

#### COMMUNITY WORKS FUND GRANT

Department	Finance	Policy No.	0340-68
Section	Grants	Date Approved by Board	December 17, 2021
Repeals	RBAC Funding Policies	Board Resolution #	RD/21/12/08 (17)

Amended	April 10, 2025	Board Resolution #	RD/25/04/27
Amended	November 6, 2025	Board Resolution #	RD/25/11/13
Amended		Board Resolution #	

Repealed		Board Resolution #	
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#### 1. Purpose

- 1.1 The policy establishes guidelines for the Rural Budgets Administration Committee (RBAC) on how to invest their annual allocations from the Community Works Fund (CWF), formerly known as Gas Tax Fund. Ensuring that all funding decisions comply with eligibility criteria and terms set out in the Community Works Fund Agreement ("Agreement").
- 1.2 The policy is intended to assist eligible assets not owned by the PRRD to achieve national objectives, including productivity and economic growth, a clean environment, strong communities, and capacity building, that directly serve or benefit rural communities within the Peace River Regional District (PRRD).

## 2. Scope

2.1 This Policy applies to all staff, the Regional Board, RBAC, and all external organizations eligible for consideration of funding via grants from the Community Works Fund.

#### 3. Definitions

- 3.1 *Annual Allocation:* refers to the annual amount PRRD receives in two installments each year.
- 3.2 Canada Community-Building Fund (CCBF): refers to predictable, long-term and stable funding to local governments in British Columbia for investment in infrastructure and capacity building projects that support local priorities.
- 3.3 Communications Activities: may include, but are not limited to, public or media events, news releases, reports, digital and social media products, project signs, digital signs, publications, success stories and vignettes, photo compilations, videos, and advertising campaigns.



- 3.4 Community Works Fund (CWF): refers to the fund provided from the Canada Community-Building Fund to be dispersed to local governments based on a percentage of the per capita allocation for local spending priorities in accordance with the terms and conditions set out in the Agreement.
- 3.5 *Fixed Equipment:* refers to any piece of property which, when installed in a facility for continuing use in connection with the facility, is considered a permanent part of the facility and cannot be reasonably removed without affecting the structural integrity of the facility, including its utility or ventilation systems.
- 3.6 *Grant Contribution:* refers to non-repayable funds disbursed or given by one party, often a government or other organization, to a recipient for a particular purpose.
- 3.7 *Infrastructure:* refers to municipal or regional, publicly or privately owned tangible capital assets primarily for public use and benefit.
- 3.8 *Not-for-Profit Society:* refers to an organization which is not driven by profit, who is registered and in good standing with the Societies Act of BC.
- 3.9 *Public Use and Benefit:* refers to accessibility to the public and not limited to private membership or confers a tangible benefit on a sufficiently large segment of the public or community.
- 3.10 Rural Budgets Administration Committee: refers to a Standing Committee of the Regional Board comprised of the Electoral Director from each Electoral Area in the Peace River Regional District who has the authority, delegated to them by the Regional Board as per 'Rural Budgets Administration Bylaw No. 1166, 1998', to administer the rural budgets identified in Bylaw 1166 and approved in the current PRRD Five Year Financial Plan Bylaw.

#### 4. Policy

- 4.1 All CWF Funds must be used in accordance with the criteria contained in the Agreement and any subsequent changes or updates thereto.
- 4.2 RBAC is responsible for the investment of Community Works Fund (CWF) funds on projects that support capital and capacity building infrastructure for public use and benefit. Priority investments are placed on PRRD owned assets identified for renewal, enhancement or construction through a long-term infrastructure or asset management plan.
- 4.3 RBAC shall review and evaluate all projects that meet the eligibility criteria of this policy and recommend selected projects to the Regional Board for approval. Board resolution must confirm that the project meets the following four criteria:



- a) The project is considered a regional or municipal priority within a long-term capital investment plan;
- b) A 3rd party project is not prioritized over a local government owned priority project;
- c) The project is supported by asset management planning;
- d) Project meets minimum outcomes reporting threshold of \$25,000 of CWF investment.

