



CANADA NATURE FUND: **GUIDANCE FOR THE TARGET 1 CHALLENGE COMPONENT**



Environment and
Climate Change Canada

Environnement et
Changement climatique Canada

Canada 

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Please Note: The expression of interest is due January 31, 2019 and should be sent to ec.FDLNDefi-NFChallenge.ec@canada.ca. Where possible, we encourage expressions of interest to be sent in by January 14 in order to be able to provide feedback to you, and provide more time for the completion of the full proposal. The complete formal Proposal Guide and Application Form will be made available through the Environment and Climate Change Canada (ECCC) web portal called the Grants and Contributions Enterprise Management System (GCEMS) on January 14, 2019. The deadline for formal proposals, along with photographs of the project site(s) and supporting documents is **March 15, 2019**, and all materials must be submitted through GCEMS. More information regarding GCEMS will be posted to the [Nature Legacy webpage](#).

Questions and inquiries related to the expression of interest should be sent to ec.FDLNDefi-NFChallenge.ec@canada.ca. **Please ensure you refer to the complete guidelines posted on GCEMS January 14, 2019 when completing your formal proposal.**

The majority of the funds are expected to be distributed as part of the first call for proposals this winter. There may be a second call for proposals for the Target 1 Challenge component planned for the Spring 2019.

PART I: DESCRIPTION OF THE CHALLENGE COMPONENT

1. Canada Nature Fund: Target 1 Challenge Component

This guidance is intended to help applicants develop a project proposal to submit to the Target 1 Challenge of the Canada Nature Fund. Projects funded by the Challenge component will make important contributions to the Pathway to Canada Target 1. Target 1 is the first of 19 targets under Canada's 2020 Biodiversity Goals and Targets, and is as follows:

By 2020, at least 17 percent of terrestrial areas and inland water, and 10 percent of coastal and marine areas, are conserved through networks of protected areas and other effective area-based conservation measures.

The Target 1 Challenge component of the Canada Nature Fund will support the conservation of Canada's ecosystems, landscapes and biodiversity, including species at risk. Through the Challenge, Environment and Climate Change Canada (ECCC) will work with provinces and territories, Indigenous people and the private and non-profit sectors to achieve significant progress on terrestrial elements of Target 1 of Canada's 2020 Biodiversity Goals and Targets (see Annex 1 for eligible recipients).

Up to \$175 million is available over four years to support projects that contribute to Canada's protected and conserved area target of conserving 17% of terrestrial areas and inland waters by the end of 2020. In order to achieve the target, ECCC anticipates spending greater amounts in the first two years (2019-2020 and 2020-2021) than in the second two years (2021-2022 and 2022-2023) of the program.

Proposals to the Challenge component must address the following priorities:

- Contribute towards achieving Pathway to Canada Target 1
 - a. Hectares protected or conserved (coverage), connectivity, ecological integrity (conservation relevance)
- Contribute to Indigenous reconciliation and capacity building
- Contribute to priority co-benefits such as species at risk and climate change

Eligibility for the Challenge component centres on specific activities required to increase the total percentage of Canada's land and inland waters under protected area status or other effective conservation management. Specifically:

- An increase in NEW area of land and inland waters in Canada that can be counted towards the achievement of Target 1 of Canada's 2020 Biodiversity Goals and Targets
 - to be considered for Challenge funding, a project must demonstrate a large increase in the area of land and/or inland waters in Canada that will be recognized as protected or conserved for the long term, including Indigenous Protected and Conserved Areas
 - an increase in such areas will be the Primary Project Objective of each proposal
 - see Annex 2 for information on what kinds of areas may count under the Challenge component

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- An increase in the quality of Canadian areas conserved:
 - in addition to quantity (number of hectares placed under protection), Challenge component proposals will be assessed with respect to quality (protection of conservation values including priority species and habitats, contribution to ecosystem services, addressing gaps in the existing protected area network)
 - see Annex 3 for information on prioritization frameworks that can inform project design.

As such, over the life of the project, 80% of ECCC's funds should be related to the establishment of the protected or conserved area, and up to 20% of ECCC funds may be attributed to the stewardship costs.

Proposals will also be assessed on the basis of additional project benefits such as Indigenous reconciliation and capacity, the recovery of species at risk, climate change adaptation and mitigation, and provision of ecosystem services.

Interested applicants will need to meet the following eligibility requirement:

- matching funding of at least 0.2:1 for Indigenous recipients from non-federal sources (\$0.20 confirmed match for each \$1 of federal funding) and at least 1:1 for other recipients from non-federal sources (\$1 confirmed match for each \$1 of federal funding)
- match may include in-kind sources such as donations of land.

The main focus of the Challenge component is to support large hectare gains so that more of Canada's nature can be conserved. If your proposal is focused on the acquisition and protection of ecologically sensitive private lands, you may wish to consider applying to the Natural Heritage Conservation Program. For private land acquisition to be considered under the Challenge component, it must connect existing protected or conserved areas, or be part of a larger land use plan or securement strategy. We strongly encourage submitting an Expression of Interest (EOI) so ECCC Staff can provide feedback as to whether or not the project proposal meets the Challenge funding priorities and is suitable for funding.

2. Proposal process

Project proposals can be submitted to the Challenge in a two-step proposal process.

Step one

Expression of Interest: The first step is submitting an initial Expression of Interest (EOI) to ECCC. This step is strongly recommended as the EOI will provide an opportunity to initiate discussions with ECCC Staff on the eligibility and suitability of the project for the Challenge (see Part II for the EOI Guidance). Applicants can use this step to confirm the project's fit with Challenge component priorities and possibly be partnered with funders from philanthropic foundations, and receive input from ECCC Staff. EOIs must be submitted by January 31, 2019 to ec.FDLNDefi-NFChallenge.ec@canada.ca. Where possible, we encourage that your EOI be sent in before January 14 in order for ECCC Staff to be able to provide feedback to you, as well as to provide you

more time for the completion of the full proposal.

Step two

Submission of Formal Proposal: The second (required) step will be the submission of a detailed Formal Proposal through the GCEMS by March 15, 2019. On GCEMS, after January 14, you will find the complete Proposal Guide for applicants and will be able to complete the online application form.

See Part III of this document for formal proposal guidance to support you in the drafting of the proposal. The Formal Proposal must include a complete and detailed work plan, budget and letters from other interested parties acknowledging that they are aware of the proposal and/or that they support the proposal (see Annex 4 for eligible activities and costs). ECCC will undertake a complete review and assessment of the Formal Proposal on the basis of criteria described in Annex 5.

