critical supporting document for your funding application. It will be used for approved projects to create the funding agreement and for project monitoring. *Please be sure to carefully read and follow the instructions provided in the project workbook.*

GMF will assess applications on the merits of their project budget and workplan. Budgets should be realistic and reflect the proposed workplan. Workplans should have concrete tasks tied to established project activities. The project workbook includes the following tabs:

Instructions: This tab explains how to complete the project workplan and budget. Read the tab carefully and make note of the important tips to consider when filling out the remaining tabs.

Eligible and ineligible costs: This tab provides a breakdown of cost categories, describing elements that are considered ineligible and eligible costs. Review it carefully as it will inform the tasks you enter into Tab 3.

You can also review the full list of eligible costs in [Appendix A: Funding Details](#).

Workplan and budget: This tab is where you will enter your project costs based on activities and tasks. Please follow the detailed instructions provided in the project workbook.

For guidance on GMF reporting requirements to better inform your budget, please review [Appendix D: Reporting Requirements](#).

Sources of funding: This tab is where you will enter all funding sources for this project. Follow the detailed instructions provided in the project workbook. If possible, please include [confirmation letters](#) for all confirmed funding sources. It is not a requirement to have all funding sources confirmed prior to submitting your application, but all sources of funding must be confirmed before the disbursement if your application is approved for funding.

SUBMITTING YOUR APPLICATION

Before submitting your application, please check the list of required supporting documents for your project type in APPENDIX B: REQUIRED SUPPORTING DOCUMENTS.

Once you have verified the information in your full application form, in your project workbook and in the required supporting documents, you can submit everything to GMF through the [FCM funding portal](#).

Ensuring that your submission is complete with all supporting documents will shorten processing time.

Make sure you have answered all the required questions in the application form and filled the project workbook.

Note: Please refer to our [attachment guidelines](#) to find out which file formats are accepted, what the limits are on file size, and what to do if your files are too large.

1. Submit your required supporting documents, your project workbook (as an Excel file) and the CAC Assessment Tool (as an Excel file) **by uploading them in the “Supporting attachments” section of the completed application form in the [FCM Funding Portal](#)**.
2. After submission, a GMF project officer will review your application for accuracy and completeness. They will work with you to resolve any remaining questions.

Need help, or have suggestions to improve this guide?

Remember, don't hesitate to contact a GMF representative if you have any questions before submitting, if you are having trouble completing the application or uploading files, or if you have any questions or suggestions for us, we want to hear from you:

[1-877-417-0550](tel:1-877-417-0550)

gmfinfo@fcm.ca

[Book a meeting with a GMF representative](#)

APPENDIX A: FUNDING DETAILS

We support projects through grants.

The table below presents our funding overview. Funding amounts are based on total eligible costs.

Funding details

Your project and community will determine the funding amount as described below.

The base grant cost share for this project **is 60%**. Your project could qualify for up to 100% of total eligible costs.

GMF's cost share may be increased by addressing the following strategic priorities (each priority is a stackable incentive; an applicant that meets all four priorities will receive up to a 100% cost share on eligible costs*):

- Based on type/size of applicants:
 - +20% - Indigenous communities; Northern and remote communities; municipalities with populations below a defined small population threshold (<10,000); *OR*
 - +10% - Municipalities with populations between 10,001 and 50,000; *OR*
 - +5% - Municipalities with populations between 50,001 and 100,000;
- +15% - Meaningfully address Reconciliation and/or anti-racism, equity and inclusion;
- +5% - Involve collaboration between two or more municipal governments; local governments or organizations applying in partnership with an Indigenous community.

The table below shows how population determines the maximum funding award your organization may be eligible for under Climate-Ready Plans and Processes (CRPP):

Population size	Max grant amount
<50,000	\$70,000
50,000 – 500,000	\$105,000
>500,000	\$140,000

The grant will be disbursed once the project completion report and the associated project deliverables have been received and approved by GMF staff.

***Note:** Whether an applicant receives the increased cost shares for projects that meaningfully address anti-racism, equity and/or reconciliation will depend on thorough review of your application in these categories.

Eligible and ineligible costs

Eligible costs are direct costs that are approved for funding, properly and reasonably incurred, and paid by the applicant to carry out eligible activities. Eligible

costs can only be incurred from the date of application submission until the final report is submitted.

This table outlines the costs that may be partially reimbursed by LLCA for CRPP projects.