#### 4.4 Third Party Project Eligibility:

- a) Eligible projects must not have commenced prior to the date of application submission. Project deemed started if a tender has been awarded or work has been commenced. Projects that have not started yet, including phases of multi-stage or projects, may apply for funding. Prior year operations or capital deficits are not eligible for consideration.
- b) A minimal funding request of \$10,000 is required per application.
- c) Projects must demonstrate public use and public benefit resulting in a tangible capital asset that is publicly accessible (not restricted to private membership or exclusive use).
- d) Projects must be supported by asset management planning, as confirmed by the applicant's completion of the Asset Management Attestation included in the application form.
- e) Eligible and ineligible project categories are outlined in Appendix A and Appendix B of this policy, respectively.

## 4.5 Application Criteria:

- a) Applicants must be:
  - A Not-for-profit organization, registered and in good standing with the BC Societies Act of BC who operate in one or more of the Electoral Areas; or operate in a Municipality but provide benefit to one of more of the Electoral Areas;
  - ii. Local Government, First Nations Government, Band or Council; or
  - iii. A School District of a rural school parent advisory council (PAC) that is legitimized by the School Act.
- b) Applications are accepted on a continuous intake throughout the year from January 1<sup>st</sup> to December 31<sup>st</sup>, either by email to <a href="mailto:prrd.bc.ca">prrd.bc.ca</a> or drop off in person.
- c) Applications are considered incomplete and will not be processed until all required items are provided, including but not limited to:
  - i. Grant Application Form
  - ii. Year-end financial statements, including an income statement and balance sheet.
  - iii. Detailed information of the project highlighting the scope, expected deliverables, itemized breakdown of the budget, and a timeline, including all anticipated project revenues and expenses, and a breakdown of how grant funds will be used.



- iv. Provide two or more quotes for external goods and/or services to support the accuracy of the budgeted costs.
- d) Failure to provide adequate documentation during the application process and/or comply with the eligibility requirements will jeopardize funding applications.

#### **4.6 Adjudication Process**

- a) The Rural Budgets Administration Committee and the Regional Board have the discretion to accept, reject, or amend any application.
- b) Applicants will be notified in writing of the RBAC or Board's decision within a timely manner after the decision is made.

## **4.7 Funding Conditions and Terms**

- a) When a project is approved for funding, an agreement must be signed between the recipient and the PRRD establishing the commitment of both parties.
- b) Grant funds may only be used for eligible projects and expenses as approved in the original application.
- c) Funding amendments are not permitted.
- d) CWF funded projects must be spent within two (2) years from the Board approval date. One year extension to the two (2) year term may be considered upon request with a submission in writing to RBAC prior to expiry, providing rationale for the delay. Any funds not claimed by the recipient within two (2) years of ratification will be returned for redistribution.
- e) If, at any time within five (5) years from the date of project completion, the recipient sells, leases, encumbers, or otherwise disposes of any asset funded by CWF, they must repay any revenue generated from that disposal.
- f) Failure to abide by the set agreement may result in cancellation of future funding commitments or rejections/disqualification of future grant applications.

#### 4.8 Post Approval requirements:

- a) Building Permits and Regulatory Approvals Following PRRD approval, recipients must obtain and submit copies of all applicable permits and approvals (e.g., building, plumbing, electrical, gas, health, fire, and zoning) prior to commencing construction or renovations, regardless of whether the facility is located within a mandatory building inspection area.
- b) Proof of Insurance Recipients must submit proof of insurance coverage for the funded asset annually for five (5) years following project completion. The policy must demonstrate sufficient coverage to fully replace the asset.
- c) Recognition of Contribution Recipients are required to acknowledge the PRRD's financial contribution as part of their communications and recognition materials. Refer to Section 5.1: Communications Protocol for detailed requirements, including signage, media activities, digital acknowledgments, and approval processes.



#### 4.9 Disbursement of Funds:

- a) Grant contributions are payable on a reimbursement basis. To receive reimbursement, recipients must submit a completed Claim Form along with all required supporting documentation, which must include:
  - i. A photo of the project (in progress or completed)
  - ii. Financial statements showing expenses being claimed
  - iii. Receipt and invoices for eligible expenses
- b) Claims for project expenses occurring prior to the funding agreement signed by both parties as indicated in 4.7(a) may be rejected.
- c) A portion of the grant funding may be held back and will only be released once the recipient has submitted all required Post-Approval Requirements (as outlined in Section 4.8), including the completed Claim Form and supporting documentation.