This two-step approach provides opportunities for applicants to work with relevant partners such as provincial and territorial governments, Indigenous governments and organizations, and foundations to prepare project proposals, provide feedback, and facilitate funding partnerships.

ECCC will only review proposals as submitted, so it is important that the applicant provides clear and comprehensive information. All final proposals once submitted are considered final; no further changes or additions will be permitted. Each Challenge component proposal will be assessed and ranked based on a weighted evaluation of eligibility and merit criteria (see Annex 5).

2.1 Key dates

- **December 3, 2018:** Launch of Target 1 Challenge component Expression of Interest phase
- **January 14, 2019:** Recommended date for submission on your Expression of Interest. Important supplementary guidance to support the development of final proposals will also be issued at this time.
- **January 31, 2019** (11:59 p.m. Pacific Standard Time): Deadline for submission of Expressions of Interest
- **March 15, 2019** (11:59 p.m. Pacific Standard Time): Deadline for submission of the Formal Proposal
- **April to May 2019:** Decisions made and notifications sent by ECCC

Deadlines are final; no submissions will be accepted after these dates. Proposals once submitted are final; only letters from other interested parties acknowledging that they are aware of the proposal and/or that they support the proposal may be sent subsequent to the proposal submission.

3. Confidentiality

Purpose of Records

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All records provided by an Applicant to ECCC in a proposal and in communications in relation to a proposal is collected, retained and used by ECCC solely for the purposes of the Challenge component or for a use consistent with these purposes.

Potential Disclosure under Federal Legislation

There are potentially applicable legal requirements for federal government institutions, including ECCC, to disclose records provided by an applicant to ECCC in or in relation to a proposal that arise at law. In particular, there are such potentially applicable legal requirements set out in federal legislation, including in the *Access to Information Act*, the *Privacy Act*, the *Canada Evidence Act* and the *Library and Archives of Canada Act*.

Consent to Disclosure to Governments and Third Parties

In submitting its proposal, the Applicant consents, for the purposes of the Challenge or for a use consistent with these purposes, with respect to all records it submits to ECCC in or in relation to its proposal, to the publication of such records and to their disclosure to other federal government institutions or third parties.

PART II: EXPRESSION OF INTEREST PHASE

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The Expression of Interest (EOI) phase will be used to initiate a discussion between the applicant and ECCC Staff on suitability of the proposed project for the Canada Nature Fund: Target 1 Challenge component. Applicants can use this step to confirm the project's fit with Challenge component priorities and requirements. It is strongly encouraged that an EOI is completed and sent to ECCC. The goal is to support the applicant in preparing the strongest possible proposal.

Please note the main focus of the Challenge component is to support large hectare gains so that more of Canada's nature can be conserved. If your EOI is focused on the acquisition and protection of ecologically sensitive private lands, you may wish to consider applying to the Natural Heritage Conservation Program. For private land acquisition to be considered under the Challenge, it must connect existing protected or conserved areas, or be part of a larger land use plan or securement strategy. Please submit an EOI to ensure your project proposal is suitable for Challenge component funding.

Where possible, we encourage that your EOI be sent in by January 14, 2019 in order for ECCC Staff to be able to provide feedback to you, as well as to provide you more time for the completion of the full proposal. Please submit your EOI to the Target 1 Challenge Team at ec.FDLNDefi-NFChallenge.ec@canada.ca. The deadline for submitting EOIs is January 31, 2019.

What to include in your EOI

1. **Project title**
2. **Project Location** (province, eco-region, municipality, nearest city/town; be as specific as possible)
3. **Key Contacts** (organization name, contact name, email, phone number, address, postal code)
4. **Project Description** (*up to 500 words*)
 - Describe the project, including relevant activities, timeline, and expected outcomes.
 - State the size (hectares) of the area that will be newly protected or conserved.
 - Provide a list of organizations and groups (e.g. provinces, territories, federal departments and agencies, land owners, Indigenous people, land managers, non-profit and private sector) with an interest in the project area and a statement on how you have involved or intend to involve them during both the proposal development stage and the establishment of the newly protected or conserved area.
 - Estimate the overall project cost and the amount of funding support you will be requesting from the Canada Nature Fund – Challenge component
 - Identify already confirmed and potential sources of match funding.
5. **Optional information** (*up to 500 words*) Please share any additional information about your proposed project that you feel will be useful to the ECCC regional coordinator. This could include additional ecological benefits, contribution to connectivity between protected or conserved areas, economic and cultural benefits, Indigenous reconciliation, key partnerships, envisioned management frameworks, or any other aspects of the project.

For questions about your EOI or more information about the Challenge, please contact the Target

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1 Challenge Team at ec.FDLNDefi-NFChallenge.ec@canada.ca or your regional coordinator:

- Northern: Vicky Johnston (vicky.johnston@canada.ca / 867-669-4753)
- Pacific: Harp Gill (harp.gill@canada.ca / 604-666-4478)
- Prairie: Karl Zimmer (karl.zimmer@canada.ca / 587-335-9109)
- Ontario: Laura Kucey (laura.kucey@canada.ca / 416-739-4362)
- Québec: Josée De Guise (josee.deguise@canada.ca / 418-649-6313)
- Atlantic: Al Hanson (al.hanson@canada.ca / 506-364-5061)

Formal proposals must be submitted through the Grants and Contributions Enterprise Management System (GCEMS) by March 15, 2019. Decisions will be made and notifications sent by ECCC in April-May 2019.

Consent to Disclosure to Governments and Third Parties

In submitting its proposal, the Applicant consents, for the purposes of the Challenge or for a use consistent with these purposes, with respect to all records it submits to ECCC in or in relation to its proposal, to the publication of such records and to their disclosure to other federal government institutions or third parties.

PART III: FORMAL PROPOSAL GUIDANCE

The Formal Proposal step will be managed through the ECCC web portal called Grants and Contributions Enterprise Management System (GCEMS) between January 14 and March 15, 2019. On GCEMS, you will also find the **complete** Applicant's Guide and you will be able to complete the online application form.

To help inform your plans to submit an Expression of Interest and formal proposal, the next sections provide applicants with a summary of the type of information that will be required to start developing a project proposal to submit to the Canada Nature Fund: Target 1 Challenge component. The complete guide, including important supplementary guidance, will provide instructions for each section of the proposal form which will be made available January 14, 2019 on GCEMS.