LLCA-CRPP eligible and ineligible costs		
Cost Category	Eligible Costs	Ineligible Costs
Section A: Costs incurred prior to date application is received by FCM		
Pre-application	Costs to write the CRPP application up to \$5,000 incurred up to 90 days prior to application receipt date.	All other costs incurred before the date FCM receives your application, including any stakeholder engagement or research that took place to complete the full application or project workbook.
Section B: Costs incurred after date application is received by FCM		
Administrative	Administrative costs that are directly linked to and have been incurred for the project, such as: communication costs (e.g., long-distance calls) permits or certifications required for the project printing or photocopying by outside suppliers Outsourced printing / photocopying acquisition of documents used exclusively for the project document translation	General overhead costs, including operating costs related to the general maintenance, repair and overhead costs associated with the project. Administrative costs not specifically listed as eligible costs. Office space, supplies and general overhead costs incurred in the ordinary course of business.
Advertising	Advertising costs essential to communicating the project to the public, as well as project evaluation, such as: Fees for advertising development Fees for media distribution Website development public surveys Design and production of communication products that meaningfully engage with rights holders and/or equity-deserving groups	Advertising costs for general education or publicity associated with ongoing or other business activity and not a specific requirement of the project Promotional items
Capital expenditures	Climate adaptation-related software	Purchase of equipment, or assets that could be rented or leased to achieve the outcomes of the activity, or that are above and beyond what is required for the scale and duration of the project.

	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 Purchase or lease of real property Software development
Equipment rental	Rental of tools and equipment related to the project	Rental of tools or equipment related to ongoing or other business activities
Meetings and public gatherings	Costs related to meetings and public gatherings held to communicate the project to the public and collect feedback, such as: facility rental audiovisual equipment rental services to support people with specific needs, where such services contribute to the equity and inclusion objectives of the project (e.g., simultaneous interpretation, shuttle service, babysitting service, etc.) the provision of food and drinks, when it is part of a specific cultural protocol honoraria for cultural leaders, Elders, Indigenous knowledge keepers, and/or cultural keepers. (Note: these honoraria should reflect the role of Indigenous Peoples as subject matter experts) costs related to local cultural protocols (e.g., gifts, cultural ceremonies)	Any hospitality expenses, such as: Any hospitality expenses (e.g., food and drinks unless needed for cultural protocol, alcohol, music, decorations etc.)
Services	Fees for professional or technical consultants and contractors, incurred in support of eligible activities	Costs for engineered studies, audit studies or studies for which grants or contributions are provided by or committed to be provided by any program of the Government of Canada Expenditures associated with regular business activities not related to the project Legal fees
Staff Remuneration	Daily rates actually paid by the eligible recipient to its employees (including permanent and contract employees) in Canada for time actually worked on the implementation of the project (including staff time to participate in FCM-led capacity building activities related to the eligible project). The	Regular salaries and/or benefits of applicant staff or partners including overtime pay bonuses or performance pay fringe benefits, such as sick days, maternity leave, parental leave, pension plan and any other fringe benefits not listed as eligible

	<p>daily rate per employee shall include the following costs:</p> <ul style="list-style-type: none"> 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 fringe benefit, in accordance with the eligible recipient's policies, as follows: <ul style="list-style-type: none"> 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 payable absences of statutory holidays and annual vacation 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); this includes the eligible recipient's contribution to employment insurance and workers' compensation plans (where applicable), health and medical insurance, group life insurance, or other mandatory government benefits <p>Note: Labour costs must be documented in a manner that meets audit standards for verification of eligibility of cost and level of effort.</p>	<p>costs related to ongoing or other regular business activities and not specifically required for the project</p> <p>staff wages while receiving training or attending learning events</p> <p>professional membership fees or dues</p> <p>staff remuneration for which a grant or contribution is provided by or committed to be provided by FCM</p>
Supplies and materials Remuneration	Supplies and materials that are specifically needed to undertake the project	Costs related to ongoing or other business activities that are not specifically required for the project
Transportation, shipping and courier charges	Transportation costs for delivery of materials and services essential for the Project	Any transportation expense related to ongoing or other business activities
Travel and accommodation	Travel and associated expenses for your staff and consultants to the extent that the travel and accommodation rates comply with Treasury Board of Canada guidelines and to the extent that such travel is necessary to complete the project, including	Travel and associated expenses of a partner in the Project Travel, accommodation and fees to attend conferences, missions, trade shows etc.

	travel and accommodation costs to attend LLCA capacity-building activities organized by or on behalf of FCM	
Taxes	The portion of taxes for which your organization is not otherwise eligible for rebate	The portion of provincial, territorial or federal taxes for which your organization is eligible for rebate
In-kind	<p>N/A</p> <p>Note: Lead applicants can include costs for staff time for time actually worked on the implementation of the project and list this as “staff remuneration.” See Staff Remuneration category above.</p>	Any goods and services that are received through donation or in-kind contribution.