#### 5. Reporting Requirements:

- a) Submission of an Annual Progress report in a format prescribed by PRRD for each year in which the project is being funded.
- b) Submission of a Final report in a format prescribed by PRRD including the outcomes and deliverables of the project within thirty (30) days following project completion, including pictures and video when available.
- c) A copy of unaudited financial statements including balance sheet and income statement for the year(s) the funds were dispersed to finance the project.
- d) Recipients may be required to provide audited financial statements at the request of the Union of British Columbia Municipalities (UBCM) as verification that funding is used appropriately and in accordance with program requirements. UBCM reserves the right to perform audits of any grant recipient.
- e) Recipients must comply with any additional asset management or housing-related reporting obligations as outlined in the Agreement. A full asset management plan may be requested by UBCM.
- f) Failure to submit timely and accurate reports or to comply with audit requirements may result in a suspension or cancellation of future years of funding and/or requirement to repay funds.

#### **5.1 Communications Protocol**

- a) Grant recipients are required to recognize the PRRD and CCBF through communication activity related to the funded project. This includes printed and electronic documents, digital materials, and public events. Recipients must refer to the Acknowledging the PRRD and Brand Standards Guide for proper acknowledgement and logo usage. All print and digital materials featuring the PRRD logo must be submitted for approval to <a href="mailto:communications@prrd.bc.ca">communications@prrd.bc.ca</a> and <a href="mailto:grants@prrd.bc.ca">grants@prrd.bc.ca</a>.
- b) Projects over \$100,00 should be accompanied by project signage. The PRRD will purchase and supply grant recipients with signage as specified by CWF. Installation and removal of the signage along with costs associated are the grant recipient's responsibility. Signage shall be installed 30 days prior to the project start date and shall remain in place 30 days



after the project's completion. Submit a photograph of the installed to PRRD via email to <a href="mailto:prrd.bc.ca">prrd.bc.ca</a>.

- c) Projects over \$400,000 should undertake at least one formal communication activity highlighting the use of funds each year.
- d) Key milestones events and announcements (such as groundbreaking ceremonies and grand openings) may also be marked by media events and announcements, news releases, or through other communications activities. The requester must provide a minimum of 30 days' notice to PRRD prior to the event.
- e) Where social media content is used to recognize projects, recipients shall @mention the relevant Infrastructure Canada official social media account.
- f) Where a website or webpage is used as a tool to promote or communicate progress on an eligible project, it must recognize federal funding through the use of a digital sign or through the use of the Canada wordmark and the following wording, "This project is funded in part by the Government of Canada" or "This project is funded by the Government of Canada", applicable.

#### 5.2 Insurance

The recipient shall ensure sufficient insurance to replace the asset being funded through this agreement (the asset) for at least five (5) years after project completion. If at any time within five (5) years from the date of project completion the asset is involved in an insurance claim, the recipient will inform the PRRD of said claim within 30 days. If funds received through said claim are used to replace an asset or repair the asset, the recipient will provide the PRRD with a written report including photos of the asset post-claim. If funds received through said claim are not used to replace or repair the asset, the recipient will repay the PRRD the value of the original contribution of CCBF funding, up to but not exceeding 100% of value of the insurance claim. The recipient agrees to notify the PRRD in writing as soon as practicable of any transaction triggering the above-mentioned repayment.

#### **5.3 Responsibilities:**

## a) Finance Shall:

- Process applications for completeness and verify required supporting documentation in accordance with the criteria outlined in the Agreement and this policy.
- ii. Present all eligible projects to RBAC and the Regional Board for consideration.
- iii. Complete annual reporting to UBCM by June 1<sup>st</sup>, including output and outcome metrics related to funded projects.
- iv. Review internal projects against eligibility criteria of the Agreement and requests will be presented as a staff report to RBAC.

## b) RBAC Shall:

i. On an annual basis, determine the annual budget amount for each Electoral Area to be included in the PRRD Financial Plan. This budgeted amount shall be submitted to the Regional Board for approval.



- ii. Identify funding priorities and approve funding allocation recommendations to the Regional Board.
- iii. Facilitate the administration of the CWF Grant program in accordance with the Canada Community Building Fund and all related agreements, ensuring investments support eligible capital and capacity building projects within the PRRD.
- iv. Manage the Community Works Fund budget as approved by the Regional Board, including the allocation and disbursement of grant funding for eligible infrastructure projects, and ensure transparent reporting in accordance with federal and UBCM requirements.
- v. Assess applications for CWF grants by reviewing project eligibility and compliance with policy and agreement terms and make recommendations for approval or denial to the Regional Board.