Important information about the Challenge component, including eligibility requirements, is found in Annexes 1-5. An overview of how proposals will be evaluated is found in Annex 5.

Proposals, along with photographs of the project site(s) and supporting documents, must be submitted using the GCEMS application form. More information including a link to GCEMS will be posted to the [Nature Legacy webpage](#). Questions and inquiries related to proposal submission should be sent to ec.FDLNDefi-NFChallenge.ec@canada.ca. The deadline for Formal Proposal submission is **March 15, 2019**.

Successful applicants will be required to assess the official language requirements that may apply to the project so that associated necessary activities are factored into your budget.

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Summary of Proposal Guide Sections

1. Project Title

Executive Summary

Provide a brief description of the proposed project. Clearly state the size, type and mechanism of creation of the new protected and conserved area. Identify any priority areas or priority actions addressed by the project such as any specific designations of the proposed project site(s) (Important Bird Area, National or Provincial Park, Ramsar site, UNESCO Biosphere Reserve, Indigenous land-use planning area etc.) or actions that are identified in a habitat conservation planning process (e.g., Habitat Joint Venture Implementation Plan, priority places identified under the Pan-Canadian species at risk framework, Bird Conservation Region Strategy, *Species at Risk Act* Recovery Document, Watershed Management Plan, or other local, provincial, territorial or Indigenous planning processes). See Annex 3 for information on relevant site prioritization frameworks.

2. Applicant and Contact Information

Applicant's Legal Name and Address: This must be the full legal name of the applicant (individual or organization).

Applicant Type: State if the applicant is a province/territory, Indigenous government, foundation, non-profit organization, etc.

Applicant Funding History: Please indicate your funding history with the federal government. If you have received funding in the past or are currently receiving funds, please indicate the source (department, program name, and year).

Project Lead: This is the individual who will be responsible for project implementation and has complete knowledge of the proposal details. Only business information should be included in this section.

3. Project Team

Lead Applicant Project Delivery Experience: Provide a description of the lead applicant's experience in delivering projects relating to protected areas or other effective conservation measures in Canada.

Other Project Partners and Brief Description of Their Role(s): For joint proposals (i.e. project lead plus one or more partners), please

- 1) identify project partner(s), include the organization's complete legal name, and a contact person per partner listed
- 2) describe relevant experience of each partner; and
- 3) be sure to include letters of support stating partner support for the project and the lead applicant

Note that partners who do not apply directly to the Challenge, but receive their funding from recipients who have been awarded funding from the Challenge, are considered ultimate recipients.

4. Project Overview

The project overview should be written in a manner and with sufficient detail such that reviewers who are unfamiliar with the targeted geographic area, habitat or activity can gain a full understanding of the project using only the information contained in this proposal. If the project is undertaken in more than one location and the locations differ in terms of ecological conditions and threats, and if planned activities differ from one site to another, particular attention should be paid so that the overall project is clearly presented.

Project Start Date and Project End Date: Indicate the project start and end dates, and anticipated date of protected or conserved area establishment. Note that for projects starting in 2019, proposed projects and related activities in the proposal should not start before April 1, 2019. Projects may have benefited from previous activities and funding, but for the purposes of this proposal 'Project' refers to activities requiring funding from the Challenge. Current funding for the Challenge ends on March 31, 2023; therefore, projects cannot request funding for more than 4 years.

Project Targets and Objectives: Provide the specific targets and objectives of the proposed project. These should clearly demonstrate how the project supports the Pathway to Canada's Target 1. Specifically, the project objectives should succinctly capture how the project in the given time frame will:

- Increase total hectares of new protected or conserved lands added to Canada's protected area system;
- Contribute to connectivity and/or ecological integrity;
- Contribute to indigenous reconciliation and capacity building; and
- Generate co-benefits, such as protecting species and/or habitats at risk, contributing to climate change resilience, providing ecosystem services such as watershed protection, and/or improving economic opportunities for local populations.

Examples:

- Target = size; objective = increase PA coverage by 100,000ha
- Target = threatened species, whooping crane; objective = protect habitat and stabilise population

Links to Land-use Plans, Indigenous Land-use Planning, Strategies and Plans for Land Securement and Other Conservation Priorities: First, identify existing federal, provincial/territorial, or other land securement strategies and plans to which your project will contribute. Second, demonstrate co-benefits by identifying which larger conservation objectives and priorities your proposal supports, making reference to relevant documented strategies and plans. Greater park ecosystem planning, provincial/territorial natural heritage planning, provincial land use plans, and conservation authority land securement strategies are all examples of what should be consulted in the preparation of your project (see Annex 3). For additional information or to discuss potentially relevant strategies and planning frameworks, contact your Canadian Wildlife Service regional coordinator.

Project Description: The project description should tell a story from start to finish that communicates to a lay audience why the project needs to happen, when it will happen, and what the expected results and benefits will be. Provide enough detail to ensure that reviewers (who may be unfamiliar with the targeted habitat, area or methodology) can gain a full understanding of the project, partners' roles, and rationale for the approach.

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In the first paragraph, briefly describe the timeline and overall purpose of the project. Indicate the total size (in hectares) of the proposed area and whether there are any specific designations of the proposed sites (e.g., Important Bird Area, Ramsar site, Indigenous-led land use planning areas, etc). If relevant, include information about current threats to the proposed area and how the project will minimize or mitigate those threats.

Be specific about the concrete actions that will be undertaken and what the expected results are on the ground (e.g., number of hectares to be protected, connectivity established between areas, etc). Describe how long-term protected area status or other effective conservation measures will be applied to the project area. Explain all activities in language suitable for a lay person.

Summarize the benefits of the project including, as appropriate, benefits to ecosystems, biodiversity, specific species, specific ecological goods and services, society, etc. Include the duration of the benefits to be achieved (short term: less than 10 years, medium term: 10–99 years, long term: greater than 99 years).

Where a project takes place in more than one location and/or the locations differ in terms of ecological conditions, threats and particularly if specific planned activities differ from one site to another, be sure to describe each sub-component.

Project Location(s): Provide information for each proposed protected or conserved area in which activities are proposed to take place.