APPENDIX B: REQUIRED SUPPORTING DOCUMENTS

Throughout the application process, we'll be asking you to include supporting documents with important information about your organization and the details of the proposed project. Required documents will differ depending on the type of project and whether your organization is a municipal government or a partner of a municipal government.

The table below lists the documents required to apply to GMF.

Additional supporting documentation may be requested. You are also welcome to provide further evidence as it becomes available.

Field	Required supporting documents
All applications	<ul style="list-style-type: none">• Completed application form• Project workbook• Completed Climate-Ready Communities Assessment Tool
Local governments	<ul style="list-style-type: none">• Resolution from council, band council, or board of directors, or• Documents confirming sources of funding for total project costs, such as a letter on the local government's letterhead and signed by a designated signing authority (link to template).
Non-municipal applicants	<ul style="list-style-type: none">• Municipal council resolution stating municipality's involvement in the project (must be received before funding approval if not submitted with project application)• Confirmation of organizational support from CEO or CFO• Documents confirming sources of funding for total project costs, if available at this stage (must be received before funding agreement signature if not submitted with application),• Articles of incorporation including all supporting documentation• If requested by GMF - Last 3 consecutive audited financial statements. If you don't have audited financial statements, please provide any of the following documents: review engagements, annual reports to CRA or published financial reports.

APPENDIX C: EVALUATION OF APPLICATIONS

Your application will undergo an initial screening for adherence to the basic eligibility criteria.

The following are the criteria that your project will be evaluated against, including the definitions of criteria and definitions for receiving the highest possible rating.

Criteria	Criteria definition	Highest rating definition
Project scope	Applications will be reviewed to ensure that project scope aligns with eligibility requirements.	The proposed project is suitably matched with a climate risk assessment priority, or an action aligned with the eligible activities of Climate-Ready Plans and Processes, and the project budget meets the funding criteria.
Climate-Ready Communities Assessment Tool	Applications will be reviewed to determine whether the applicant has properly evaluated its readiness for climate adaptation.	The applicant has provided accurate data pertaining to its readiness for climate adaptation and the activities proposed in the project are suitable for the level of readiness and should lead to progress.
Reconciliation and equity-deserving and marginalized groups benefits assessment	Applications will be reviewed to determine whether the applicant has a reasonable engagement plan to identify possible benefits to equity-deserving groups and to determine how their needs will be considered in the project implementation.	The proposed project will meaningfully address Reconciliation and/or anti-racism, equity and inclusion and will assess the benefits/and or impacts on equity-deserving and marginalized communities and has provided a detailed explanation on how impacts for equity-deserving or marginalized communities will be factored into the project.
Project team and partners	Applications will be assessed based on the project team and its ability to properly lead a project to completion	The project team has the appropriate capability and expertise to successfully carry

Criteria	Criteria definition	Highest rating definition
	and deliver the expected benefits. The assessment will also consider whether there is strong municipal staff participation and capacity building throughout the project that will enable municipal staff and, where applicable, rights holders and stakeholders, to build and retain the skills and knowledge needed to undertake and replicate the project. The project team includes the lead applicant management team as well as contractors, consultants and, where applicable, collaborators (e.g., universities, private industry, colleges or NGOs).	out the project, with experience managing complex projects AND there is strong municipal staff participation and capacity building throughout the project.
Workplan	Applications will be assessed on the merits of the project workplan in relation to achieving successful and meaningful outcomes. Proposals should have specific and measurable workplans with consideration for timelines, permitting processes, regulatory approvals, data collection, project monitoring and performance-verification approaches, etc. Workplans should have realistic timelines and concrete deliverables.	The workplan identifies all project deliverables according to an established timeline and all activities are explained in appropriate detail.
Budget	Applications will be assessed on the merits of the project budget, in relation to achieving successful and meaningful outcomes. Budgets should be realistic and reflective of the proposed workplan.	The budget is presented according to the workplan with a clear breakdown of amounts. The budget represents good value and additional costs are justified.

APPENDIX D: REPORTING REQUIREMENTS

If you are approved for funding, you will be required to submit project reports to GMF. The project status report is to confirm that your project is progressing as planned or to inform GMF of any unforeseen changes. Applicants will also be required to complete a final report at the conclusion of the project. The purpose of the report is to measure the impact of your project and to share your community's experience in undertaking the project with other communities seeking to address similar climate adaptation challenges and risks.