## c) Regional Board Shall:

- i. Approve funding allocations as recommended by RBAC.
- ii. Prioritize the PRRD's internal infrastructure needs during the annual budget process, considering funding for third-party projects only after these priorities have been addressed.
- iii. At its sole discretion, evaluate and allocate CWF funds during the annual budget process.
- iv. Adopt the Community Works Fund Grant Policy and amendments as required.
- v. Ensure that annual allocations are fully expended on eligible projects within five years. Exceptions shall be considered by UBCM on a case-by-case basis and must be supported by a long-term capital and/or asset management plan.

Affiliated	
Procedure	



# **Appendix A - Examples of Eligible CWF Projects**

The table below provides a summarized overview of the categories of eligible investments:

Productivity and Economic Growth			
Local Roads and Bridges	Public Transit		
Active Transportation	Short-sea Shipping		
Regional and Local Airports	Short-line Rail		
Broadband Connectivity			
Clean Env	rironment		
Drinking Water Wastewater Solid Waste	Community Energy System Brownfield Redevelopment		
Strong Cities an	d Communities		
Sport Infrastructure	Fire Halls & Fire Trucks		
Recreational Infrastructure	Tourism Infrastructure		
Cultural Infrastructure	Resilience		
Capacity	Capacity Building		
Asset Management			
	nfrastructure		
Integrated Community	Sustainability Planning		
Housing Needs Report			

The table below offers a detailed description of each eligible category, including examples and exclusions:

Category	Description	Examples	Exclusions
Local Roads, Bridges and Active Transportation	New construction, upgrading, repurposing, life extension or safety- related improvements on local roads and bridges.	New construction and rehabilitation of local roads, bridges, cycling lanes, sidewalks multi-use paths.  Intelligent Transportation systems.	Rolling stock purchases.
	Planning activities are also eligible.	Additional capacity for high occupancy transit lanes, grade separations, interchange structures, tunnels, intersections and roundabouts.	



Drinking Water	New construction, upgrading, repurposing or life extension of infrastructure that supports drinking water conservation, collection, treatment and distribution systems.  Planning activities are also eligible.	Drinking water treatment infrastructure.  Drinking water distribution system (including metering).	Generators or other equipment that are not fixed assets.
Wastewater & Stormwater	New construction, upgrading, repurposing or life extension of infrastructure that supports wastewater and stormwater collection, treatment, and management systems.  Planning activities are also eligible.	Wastewater collection systems and or wastewater treatment facilities or systems.  Separation of combined sewers and or combined sewer overflow control, including realtime control and system optimization.  Separate storm water collection systems and or storm water treatment facilities or systems.  Wastewater sludge treatment and management systems.  Construction or restoration of naturalized water retention or detention systems (naturalized stormwater ponds, wetlands, and coastal restoration).  Construction of stormwater management ponds.	Generators or other equipment that are not fixed assets.  Lagoon sludge removal.  The acquisition of equipment and monitoring measures are ineligible as standalone items. They can be eligible if part of a large project.



Solid Waste	New construction, upgrading, repurposing, or life extension of infrastructure that supports solid waste management systems. This also includes rolling stock and collection bins where required to support collection or processing of waste.  Planning activities are also eligible.	Solid waste diversion projects including recycling, composting and anaerobic digestion facilities that are clearly linked to a solid waste management plan or sustainability plan.  Solid waste disposal projects including thermal processes, gasification, and landfill gas recovery.  Solid waste disposal strategies that reduce resource use that are clearly linked to a solid waste management plan or sustainability plan.	Individual residential work.
Public Transit	New construction, upgrading, repurposing or life extension of infrastructure that supports a shared passenger transport system that is available for public use, including the purchase of rolling stock.  Planning activities are also	Transit infrastructure such as rail and bus rapid transit systems, and related facilities.  Buses, rail cars, ferries, Paratransit vehicles, and other rolling stock and associated infrastructure.  Intelligent Transport Systems such as fare collection, fleet management, transit priority signalling, and real time traveler information system at stations and stops.	Licensing fees for software supporting traffic management systems or ITS.
	eligible.	Related capital infrastructure including bus lanes, streetcar and trolley infrastructure, storage and maintenance facilities, security enhancement, and transit passenger terminals.	