For protected or conserved area type, please enter a brief description of the intended protected area category or legal status of the area (see Annex 2). The latitude and longitude should be for the centroid of each proposed protected or conserved area, and provided in decimal degrees to at least two decimal places. Various websites (e.g., itouchmap.com or Google Earth) can be utilized free of charge to determine latitude and longitude decimal coordinates. Indicate the current legal land tenure status of the proposed protected area (such as private or Indigenous land). [A map and description of ecozones in Canada](http://www.ecozones.ca) can be found online (www.ecozones.ca).

Please provide a project/sub-project map and any relevant geospatial data as additional files.

Environment and Climate Change Canada is an ESRI Software based organization. If possible, please provide data in a compatible format, such as ESRI Geodatabase or Shapefile File formats, or Spatial Projection: Geographic CSRS NAD 83. When providing data, please include information on its accuracy/currency as well as any applicable metadata. Metadata can be submitted within the GIS file or as additional documentation.

Project Location Description: Provide a brief description to answer the following

- Why have you chosen to work on this location?
- What is the importance of this location? Why does this location need conservation action in the proposed project location?
- Include whether there are any agreements or restrictions on the land.
 - For example, identify if the land is under an agreement, lease or other form of encumbrance or if such designations are proposed, reference these details.

Primary Province/Territory in Which the Project Will Be Undertaken: If the proposed project would be undertaken in more than one province/territory, select the province/territory in which the majority of activities will occur.

Municipal, Provincial/Territorial and/or Federal Legal or Other Measures for Protection or Conservation:

Describe the legal mechanism, traditional governance mechanism, or other measure(s) that will be used to protect or conserve the project area. Some measures such as securing government designation of a protected area may require considerable time; be sure to describe the timeline needed to apply legal or other measures and demonstrate that this will be feasible within the project period. Interim protected and conserved areas are areas that may be counted before the a full regulatory regime is in place provided that there is a geographically defined area; there is a clear public commitment and intent to complete formal establishment as soon as possible (e.g. an establishment agreement); and there are interim protection measures in place that the governing body for conserving biodiversity has deemed effective and appropriate.

Consultation and Support from other parties: Describe the existing or planned federal, provincial, territorial, municipal, Indigenous and stakeholder engagement process for regulatory approvals and securement of new protection, including engagement activities already undertaken. Be sure to note engagement and partnerships with Indigenous communities, people and governments. The process should include federal, provincial, territorial, municipal, Indigenous and stakeholder identification, engagement, shared understanding and agreement as necessary. **Proponents are required to attach any agreements already in place that demonstrate support as well as letters from other interested parties acknowledging that they are aware of the proposal and/or that they support the proposal.**

Technical Feasibility: In addition to prior project experience of the applicant, comprehensive stakeholder processes, and robust short- and long-term financing plans for the project, evaluation of the technical merit of the proposal will focus on likelihood of successful project delivery, taking into consideration among other factors:

- Demonstration of authority to manage for conservation (e.g., legal security of tenure and protected area status)
- Recognition of steps involved and amount of time required to complete the steps, such as achieving interim protected or conserved area status, , technical work and/or negotiation of establishment agreements as well as consideration of post-establishment stewardship activities
- Short- and long-term costing and funding plans for the protected or conserved area
- Governance arrangements for the protected area (to ensure delineation of roles, transparency and accountability)

Provide any additional information demonstrating the technical feasibility of the project, supplementing previous responses and ensuring that the four points above are fully covered.

5. Project Benefits

Planned Performance Indicators: Please indicate the expected results of the project as a whole for the planned performance indicators listed, such as:

- Contribution towards achieving Pathway to Canada Target 1
- Size of area to be newly protected or conserved
- Indigenous reconciliation and capacity building
- Timing of establishment of newly protected or conserved area
- Size of new area of connectivity between established protected areas/important habitats
- Number of important habitats included in area to be protected or conserved
- Contribution to priority co-benefits

Benefits to Protected or Conserved Area and How They Will Be Measured: This section should describe how the proposed project will result in positive impacts to protected area coverage and quality, Indigenous reconciliation, and/or ecological goods and services, with a well-thought-out link between the project activities as a whole and the expected results. Benefits could be ecological, social, cultural or economic.

6. Work Plan

Each project must have expansion of Canada's protected area coverage, in hectares, as its primary project objective, including new areas that contribute to the connectivity of habitats. The land manager must provide their consent to have the protected and conserved area count towards Target 1. A project may have one or more secondary project objectives, including:

- Increased habitat quality for species at risk;
- Co-benefits (increase resilience to climate change, improved ecosystem services, increased economic opportunities);
- Indigenous reconciliation and capacity building.

7. Project Budget and Cashflow

For eligibility under the Canada Nature Fund Target 1 Challenge, projects **must** secure match funding. Proposals must include matching funding of:

- At least 0.2:1 for Indigenous recipients from non-federal sources (\$0.20 confirmed match for each \$1 of federal funding);
- At least 1:1 for other recipients from non-federal sources (\$1 confirmed match for each \$1 of federal funding);
- Match may include in-kind sources such as donations of land, volunteer hours, etc.

All funding sources must be listed in the proposal.

Total Project Funding: Be prepared to provide all sources of funding (cash or in-kind) over the lifetime of the project.

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Confirmation of partner contributions should be submitted with the proposal to the extent possible, as this goes to feasibility and technical merit. Confirmation of partner contributions must be received before ECCC can sign a Contribution Agreement for a successful proposal.

Total Project Costs:

Be prepared to describe project costs in detail (including specific rates, salaries, fees, costs, etc.) to describe the use of cash and in-kind contributions from all project partners across the lifetime of the project. Indicate whether the project cost is related to the establishment of the protected or conserved area or the post-establishment ongoing stewardship of the area.

Below are the cost categories:

- Salaries and Wages
- Management and Professional Service Expenditures
- Contractors
- Travel
- Material and Supplies expenditures
- Purchase of Capital Assets
- Equipment Rentals
- Overhead
- Communication and Printing, Production, and Distribution Expenditures
- Vehicle Rental and Operation Expenditures
- Expenditures for Preparing Independent Financial Accounting
- Further Disbursement of Environment and Climate Change Canada Funding to Final Recipients
- Land Acquisition, Leases, Easement, Covenants, Servitudes

Use of Environment and Climate Change Canada Funding: Be prepared to describe how ECCC's portion (the Challenge component cash funding listed above) of the total project costs listed will be spent over the lifetime of the project. A quarterly breakdown is required for the first year of funding. In column 3 indicate whether the project cost is related to the establishment of the protected or conserved area or to the post-establishment stewardship activities of the area. Please note that at least 80% of ECCC requested funds should be dedicated to establishment work, and up to 20% of funding can be requested for post-establishment stewardship activities.

