



Climate Changes and Emissions Management
(CCEMC) Corporation

**2011 Call for Proposals:
Small and Medium Enterprises (SMEs)**

**Full Project Proposal Guidelines
December 13, 2011**

Online Submission: www.ccemcadmin.ca

Deadline for submission: February 29, 2012– 4:30 pm MST

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Contents

GENERAL INSTRUCTIONS 3

Section 1: The Climate Change and Emissions Management (CCEMC) Corporation 4

Section 2: Project Overview 10

Part A: Online Information..... 10

Part B: ProGrid[®] Application & Evaluation 15

Appendix A: List of Required Documents for CCEMC Financial Risk Assessment 23

2011 Call for Proposals: Full Project Proposal (FPP)

IMPORTANT: Read ALL the following information, the instructions, and the ProGrid criteria descriptions BEFORE completing the online application. You will be required to confirm that you have read the terms, conditions and information in Section 1 before you can proceed to subsequent sections.

GENERAL INSTRUCTIONS

To ensure the consistent evaluation of proposals, the required information must be presented in the prescribed format. The application consists of two parts:

1. Online data entry, in which you will enter:
 - a) a summary of your project, including expected GHG reductions; and
 - b) an overview of the budget for your project
2. A ProGrid application and self-assessment, which you will fill out off-line and upload to your online application as a PDF document. The ProGrid form will be provided to you as a Word document.

Your completed and uploaded PDF document **must adhere** to the following requirements:

- a) it must be no longer than 15 pages;
- b) page size must be standard letter size (8-1/2 x 11);
- c) you must use Times-Roman 12 point font.

Failure to adhere to the submission requirements will be detrimental to the evaluation of your proposal. Note that no additional documents will be accepted.

You will use the Project ID number previously assigned to your Expression of Interest.

Section 1: The Climate Change and Emissions Management (CCEMC) Corporation

The Climate Change and Emissions Management Fund (the “Fund”) was established under the Climate Change and Emissions Management Act (the “Act”). Persons responsible for facilities regulated under the Act must report annually on their compliance with the Act and with the supporting Specified Gas Emitters Regulation.

There are three options for addressing a regulated facility’s compliance requirements:

1. A reduction in the release of greenhouse gases;
2. The application of emissions offsets in the Alberta-based offset system; or
3. Payment of specified amounts to the Fund.

The CCEMC has been delegated with the powers, duties and functions of the Alberta Minister of Environment and Water with respect to the Fund pursuant to the Climate Change and Emissions Management Fund Administration Regulation. The CCEMC is granted monies to be used for the purposes of the Fund set forth in the Act.

Mission

The CCEMC is an independent, arm’s-length, not-for-profit organization whose mission is to achieve actual and sustainable reductions in greenhouse gas (“GHG”) emissions, and facilitate climate change adaptation, by stimulating transformative change through investments in climate change knowledge, technology development, and operational deployment.

CCEMC Project Monitoring

Projects (“Projects”) selected under the FPP process will be required to report on their performance in relation to the CCEMC’s overall goals, as well as on Project-specific indicators established as a part of individual Projects’ contribution agreement (“Contribution Agreement”) with the CCEMC.

Strategic Investment Areas – 2011 Call for Proposals

This Call for Proposals is intended for innovative projects developed by SMEs which have a strong potential to make a significant contribution to CCEMC’s overall objective, namely the reduction of GHG emissions in Alberta. Proposals may be for projects in any of the CCEMC’s strategic investment areas (SIAs), which are:

CONSERVATION AND EFFICIENCY

Energy Efficiency – This opportunity is focused on industrial energy efficiency and improvements that can be made to existing manufacturing processes. This SIA includes on-site generation, district heating, waste heat utilization, retrofits and waste heat for power generation as well as the transmission and distribution of generated power.

Energy Conservation – This SIA is focused on reducing the amount of energy currently being consumed. Good examples of conservation initiatives include new or retrofitted

buildings and community design, alternative low energy demand lighting, power storage (on site and battery) and less demanding transportation systems.