Fire Halls and Fire Trucks	New construction, upgrading, repurposing, or life extension of fire halls. The purchase of fire tucks as a stand-alone project is eligible.  Planning activities are also eligible.	New fire hall (building) for housing fire- fighting apparatus and staff (may include attached dorms, basic training facilities and administration areas).  Retro-fit and modernization of existing firehalls and attached building space.  Acquisition of a fire-truck as a capital asset as a stand-alone project.	Unfixed assets such as personal protective equipment and communication devices.
Community Energy Systems	New construction, upgrading, repurposing or life extension of infrastructure that generates energy or increases energy efficiency. Planning activities are also eligible.	Renewable electricity generators.  Electric vehicle infrastructure/fleet vehicle  Conversion.  Hydrogen infrastructure (generation, distribution, storage).  Wind/solar/thermal/geothermal energy systems.  Alternative energy systems that serve local government infrastructure.  Retrofit of local government buildings and infrastructure not captured in any other eligible category.	Individual residential work. Rebate programs for individual citizens or local businesses.
Sport Infrastructure	New construction, upgrading, repurposing, or life extension of amateur sport facilities.  Planning activities are also eligible.	Sport infrastructure for community public use.  Sport infrastructure in support of major amateur athletic events.	Facilities that are home to professional sports teams and ineligible for funding.



Recreation Infrastructure	New construction, upgrading, repurposing or life extension of recreational facilities or networks.  Planning activities are also eligible.	Large facilities or complexes which support physical activity such as arenas, gymnasiums, swimming pools, sports fields, tennis, basketball, volleyball or other sport specific courts, or other facilities that have sport and/or physical activity as a primary rationale.  Networks of parks, fitness trails and bike paths and hiking trails, not primarily used to supplement road use.	Private facilities and religious sites.
Cultural Infrastructure	New construction, upgrading, repurposing, or life extension of infrastructure that supports the arts and/or heritage culture.  Planning activities are also eligible.  Restoring or preserving designated heritage sites that are recognized by: UNESCO; The Canadian government, as per the national federal register of historic places; or A provincial, territorial or local government.	Museums.  The preservation of designated heritage sites.  Local government owned libraries and archives.  Facilities for the creation, production, and presentation of the arts.  Infrastructure in support of the creation of a cultural precinct within an urban core.  Community centers that offer programming to the community at large, including all segments of the population, including Friendship Centers.	Private facilities and religious sites. Public art installations.



Tourism Infrastructure	New construction, upgrading, repurposing, or life extension of infrastructure that attracts travelers for recreation, leisure, business or other purposes.  Planning activities are also eligible.	Convention centers.  Exhibition hall-type facilities.  Visitor centres.	Private facilities and religious sites.  Public art installations.
Regional & Local Airports	New construction, upgrading, repurposing, life extension or safety- related improvements to aeronautical and/or non- aeronautical infrastructure at regional, local, or remote airports.  Planning activities are also eligible.	Resurfacing runways, taxiways, aprons, parking lot and ramps; Installing navigational aids and runway lighting;  Designing, constructing and/or rehabilitating an aircraft hangar or shed.  Replacing or upgrading airport drainage work.  Infrastructure associated with floatplane or seaplane docks.	Airports included in the National Airports System, as per National Airports Policy, 1994.  Airports owned by Transport Canada.  Any investments that are eligible under Transport Canada Transportation Corridors Initiative (TTCI).
Brownfield Redevelopment	Remediation or decontamination and redevelopment of a brownfield site within municipal boundaries, where the redevelopment includes:  The construction of public infrastructure as identified in the context of any category under the CCBF;	Installing geotextiles or other barriers to obstruct the migration of contaminants before building a new recreation facility.  Installation of a monitoring system.  Pumping and treating contaminated groundwater prior to the construction of a new park.	Ongoing monitoring costs.