The project reports include a series of questions relating to project outcomes, the key stakeholders involved in the project, your findings and recommendations, the next steps in the project, and lessons learned from the project. Project reports typically range from five to seven pages but may be longer depending on the complexity of your project.

Before submitting your application, it is important to consider all required reporting documents for project completion and disbursement. Please ensure that your project workplan and budget includes sufficient budgetary accommodations for all final reporting needs. This includes, but is not limited to, sufficient staff time and consulting services.

If projects deviate from the approved scope of work, GMF reserves the right to reduce, amend or eliminate funding amounts.

The following reporting documents will be required:

Required reporting documents
<ul style="list-style-type: none">• Completion report• Project deliverables• Updated project workbook that includes:<ul style="list-style-type: none">• An expense claim• All confirmed sources of funding <i>Note: At disbursement, updated letters confirming sources of funding are required</i>• Request for disbursement

APPENDIX E: MUNICIPAL RESOLUTION TEMPLATE

Sample – Resolution

Instructions

To be eligible for GMF's program funding, lead applicant must provide a resolution drafted and adopted by the lead municipality's municipal council.

Projects will not be approved for funding until a council resolution is received.

Please provide proof that the resolution was adopted by submitting one of the following:

- a formal copy of the resolution (on municipal letterhead with a seal or signature and date)
- a signed and dated copy of the minutes at which the motion was adopted by council (including the text of the resolution)
- a signed and dated copy of the text of the resolution, with confirmation from the applicant that the text is identical to that adopted by council

Council resolution requirements

If you choose to draft your own resolution it must acknowledge that the partner organization is submitting the application in partnership with the municipality (if applicable).

Sample council resolution text

Whereas <name of municipality> has the following interest:

(list the main reasons for the municipal interest in the project)

Whereas, <name of lead applicant> is undertaking <project title>

Be it resolved that <Council> acknowledges that <name of partner organization> is applying for a funding opportunity from the Federation of Canadian Municipalities' Local Leadership for Climate Adaptation initiative for <project title>, in partnership with <name of municipality>.

Or Be it resolved that <Council / band Council / Board> directs staff to apply for a funding opportunity from the Federation of Canadian Municipalities' Local Leadership for Climate Adaptation initiative for <project title>.

APPENDIX F: GLOSSARY OF KEY TERMS

100-year floodplain: An area of land that is susceptible to flooding from a river or stream with a one percent chance of experiencing a flood of a certain magnitude in any given year. This designation is based on statistical analysis of historical flood data and is used by planners, engineers and policymakers to assess flood risk and to guide land use decisions and floodplain management strategies. A 100-year floodplain map may be regulatory or hydrologic.

Climate adaptation plan: A strategic document that helps municipalities prepare for and respond to the impacts of climate change. It outlines the steps that a municipality needs to take to reduce its vulnerability to these impacts and to take advantage of potential opportunities that may arise. This includes identifying risks and vulnerabilities, setting adaptation goals and objectives, developing and implementing actions, and monitoring and reviewing progress.

Climate change adaptation: Actions that reduce the negative impact of climate change, while taking advantage of potential new opportunities. It involves adjusting policies and actions for observed or expected changes in climate. Adaptation can be reactive (occurring in response to climate impacts) or anticipatory (occurring before impacts of climate change are observed). In most circumstances, anticipatory adaptations will result in lower long-term costs and be more effective than reactive adaptations.

Climate impact: Refers primarily to the effects of one or more hazards on natural and human systems. Impacts generally refer to effects on lives; livelihoods; health; ecosystems; economic, social and cultural assets; services (including environmental); and infrastructure due to the interaction of one or more hazard events occurring within a specific period and the vulnerability of an exposed society or system.

Climate risk assessment: A process of identifying and evaluating the potential effects of climate change on a municipality. This would involve identifying the risks and vulnerabilities that a municipality faces due to climate change, such as increased flooding or heatwaves, and assessing the potential impacts of these risks. This assessment would then inform the development of the municipality's adaptation plan, helping to prioritize actions and strategies to reduce vulnerability and increase resilience to climate change.

Equity-deserving and marginalized communities: Groups of people who, because of systemic discrimination, face barriers that prevent them from having the same access to the resources and opportunities available to other members of society, and that are necessary for them to attain just outcomes. These communities are often underrepresented in decision-making processes. This phrase can refer to:

Indigenous peoples: First Nations, Métis, Inuit people and communities, including urban Indigenous communities.