8. Photographs, Supporting Documents and Signatures

Photographs of the Project Site: The proposal must be accompanied by photographs of the project area(s). Digital photographs can be submitted as .jpeg files (or other suitable format with suitable resolution) by email directly with your proposal form.

Additional Documentation: List the attachments (e.g., geospatial data, maps, conceptual and/or engineering drawings if applicable, copies of permits if already obtained, confirmation letters for matching funds, resumes, reports) that will be submitted along with your completed proposal form and photographs.

IMPORTANT:

- Where cash support has been confirmed, a copy of the confirmation letter/email must be submitted as supporting documentation.
- You must include letters from relevant interested parties whose support is or will ultimately be needed, including Indigenous communities where appropriate, acknowledging that they are aware of the proposal and/or that they support the proposal.

9. Submitting the Proposal Form

Through the ECCC web portal called the Grants and Contributions Enterprise Management System (GCEMS) you will submit your Formal Proposal. The complete guide will be available online starting January 14, 2019, and formal proposals must be submitted by March 15, 2019. Proposals, along with photographs of the project site(s) and supporting documents, must be submitted using the GCEMS application form. Questions and inquiries related to proposal submission should be sent to ec.FDLNDefi-NFChallenge.ec@canada.ca.

Annex 1: Eligible Recipients

Applicants to the Canada Nature Fund Target 1 Challenge component must fall within the following list of eligible recipients. Recipients may further distribute federal funds to eligible ultimate recipients subject to ultimate recipient agreements and qualification of ultimate recipients to the same conditions below (ultimate recipients do not apply directly to the Challenge component, but receive their funding from recipients who have been awarded funding from the Challenge component).

A1.1 Eligible recipients to receive funding for the establishment of Indigenous Protected and Conserved Areas include:

- Provincial and territorial governments;
- Domestic Indigenous organizations, governments, individuals, boards, commissions, communities, associations and authorities, including:
 - Indigenous not-for-profit organizations;
 - District councils, Chiefs councils and Tribal councils;
 - Indigenous research, academic and educational institutions;
 - Indigenous for-profit organizations; and
- Domestic not-for-profit organizations, such as charitable and volunteer organizations, professional associations, and non-governmental organizations.

A1.2. Eligible recipients to receive funding for the establishment of other Protected and Conserved Areas include:

- Domestic or international not-for-profit organizations, such as charitable and volunteer organizations, professional associations, and non-governmental organizations;
- Domestic or international Indigenous organizations, governments, Individuals, boards, commissions, communities, associations and authorities, including:
 - Indigenous not-for-profit organizations;
 - District councils, Chiefs councils and Tribal councils;
 - Indigenous research, academic and educational institutions; and
 - Indigenous for-profit organizations;
- Domestic or international research, academic and educational institutions;
- Canadian or foreign individuals;
- Domestic or international for-profit organizations, such as small businesses with less than 500 employees, companies, corporations, and industry associations;
- Local organizations such as community associations and groups, seniors' and youth groups, and service clubs;
- Provincial, territorial, municipal and local governments and their agencies (e.g. Crown corporations); and
- Foreign recipients which includes an international organization (an intergovernmental organization of which two or more states are members).

A1.3. With respect to land securement initiatives and projects, the only eligible recipients are:

- Domestic not-for-profit organizations, such as charitable and volunteer organizations, professional associations, and non-governmental organizations;

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- Domestic Indigenous organizations, governments, individuals, boards, commissions, communities, associations and authorities, including:
 - Indigenous not-for-profit organizations;
 - District councils, Chiefs councils and Tribal councils;
 - Indigenous research, academic and educational institutions;
 - Indigenous for-profit organizations;
- Provincial, territorial, municipal and local governments and their agencies (e.g., Crown corporations); and
- Domestic non-profit organizations with conservation as their core objective.

A1.4. Partnering and joint proposals: A lead applicant can partner with other eligible recipients to submit a joint proposal under the Challenge. Such proposals could help project applicants leverage additional capacity and/or greater economies of scale. In this situation, a lead applicant must be identified for the purposes of applying and signing the funding agreement and for ongoing project implementation and project reporting.

A1.5. Ultimate recipients: Ultimate recipients do not apply directly to the Challenge, but receive their funding from recipients who have been awarded funding from the Challenge. Eligible ultimate recipients include all recipients described above as well as individual Canadians.

Annex 2: What Counts as a Protected or Conserved Area?

Projects funded by the Challenge component must help Canada advance toward the terrestrial and inland water element of Canada Target 1:

By 2020, at least 17 per cent of terrestrial and inland water, and 10 per cent of coastal and marine areas of Canada are conserved through networks of protected areas and other effective area-based measures.

Protected areas (PAs) are places that have clearly defined geographical space, are recognised, dedicated and managed, through legal or other effective means (policies, agreements), to achieve the long-term conservation of nature with associated ecosystem services and cultural values.

For activities supported by the Target 1 Challenge, examples of new protected areas could include:

- Provincial and territorial government protected areas focused on nature conservation that may be established under designations, such as Provincial and Territorial Parks, Marine Parks (inland waters), Indigenous-led land use planning areas, including areas identified within those plans as conservation zones, Wilderness Parks, Wildlife Refuges, Ecological Reserves, Nature Reserves, Biological Reserves, Biodiversity Reserves, Natural Areas, Wilderness Areas, Habitat Protection Areas, Wildlife Management Areas, Conservancies, and Special Management Areas.
- In addition to government owned and managed areas, the Target 1 Challenge component may also support collaboratively managed and non-government protected areas including Indigenous protected and conserved areas (IPCA), privately owned conservation lands, areas protected and conserved through Indigenous land claim agreements and traditional use planning areas among others.

Other effective area-based conservation measures (OECMs) are areas that are not recognized as a protected area, and may not have the conservation of biodiversity as the primary goal, yet is geographically defined and managed over the long term in ways that result in the effective and enduring protection of biodiversity.