	The construction of publicly-owned social housing with funding from other funds; or The construction of a public park for municipal use.  Planning activities are also eligible.	Design and construction of a long-term monitoring system for a remediated brownfield site.  Relandscaping/restoration of natural landscape or wetlands.	
Resilience (formerly Disaster Mitigation)	New construction, modification, reinforcement or relocation of public infrastructure.  Planning activities are also eligible.	Construction, modification or reinforcement of structures that protect from, prevent or mitigate potential physical damage resulting from extreme natural events, and impacts or events related to climate change.  Modification, reinforcement or relocation of existing public infrastructure to mitigate the effects of and/or improve resiliency to extreme national events and impacts or events related to climate change.	Medical or educational facilities.  The relocation of communities.
Broadband Connectivity	New construction, upgrading, repurposing, or life extension of infrastructure that provides internet access to residents, businesses, and/or institutions in Canadian communities.	Technologies such as fiber optics, wireless, cable, DSL and satellite.  Laying fibre optic cable to bring broadband Internet access to a community.  Installing servers, towers, repeaters, and other elements of an Internet backbone.	Investments on private property (e.g., connecting dwellings to fibre optic cable).



	Planning activities are also eligible.	Installing receivers, dishes, and other assets to expand satellite capacity for community use.  Laying fibre optic cable to enable households, businesses, and institutions to connect to an Internet backbone.	
	New construction, upgrading, repurposing, or life extension of the following capitalized and fixed port infrastructure	Upgrading a dock's laydown areas to improve safety and reduce delays of sealift unloading.	
Short-sea Shipping	built on or adjacent to port lands that increases short sea shipping capacity.  Planning activities are also eligible.	Improving safe access for barge offloading which will reduce delays and resupply costs.  Planning design and construction of new barge landing sites.	The purchase of vessels.
	New construction, upgrading, repurposing or life extension of rail infrastructure that services	Designing and constructing a cargo loading and unloading facility.	Class I Railways and their
Short-line Rail	freight.  Planning activities are also eligible.	Building or renovating a passenger station or terminal.  Installing tracks and switches.	subsidiaries are not eligible recipients.



Projects that strengthen the ability of municipalities to develop long-term infrastructure management and planning practices.

Studies, strategies, and systems related to asset management;
Training directly related to asset management planning including the development of training material to support this training;

**Capacity** 

**Building** 

Asset management plans; Capital investment plans; Integrated community sustainability plans; and, Long-term infrastructure plans (e.g., Transportation Master Plans).

**Housing Needs Reports** 

Current State of Assets
Assessment
Asset Management Policy
Asset Management Strategy
Asset Management Plan
Long-Term Financial Plan
Asset Management Practices
Implementation Plan
Asset Management Plan Annual
Report

Report
Integrated community
sustainability plans
Regional growth strategies
Community development plans
Community plans
Transportation plans
Infrastructure development

plans
Liquid waste management plans
Solid waste management plans
Long-term cross-modal
transportation plans
Water conservation/demand
management plans
Drought management

contingency plans
Air quality plans
GHG reduction plans
Energy conservation plans
Housing Needs Reports

Ongoing operating costs.



## **Appendix B - Examples of ineligible CWF Projects**

## The following project examples are ineligible uses of Community Works funding:

- a) Ineligible Infrastructure/Services
  - i. Education/Daycare/Childcare Centres
  - ii. Social Housing/Social Services Except in Brownfield Remediation
  - iii. City Halls, public works buildings and other administrative buildings
  - iv. Senior care facilities and housing
  - v. Health Infrastructure (hospitals, convalescent and senior centres) are not eligible.
- b) Ineligible Investments
  - i. Small equipment purchases
  - ii. Art and Exhibit Manufacturing
  - iii. Non-fixed assets
- c) Ineligible Costs
  - i. Leasing costs
  - ii. Overhead costs, including salaries and other employment benefits of any employees of the Ultimate Recipient
  - iii. Direct or indirect operating or administrative costs
  - iv. Costs related to planning, engineering, architecture, supervision, management, and other activities normally carried out by staff
  - v. Purchase of land or any interest therein, and related costs
  - vi. Legal Fees
  - vii. Routine repair and maintenance costs
- d) Own-force Labour Employee and equipment costs are generally not eligible. However, local governments can seek approval for incremental own force labour if:
  - i. The ultimate recipient demonstrates that it is not economically feasible to tender a contract;
  - ii. The employee or equipment is directly engaged in the work under the parameters of a contract, and;
  - iii. The arrangement has received prior approval in writing by UBCM.

If the use of own force employee or equipment costs is being considered, please contact the CWF Program Officer or Administrator for approval prior to proceeding.