CARBON CAPTURE AND STORAGE

Geological Carbon Capture and Storage – This focuses on capturing CO₂ where it is produced, then transporting and storing it in deep geological formations. CCS technologies offer the greatest potential to substantially reduce greenhouse gases and include processes such as separation, compression, transportation, geologic storage, measurement monitoring and verification, enhanced oil/gas recovery and enhanced coal-bed methane.

Biological Management – This centers on the use of biological systems or resources for the sequestration of greenhouse gases or for the production of energy from natural or waste materials. Examples of this include measurement of natural removal of carbon, charcoal sequestration, biochar, fermentation, digestion, photosynthesis, forest management practices, agricultural management and changes to land use and land use practices.

GREENING ENERGY PRODUCTION

Renewable Energy – this applies to energy derived from feedstock that is renewable and sourced from natural or waste materials. Examples of renewable energy opportunities include conversion of biomass and waste to energy, bio-fuels, geothermal, mini-hydro, solar and wind.

Cleaner Energy Production – This focuses on transforming the way we currently produce energy from more traditional energy sources like coal, oil, gas and oilsands. It includes such things as recovery of conventional and unconventional gas, upgrading and refining, chemical processing, transportation, coal processing, and underground coal gasification.

Terms of Funding

A) REQUIRED FUNDING TERMS

Projects must meet the following funding criteria:

1. **Maximum Contribution:** The maximum contribution the CCEMC will make to any one project is \$500,000 over the life of the project. For purposes of this Call for Proposals, projects must be no more than **five** years in duration.
2. **Cost-sharing:** CCEMC will support up to 50% of the project's funding. The remainder of the project's funding may be derived from any other sources, including government programs and agencies (federal or provincial). For guidance on eligible

expenses and cost please refer to the [cost guide and instructions](#) found at www.ccemc.ca.

3. **Project financing:** The CCEMC will finance approved projects based on satisfactory completion of milestones, tasks, and related deliverables on a cost-recovery basis. The CCEMC will normally hold back 20% of its contribution to the project, to be paid upon satisfactory completion of the project and submission of all reports. All financing schedules and budgets should reflect the holdback provision.

B) OTHER FUNDING TERMS:

The project must be consistent with CCEMC [Cost Guidelines](#). If the project is eligible for offset credits, the value of the credits cannot be used for matching purposes or for financing the project.

C) PROJECT INITIATION:

CCEMC's contributions to the project will begin only after the project and project funding have been formally approved by the CCEMC Board and a contribution agreement between the proponent and the CCEMC has been fully executed. CCEMC will not reimburse the project or the proponent for funds expended until the agreement is signed.

Financial Information and Financial Risk Assessment

The CCEMC will perform a financial risk assessment on all proponents submitting a full proposal. Financial assessments will also be performed on all project partners (except government agencies) shown as making a significant contribution to the project.

Financial information requested in [Appendix A](#): must be submitted for this assessment. **DO NOT enter this information into the online system, instead send it separately to CCEMC's Financial Services Provider (Heather Stephens) at heathers@ccemc.ca.** Should any of the required information not be available by the FPP deadline please inform your project advisor.

Full Project Proposal Process

SUBMISSION: Proposals are by invitation only; the CCEMC does not accept full proposals from those not invited to submit one following the expression of interest stage.

PROJECT ADVISOR: A CCEMC Project Advisor is assigned to each proposal in order to provide a point of contact between the CCEMC and the proponent. You will be notified of this person's name and contact information. The project advisor's role is to assist you in during the

preparation and evaluation process. He or she can provide advice on the development and presentation of the full proposal, as well as any other assistance you may require.

SCHEDULE: Full project proposals must be submitted via the online system, no later than 4:30 PM MST on **February 29, 2012**. Incomplete proposals, or proposals received after the deadline, will not be evaluated. Decisions will be announced in **late May 2012**.

CONTRIBUTION AGREEMENT: Successful proponents will have six (6) months to enter into a contribution agreement with the CCEMC. The contribution agreement will address, without limitation, the following terms: the project's work scope, payment schedule, targets and metrics, reporting requirements, milestones, deliverables, budget and schedule, as well as any other appropriate aspects of the project and otherwise on the terms and conditions required by the CCEMC in its sole discretion.