For activities supported by the Target 1 Challenge component, examples of possible OECMS might include:

- Indigenous peoples' and local community conserved areas (or sections of these areas) managed for traditional or cultural purposes, while maintaining natural or near-natural ecosystems, with low levels of natural resource use practiced on a sustainable basis and in a way that does not degrade the area's biodiversity;
- Certain agricultural lands with high levels of associated biodiversity achieved and maintained through low-level traditional agricultural activities (e.g. livestock grazing on native grasslands);
- Some permanently set-aside forest areas (i.e., not part of the harvest schedule and managed to avoid other damaging land uses), such as ancient, old-growth, primary, or other high-biodiversity forest areas;
- Some watershed areas effectively managed to mitigate flood and other disaster risk (e.g. water meadows, riverine forest, coastal forests and wetlands, natural forest protected for long-term soil and slope stabilisation);

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- Some water catchment areas that are maintained in a natural condition to provide a source of water;
- Hunting reserves that maintain natural habitats and other flora and fauna as well as viable populations of hunted and non-hunted native species;
- Some areas created by active restoration of degraded and threatened ecosystems e.g. freshwater and coastal wetlands.

Indigenous Protected and Conserved Areas (IPCAs)

IPCAs are lands and waters where Indigenous people have a leadership role in protecting and conserving cultures and ecosystems through Indigenous laws, governance, and knowledge systems. Culture and language are the heart and soul of an IPCA.

Work is ongoing with Indigenous Peoples at many levels across Canada to further elaborate the concept of Indigenous Protected and Conserved Areas (IPCAs), and to clarify their contributions to Canada Target 1 as well as to Indigenous cultural, social and conservation priorities. This is being done in the spirit and practice of reconciliation; in ways that respect existing federal, provincial and territorial government approaches; and consistent with legal duties and mutual commitments in treaties, land claim and self-government agreements, as well as other agreements as required.

An IPCA would count as contributing to Canada's biodiversity and Target 1 when it meets the attributes described above as protected areas and/or as OECMs.

During the expression of interest phase, feedback will be provided from ECCC, as well as from provinces and territories on what actions would need to occur so that the area could be considered as a protected area or an OECM (including IPCAs).

Interim protected areas, interim OECMs, and Interim IPCAs are areas that may be counted before a full regulatory regime is in place provided that there is a geographically defined area; there is a clear public commitment and intent to complete formal establishment as soon as possible; and there are interim protection measures in place that the governing body for conserving biodiversity has deemed effective and appropriate.

If an area is identified as a protected area, the area would then be categorized following the IUCN guidance below:

IUCN Protected Area Management Categories

- Ia **Strict Nature Reserve** – Strictly protected areas set aside to protect biodiversity and also possibly geological/geomorphical features, where human visitation, use and impacts are strictly controlled and limited to ensure protection of the conservation values.
- Ib **Wilderness Area** – Typically large, unmodified or slightly modified areas, retaining their natural character and influence without permanent or significant human habitation, which are protected and managed so as to preserve their natural condition.
- II **National Park** – Large natural or near natural areas set aside to protect large-scale ecological processes, along with the complement of species and ecosystems characteristic of the area, which also provide a foundation for environmentally and culturally compatible, spiritual, scientific, educational, recreational, and visitor opportunities.
- III **Natural Monument or Feature** – Set aside to protect a specific natural monument, which can be a landform, sea mount, submarine cavern, geological feature such as a cave or even a living feature such as an ancient grove. They are generally quite small protected areas and often have high visitor value.
- IV **Habitat/Species Management Area** – Aim to protect particular species or habitats and management reflects this priority. Many Category IV protected areas will need regular, active interventions to address the requirements of particular species or to maintain habitats, but this is not a requirement of the category.
- V **Protected Landscape/Seascape** – Areas where the interaction of people and nature over time has produced an area of distinct character with significant, ecological, biological, cultural and scenic value: and where safeguarding the integrity of this interaction is vital to protecting and sustaining the area and its associated nature conservation and other values.
- VI **Protected area with sustainable use of natural resources** – Conserve ecosystems and habitats together with associated cultural values and traditional natural resource management systems. They are generally large, with most of the area in a natural condition, where a proportion is under sustainable natural resource management and where low-level non-industrial use of natural resources compatible with nature conservation is seen as one of the main aims of the area.

Annex 3: Prioritization Frameworks

Challenge support for proposals will in large part be determined by how well they align with national conservation priorities for Canada. This consideration relates to prioritization, based on scientific criteria, as opposed to current protected status. The below links provide project applicants with the information necessary to determine how well a proposal aligns with national and sub-national conservation priorities and strategies. This is an opportunity to build the case for selecting your proposed project site for funding under the Target 1 Challenge based on recognized environmental conservation needs. This can include contributions to, among other things:

- Protection or recovery of national Species At Risk, including links to ECCC recovery strategies for specific species
- Protection and support of strategies for Canadian Bird Conservation Regions
- Protection of Important Bird Areas (IBAs), Ramsar sites and Alliance for Zero Extinction sites
- Provincial or territorial level priorities and strategies
- Indigenous land-use planning areas

Below are listed several information resources that Applicants can refer to when demonstrating how their proposed project advances existing conservation priorities and strategies. These lists are not exhaustive, and Applicants are welcome to reference other/additional prioritization and strategic frameworks.

National Priorities

Map of completing the Canadian parks system: This map shows current National Parks in Canada, as well as areas that are both represented, and not represented, in the current National Park system: <https://www.pc.gc.ca/en/pn-np/cnnp-cnnp/carte-map>

ECCC Species at Risk Public Registry: This site contains information related to the administration of the Species at Risk Act (SARA), part of Canada's strategy to protect endangered flora and fauna from becoming extinct, and to help in their recovery. <https://www.canada.ca/en/environment-climate-change/services/species-risk-public-registry.html>

Priority Places: This part of the site includes priority places for work under the federal-provincial-territorial pan-Canadian framework on species at risk): <https://www.canada.ca/en/environment-climate-change/services/environmental-funding/programs/habitat-stewardship-species-at-risk/stream-guideline.html#toc14>

Bird Conservation Regions and Strategies: These 12 regions in Canada are part of the North American Bird Conservation Initiative, a three-country initiative formed in 1999 to address concerns over declining populations of many species of once common birds in Canada, Mexico and the United States formed: <https://www.canada.ca/en/environment-climate-change/services/migratory-bird-conservation/regions-strategies.html>

Important Bird and Biodiversity Areas (IBAs) - Canada: Important Bird and Biodiversity Areas Program is an international, science-based initiative to identify, conserve, and monitor a network of sites that provide essential habitat for bird populations. This site identifies Canada's IBAs: <https://www.ibacanada.com>

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Ramsar Sites - Canada: Ramsar is an international convention that identifies and supports the conservation of wetlands of global importance. This site details all of Canada's Ramsar sites: <https://www.ramsar.org/wetland/canada>

Alliance for Zero Extinction (AZE): This international effort identifies sites that hold the last-remaining populations of almost 1,500 of the Earth's most threatened species: <http://zeroextinction.org/site-identification/2018-global-aze-map>

Provincial and Territorial Priorities

Provincial/Territorial Plans and Strategies: Most provinces and territories have developed biodiversity priorities as well as plans and strategies. Proposals located in specific provinces and territories should determine to what degree project activities and objectives align with provincial and territorial priorities and strategies: <http://www.biodivcanada.ca/default.asp?lang=En&n=CB2446A5-1>

Indigenous-led land use planning: this is often the mechanism through which Indigenous governments identify a planning area which could include areas set aside for conservation, or for traditional/cultural purposes and provide effective benefits to biodiversity protection.