Newcomers to Canada: A self-identified group that may include people who have obtained landed immigrant status, refugee status or permanent resident status up to five years prior to a given census year.

People who are part of LGBTQ2+ communities: People who are lesbian, gay, bisexual, transgender, non-binary, queer, Two-Spirit and others who represent the wide spectrum of gender identities, sexual orientations and romantic orientations not explicitly named.

People living with disabilities: People who have a long-term or recurring physical, mental, psychiatric, intellectual or sensory impairment that, in interaction with various attitudinal and environmental barriers, hinders their full and effective participation in society on an equal basis with others. This is a self-identified status and does not require an external or formal recognition of disability.

People with low income: Individuals or households that earn significantly less than the median income level in their area, placing them at an economic disadvantage compared to the general population. People with low income often face barriers to accessing essential services like healthcare, education, and housing, which can perpetuate cycles of poverty and social exclusion.

Racialized persons: A person or group of people categorized according to ethnic or racial characteristics and subjected to discrimination on that basis.

Religious minority groups: A group of people who share religious characteristics differing from those of the majority or dominant population, and who often experience discrimination or exclusion.

Rural residents: Individuals living in areas characterized by low population density, limited infrastructure, and often significant distances from urban centers. As an equity-deserving group, these residents may face challenges such as reduced access to critical services and economic opportunities compared to their urban counterparts.

Women: All people who identify as women.

Equity-informed: An approach or strategy that considers and addresses systemic inequalities, historical injustices, and power imbalances to ensure fair and just outcomes, particularly those who have been marginalized.

Inclusive engagement: Inclusive community engagement entails identifying and engaging with equity-deserving groups that have an interest in the project, reducing barriers to participation, empowering diverse groups with decision-making, and building relationships and connections.

Indigenous communities: Indigenous communities are those for which a province or territory has passed an act or a regulation that affords them the status of a

municipality or an Indigenous community (which includes First Nations, Métis and Inuit) that is undertaking in partnership with a municipal government an eligible project, or has a shared service agreement for any purpose with a municipal government related to municipal infrastructure, climate change or adaptation.

Indigenous Knowledge: (Sometimes referred to as Indigenous Traditional Knowledge) reflects the unique cultures, languages, values, histories, governance and legal systems of Indigenous Peoples. It is place-based, cumulative and dynamic. Indigenous Knowledge systems involve living well with, and being in relationship with, the natural world. Indigenous Knowledge systems build upon the experiences of earlier generations, inform the practice of current generations, and evolve in the context of contemporary society. Different First Nations, Inuit and Métis communities each have distinct ways of describing their knowledge. Knowledge Holders are the only people who can truly define Indigenous Knowledge for their communities.

Meaningful engagement: This is an intentional process with the purpose of working in inclusive and respectful ways with all stakeholders and rights holders to shape decisions, actions, impacts or change.

Natural infrastructure: Naturally occurring features and systems, such as wetlands, forests, rivers and coastlines, that provide various ecosystem services to communities. Unlike traditional built infrastructure, which relies on engineered solutions, natural infrastructure utilizes the natural functions and processes of ecosystems to deliver benefits such as flood protection, water filtration, erosion control, climate regulation and habitat provision. (Note: LLCA will also accept hybrid or nature-mimicking green infrastructure under this definition if it supports local biodiversity and ecological functions.)

Nature-positive adaptation: Strategies and actions that not only mitigate the impacts of climate change but also enhance biodiversity, ecosystem services and natural infrastructure.

Northern community: The North is defined as the three territories and the northern extent of seven provinces. This includes portions of the following provinces defined by Statistics Canada codes: Newfoundland and Labrador (10), Québec (24), Ontario (35), Manitoba (46), Saskatchewan (47), Alberta (48) and British Columbia (59).

Remote community: Listed on the Canada Revenue Agency list of [places located in prescribed zones](#) (formerly referred to as “Northern communities.”)

Rights holders: In Canada, Indigenous peoples have constitutionally protected rights. This means there is a duty to consult Indigenous peoples, as rights holders, in Canada (e.g., in resource development projects).

Rural community: A municipality where there is no population centre above 5,000, even if the municipality as a whole has a population above 10,000.

Stakeholders: A stakeholder can be an individual or group concerned about a particular issue and/or who holds legal or de facto rights to manage or make decisions.

Two-Eyed Seeing: Learning to see from one eye with the strengths of Indigenous ways of knowing and from the other eye with the strengths of Western ways of knowing and to using both of these eyes together.