PROPOSAL FORMAT

Applications must conform to the requirements of the FPP as set out above.

The application is in two parts.

Part A consists of the following information, which is to be entered into the online system.

- Project title
- Lead contacts for the project (both a technical contact and a communications contact should be given)
- A brief summary of the project, suitable for publication
- Expected benefits of the project
- Key words
- Estimated GHG reductions (annually, and for the shorter of the project's expected life, or 10 years)
- Project costs by category
- Project costs by task
- Capital cost details
- In-kind contributions
- Amount of funding requested from CCEMC
- Other agencies by which funding has been or will be provided.

Part B consists of the ProGrid document, which is to be uploaded to the online information system as a PDF document.

EVALUATION

Proposals will be assessed using the ProGrid methodology, a proposal evaluation process which has been used extensively by major funding agencies over the past twenty years. Proposals will be assessed in terms of the extent to which they will contribute to the achievement of the CCEMC's mandate, relative to other submitted projects. This will take into account:

- the potential magnitude of the project's contribution to the mandate;
- the potential GHG emission reduction of the project;
- the quality of the information provided and assumptions made regarding the project's potential to realize GHG reductions (see Criterion 6);
- the project's stage of implementation;
- the ease with which the project can be implemented;
- the risks (both financial and technical) associated with the project; and
- whether the project is unique and innovative.

PROJECT PRESENTATIONS

All proponents will be invited to make a presentation to the CCEMC review committee. Dates and locations of presentations will be forwarded to the project proponents by the project advisor.

QUALITY OF PROJECT

Only high-quality projects will be considered for funding. Although CCEMC has set aside a maximum of \$10 million for this Call for Proposals, funds will only be awarded to the extent that there are proposals that meet a sufficient quality standard. Quality includes both the quality of the **proposal** (e.g. clarity, addressing all the criteria, etc.), and the quality of the **project**, in terms of the evaluation criteria.

Intellectual Property

Intellectual property ("IP") will be addressed through the contribution agreement made with each successful proponent, and will reflect the individual circumstances of the project. Project technology developed during the course of the project will normally be owned by the proponent.

Confidentiality

The CCEMC is subject to the Freedom of Information and Protection of Privacy Act, RSA 2000, c.F-25 in the course of performing duties and functions and exercising powers delegated to it. All Data and records in the custody or under the control of the CCEMC that are required in the performance of duties or functions or the exercise of powers delegated to the CCEMC are subject to the Records Management Regulation, Alta Reg.244/2001.

Subject to the requirements described above, the CCEMC is governed by a comprehensive Privacy, Data Security and Confidentiality Policy (the "Policy"). The Policy requires that any and

all information concerning the business affairs of the CCEMC and its directors, officers, employees and Proponents is to be kept private, secure and confidential. Confidential Information that is collected, used or disclosed by the CCEMC will be handled in a manner that recognizes both the right of the individual to have his or her Confidential Information protected and the need of the CCEMC to collect, use and disclose such information for purposes that are reasonable.

To read the entire Policy, visit www.ccemc.ca.

Legal Notice

By clicking “I Agree” on the online system, you confirm that you have read, understand and accept the information contained in Section 1 of the FPP process and, you, the Proponent and its Project Partners, also agree as follows:

- a) The CCEMC may at any time withdraw, amend or alter any portion of this FPP Stage or cancel this FPP Stage in its entirety.
- b) No act of the CCEMC, or its directors, officers, consultants, Project Advisors, agents and their respective successors and assigns (collectively the “CCEMC Parties”) other than a notice in writing signed by the CCEMC, will constitute an acceptance of an FPP.
- c) Proposals that do not comply with the requirements described in the FPP Stage may be rejected or not considered.
- d) As between the parties, the FPP Stage and all intellectual property in it are the property of the CCEMC.
- e) You, the Proponent and the Project Partners will keep the FPP Stage confidential and will not use, reproduce or distribute it, any portion of it, or any data, information, drawings, or specifications included in or provided with it except as necessary to preparing a Proposal in response to it.
- f) You, the Proponent and the Project Partners will not make a claim against the CCEMC or the CCEMC Parties for any reason relating to the 2010 Call for Proposals, and you waive and hereby release the CCEMC and the CCEMC Parties from any claim or recovery for costs, expenses, or damages incurred by either or both of us in connection with the FPP Stage or any FPP prepared in response to it.
- g) Neither the CCEMC nor any of the CCEMC Parties will have any liability whatsoever to you, the Proponent and its Project Partners, or any of them, in connection with the FPP Stage or any FPP prepared in response to it.