Annex 4: Eligible Activities and Costs

I. Eligible activities

Eligibility for the Canada Nature Fund Target 1 Challenge component centers on specific activities required to increase the total percentage of Canada's land and inland waters under protected area status or other effective conservation management. Specifically:

- An increase in total Canadian protected area coverage (hectares): To be considered for Challenge component funding, a project must demonstrate a large increase in the area of land and inland waters in Canada that can be counted towards the achievement of Target 1 of Canada's 2020 Biodiversity Goals and Targets. These are areas that are recognized as protected or otherwise conserved for the long term (see Annex 2).
- An increase in the quality of Canadian areas conserved: In addition to quantity (number of hectares placed under protection), Challenge proposals will be assessed with respect to quality (protection of conservation values including priority species and habitats, contribution to ecosystem services, addressing gaps in the existing protected area network).
- Additional project benefits such as Indigenous reconciliation and capacity, the recovery of species at risk, climate change adaptation and mitigation, and provision of ecosystem services.

II. Ineligible activities

The following activities are not eligible for support from the Target 1 Challenge component:

- Activities that do not lead to increases in protected area coverage and quality, as defined by the criteria noted above.
- Activities that fall outside the Challenge component time period (2019 - 2023).
- Projects such as research initiatives, capacity building, or expanding environmental awareness without producing clear contributions in terms of additional coverage and improved quality of protected areas.
- Proposed projects must be fully defined within the Formal Proposal as submitted: the Challenge component will only support projects with confirmed activities and locations. Proposals that include incentive programs or application-based processes to define activities or sites are not eligible for funding. Applicants can put forward activities in the EOI step that have not been confirmed; however, the Formal Proposal must provide confirmed project details.

III. Funding Parameters

- **Funding Scope:** The eligible costs described in the application are limited to the life of the funding agreement with ECCC. Any costs for any activities prior to this approval of the project period must be

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excluded from the application. Costs of protection and conservation activities taking place after this period (2023) must be excluded from the application.

- **Minimum and maximum funding levels:** For the Canada Nature Fund Target 1 Challenge component, federal contributions will be no less than \$25,000 and no more than \$10M per recipient per fiscal year of the funding agreement.

IV. Eligible project costs

Only project costs incurred between the effective date of the signed funding agreement and its end date will be considered as eligible costs. Eligible expenditures are costs considered by ECCC to be direct and necessary for the successful implementation of an eligible project, in the following cost categories:

Salaries and Wages: Costs associated with paying employees of the recipient organization to carry out activities directly associated with the project, including mandatory employment-related costs required by law.

Management and Professional Service Expenditures: Costs associated with management and professional services required to *support a project*, such as accounting, appraisal, translation, insurance (related to the project), land surveys, legal costs (other than litigation).

Contractors: Costs associated with contractors engaged to *undertake the project activities*, such as general labourers or researchers.

Travel: Travel costs directly related to carrying out the project activities. Travel and related expenses funded by the Challenge must not exceed those set out in the Treasury Board Travel Directive: <http://www.njc-cnm.gc.ca/directive/travel-voyage/index-eng.php>.

Material and Supplies expenditures: Materials and supplies directly related to undertaking the project activities. General supplies should go under Overhead; materials or supplies (single items) costing more than \$10,000 should go under Purchase of Capital Assets.

Purchase of Capital Assets: Only not-for-profit recipients, including ultimate not-for-profit recipients, are allowed to acquire capital assets with the funds provided under a funding agreement. Tangible assets required to carry out the project costing more than \$10,000 with a useful life of more than one year.

Equipment Rentals: Costs of renting equipment used to undertake or support project activities. Note that vehicle rental has its own category.

Overhead: Indirect costs necessary to support the achievement of the project that cannot be traced to a specific project activity and/or are not material enough to be detailed under their specific cost category. Examples include office rental and/or utilities, insurance, office supplies, salaries and benefits of administrative support staff. Overhead cannot exceed 10% of the ECCC contribution to the project. Items not eligible as overhead costs include: salaries/wages of employees undertaking project activities, purchase of capital assets, travel costs.

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Communication and Printing, Production, and Distribution Expenditures: List only items directly related to the project; these may include public events and media relations.

Vehicle Rental and Operation Expenditures: Costs must be directly related to carrying out project activities. A vehicle is considered a motorized device for transporting people; other types of devices, for example to move equipment or supplies, should go under Equipment Rentals.

Expenditures for Preparing Independent Financial Accounting: Only eligible if required by Environment and Climate Change Canada. This would be determined during negotiation of the Contribution Agreement, should the project proposal be successful.

Further Disbursement of Environment and Climate Change Canada Funding to Final Recipients: To be used when funds will be further disbursed to an eligible ultimate recipient (via a contribution agreement and not a contract).

Land Acquisition, Leases, Easement, Covenants, Servitudes: Costs associated with purchasing or acquiring an interest in land required to carry out the project.

Specific cost items may include:

- Human resource costs, including salaries and benefits;
- Management and professional service costs, such as accounting, monitoring, communications, official languages translation, audit and legal charges;
- Travel including field costs in accordance with the Treasury Board Secretariat's Directive on Travel, Hospitality, Conference, and Event Expenditures;
- Material and supplies costs;
- Printing, production, and distribution costs;
- Equipment and capital assets purchase or rental (note that capital asset purchase is an eligible expenditure ONLY for not-for-profit recipients; this is an ineligible cost in the case of for-profit recipients; proposed capital asset purchases will require justification and demonstration of sound procurement processes);
- Lease of office space;
- Vehicle rental and operation costs;
- Contractors required to perform activities related to the project;
- Cost associated with eligible land securement initiatives and projects such as land costs, legal charges, appraisals, surveys, baseline documentation, land transfer tax;
- A reasonable share (10% or less) of overhead and/or administrative costs which are directly attributable to the carrying out of the project;
- Any GST/HST that is not reimbursable by Canada Revenue Agency and any PST not reimbursable by the provinces; and
- Costs, other than those herein allowed, are ineligible unless specifically approved in writing by the Minister.