Section 2: Project Overview

Part A: Online Information

Confidentiality: The project title, non-confidential short description, proponent's name, including the names of project partner(s), and the amount of funding, if awarded, will be public information.

Word/character count: Each online section can accommodate a maximum number of characters, including spaces and punctuation marks. You will not be able to exceed the maximum number of characters in any section.

Note: there are differences between word/character counting applications in other software applications (e.g. MS Word). Please note that your responses must comply with the character count of the online system.

1: Project Information

PROJECT TITLE

NON-CONFIDENTIAL SHORT DESCRIPTION OF PROPOSED PROJECT: (maximum 750 characters)
(Information supplied on this page may be used in public summaries and abstracts of CCEMC's sponsored activities. Do not provide confidential information here.)

- These short descriptions should be concise, and should contain the following information:
- The proposed technology (i.e., the discovery, invention, new knowledge, etc.) on which the project is based, and The problem the technology seeks to solve or the opportunity it seeks to develop
- The problem the technology seeks to solve or the opportunity it seeks to develop
- The project's objectives and deliverables
- The expected GHG reductions to be achieved over the life of the project
- The expected commercial applications and projected commercialization process

KEY WORDS: (maximum 150 characters)

LINKAGES TO OTHER PROJECTS:

ADDRESS THE FOLLOWING POINTS: (maximum 3,500 characters)

- Indicate whether this Proposal has been submitted to other funding organizations. If yes, please list their names and contact information. In the interest of a consistent funding

approach, CCEMC may contact the other funders listed. If you do not want CCEMC to contact these other organizations, please include your reasoning in this section.

- Is this a continuation of a project funded by provincial, federal or other funding entities? If yes, please explain.
- Please indicate all past and present research or development work that you have completed, or that is in progress, that relates to this Proposal.

2: Project Team

PROJECT TEAM LEADER:

TITLE:

ORGANIZATION:

ADDRESS:

POSTAL CODE:

E-MAIL:

PHONE:

CONTACT FOR COMMUNICATIONS:

3: Estimated GHG reductions (maximum 1,500 characters)

In bullet point format, describe how the proposed project will lead to direct reductions in GHG emissions. Include estimated GHG reductions and time frame to achieve this reduction (use box provided below).

GHG REDUCTION:

TIME FRAME	REDUCTION (TONNES OF CO2E)
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Year 1

Year 2

Year...

Total

4: Project Costs

Project Costs by Categories

EXPENSE CATEGORY	FUNDS	TOTAL	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Salaries and Benefits	CCEMC Funds						
	Proponent/Partner Funds						
Materials and Supplies	CCEMC Funds						
	Proponent/Partner Funds						
Travel	CCEMC Funds						
	Proponent/Partner Funds						
Capital	CCEMC Funds						
	Proponent/Partner Funds						
Sub-contracts	CCEMC Funds						
	Proponent/Partner Funds						
Admin/Overhead	CCEMC Funds						
	Proponent/Partner Funds						
Other (please describe)	CCEMC Funds						
	Proponent/Partner Funds						
Total CCEMC Funds							
Total Project Funds							

Project Costs by Tasks

TASK NUMBER/DESCRIPTION	ESTIMATED COST	START DATE	END DATE
Task 1			
Task 2			
Task ...			