Eligible project costs incurred prior to the signing of the funding agreement can be reimbursed if they were incurred on or after the date when the recipient was informed officially in writing by the Minister of the Environment or his/her representatives that the project may, subject to the signing of the funding agreement, be eligible for funding. Eligible costs outlined above can be reimbursed to the recipient only if

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incurred within the fiscal year covered by the funding agreement, and only following the signing of the funding agreement in respect of the project.

V. Ineligible project costs

Ineligible costs include the following:

- Costs incurred for cancelled projects;
- Costs for capitalizing endowment or other long-term financial mechanisms;
- Costs associated with operating expenses and regularly scheduled maintenance work provincial sales tax and GST/HST, for which the ultimate recipient is eligible for a rebate, and any other costs eligible for rebates (ultimate recipients do not apply directly to the Challenge component, but receive their funding from recipients who have been awarded funding from the Challenge component);
- All costs incurred prior to the signing of a funding agreement between the recipient(s) and ECCC are ineligible for funding under the Canada Nature Fund Target 1 Challenge.
 - This includes any costs related to a contract signed prior to the funding agreement.

VI. Match funding requirements

For eligibility under the Canada Nature Fund Target 1 Challenge component, projects must secure match funding. Projects without match funding are not eligible. Proposals must include matching funding of:

- at least 0.2:1 for Indigenous recipients from non-federal sources (\$0.20 confirmed match for each \$1 of federal funding)
- at least 1:1 for other recipients from non-federal sources (\$1 confirmed match for each \$1 of federal funding)
- match may include in-kind sources such as donations of land

VII. Stacking limits

The maximum level (stacking limit) of total Canadian government assistance (federal, provincial, territorial and municipal assistance for the same eligible expenditures for the Canada Nature Fund cannot exceed 100% of the total eligible expenditures of a project.

Over the life of the project, no more than 50% of the total eligible expenditures can come from the federal government with the exception of Indigenous recipients where no more than 80% of the total eligible expenditures can come from the federal government.

Prospective recipients will be required to declare any and all prospective sources of funding for the project, including federal, provincial, territorial, municipal and other sources of funding. ECCC staff will ensure that ECCC's funding to a project is the minimum level required. The potential recipients will also be encouraged to secure a portion of the total required funding from sources other than the federal government.

In the event that total Canadian government funding received by a recipient with respect to an eligible activity exceeds the amounts of such assistance declared, the Department shall ensure that it has the right to: reduce its contribution by the amount of any additional assistance that is to be received; require

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repayment of an amount equal to the amount of such assistance if the Department's contribution has already been paid; or, alter the nature of its commitment to the recipient.

Annex 5: Target 1 Challenge component Priorities and Evaluation Criteria

Canada Nature Fund Priorities

The Canada Nature Fund Target 1 Challenge component will be monitored to report on progress toward Canada Nature Fund objectives using the following indicators:

- Number of hectares of land protected and conserved that are recognized as contributing additionally to Canada's biodiversity targets;
- Number of new IPCAs established that are recognized as contributing to Canada's biodiversity targets;
- Number of new Protected and Conserved Areas established and managed by provinces and territories as well as by a broader group of stakeholders that includes local governments, land trusts, non-profit organizations, landowners, and industry, where the areas are recognized as contributing to Canada's biodiversity targets;
- Number of species at risk for which habitat has been protected;
- Numbers of visitors to Protected and Conserved Areas through collaboration with other organizations; and
- Amount of matching contributions (cash and in-kind).

The strongest proposals submitted to the Target 1 Challenge component will be those that offer clear and significant contributions with respect to these indicators.

Challenge component Criteria

Proposals to the Target 1 Challenge component will be evaluated based on the following criteria:

Evaluation against priorities broken down as:

1. Extent to which the project contributes towards achieving Pathway to Canada Target 1
 - a. Size (number of hectares newly protected or conserved in contribution to achieving Target 1)
 - b. Does the area buffer, extend or connect to an established protected and conserved area?
 - c. Is the area within a designated important area such as an Important Bird Area (IBA), Ramsar Wetlands Site, Biosphere Reserve or designated important habitat as part of an established or ongoing land use plan such as Niagara Escarpment Plan, Indigenous-led land use planning initiatives, etc.?
 - d. Timing: Will the protected and conserved area be established in 2019, 2020, 2021, 2022, 2023? Priority for those established in 2019 and 2020.
2. Contributes to Indigenous reconciliation and capacity building
 - a. Indigenous leadership with some form of co-management, cooperative management or Indigenous support

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3. Contributes to priority co-benefits
 - a. Provision of ecosystem services
 - i. Does the proposal describe benefits to water quality, flood control, drought resistances?
 - b. Recovery of species at risk
 - i. Number of species at risk residing in the protected and conserved area
 - ii. Does the area contain a high proportion of a species population or important habitat for critical life-history stage?
 - c. Climate change adaptation and mitigation
 - i. Does the proposal describe carbon benefits of projects?

Technical Evaluation, including the following considerations:

- Operating plan demonstrating how the priorities will be addressed
- Letters from interested parties acknowledging that they are aware of the proposal and/or that they support the proposal
- Clear demonstration of support from partners, for example through the submission of letters from funders who will be actively considering support for the proposal, or have committed supported for the proposal
- Ability to deliver project as planned
- Feasible and suitable approach to achieving goals
- Clear demonstration of matching funds
- Quantifiable performance measures
- Clear, logical and concise presentation

Financial Considerations

- Matching of resources: **proposals must include match funding** of at least 0.2:1 for Indigenous recipients from non-federal sources (\$0.20 confirmed match for each \$1 of federal funding) and at least 1:1 for other recipients from non-federal sources (\$1 confirmed match for each \$1 of federal funding).
 - Match may include in-kind sources such as donations of land, volunteer time.
- Value-for-money benchmarking: all proposals will be assessed in terms of cost effectiveness relative to similar projects and other proposals as well as resourcing available in the Fund.