Sources of Cash Funding

SOURCE	NAME OF ORGANIZATION	PLEASE CHECK ONE		TOTAL	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
		APPLIED FOR	CONFIRMED						
Principal Applicant									
Government <i>(Federal and Provincial, please give agency name)</i>									
Project Partners and Other Organizations <i>(please list)</i>									
Amount requested from CCEMC									
Total									

Eligible Capital Cost Detail

ITEM DESCRIPTION	COST	ESTIMATED USEFUL LIFE
Item 1		
Item 2		
Item...		
Total		

In-kind Contributions

SOURCE	TYPE	NAME OF ORGANIZATION	BRIEF DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Principal Applicant								
Other Organizations <i>(please list)</i>								
Total Value								

Part B: ProGrid® Application & Evaluation

This Call for Proposals is intended for projects that will have a strong potential to make a significant contribution to CCEMC’s overall objective, namely the reduction of GHG emissions in Alberta.

1: Overview and Instructions

A key feature of the ProGrid evaluation system is the Language Ladder™ (the “Language Ladder”) which establishes performance levels in each cell of this matrix. The Language Ladder assists reviewers in reaching a consensus on the merits of a Proposal in comparison to other Proposals being considered for funding support. The Proponent is asked to assess the proposed Project against these performance criteria using the Language Ladders provided, and to justify why a particular performance level was chosen.

EVALUATION MATRIX AND EVALUATION CRITERIA

PROJECT MERITS	ENABLERS	SUSTAINABLE GHG REDUCTION
Technology Opportunity	Project Financing and Budget	GHG Reduction Potential for a Typical Facility
Project Team	Risk Mitigation	Market for the GHG Reduction Technology
Project Plan		

Instructions:

- Review the definition and the A to D statements for each performance criterion. Level A represents the minimum and level D the maximum level attainable.
- Starting with level A, determine if your FPP meets all the aspects of that level. If it does, then review level B, and so on until you reach a level where not all the aspects of that statement can be met.
- The level that applies to your FPP is the highest level where all aspects of the Language Ladder are met. For example, if all aspects of a C statement have not been met, then select the B statement.
- Please record your assessment in the small box below the A to D statements. Note that an A rating does not mean automatic rejection, nor does a D rating mean automatic acceptance.
- After you have completed your assessment, describe why you have selected that assessment rating and include relevant FPP information that addresses that criterion. Use the larger text box to provide this justification.

-
- Assess each performance criterion independently.

Detailed Project Proposal

1. Technology Opportunity

- *How will your project contribute to reducing GHG emissions in Alberta?*
- *How innovative is your proposed technology or application of technology?*
- *How lasting do you consider that this new technology or application will be, once adopted?*

The technology, process or practice is:

- A. Is not new OR will not contribute to significantly to reducing GHG emissions in Alberta or elsewhere.
- B. Is new but not likely to be used over the longer term, or will have limited application.
- C. Is innovative, scientifically sound and has the potential for wide adoption or reach;
- D.... **AND** is transformative, representing a breakthrough.

Record the letter that you selected in the small box to the left. Use the space below to justify your choice.

2. Project Team

This criterion requires that you describe the qualifications and expertise of the team that will do the work.

- *Identify key team members and outline their specific expertise and experience.*
- *Include the time that each team member will devote to the project, as a percentage of their total work time*
- *Provide a project management structure showing which team members will be involved in which tasks.*

The requirements of this criterion have been:

- A. Addressed in a cursory manner
- B. Reasonably well-developed but there are some gaps
- C. Fully and clearly addressed;
- D. ... **AND** the project team has all the expertise and experience that is required to successfully undertake the proposed project.

Record the letter that you selected in the small box to the left. Use the space below to justify your choice

3. Project Plan

This criterion requires that you provide a plan for undertaking the project. You should:

- *Describe the tasks to be undertaken and their relationship to the proposed budget, deliverables and milestones.*
- *Using CCEMC guidelines, show the costs of the project (personnel, key vendors, equipment, supplies and materials).*

The requirements of this criterion have been:

- A. Addressed in a cursory manner
- B. Reasonably well-developed but there are some gaps
- C. Fully and clearly addressed;
- D. ... **AND** the project plan allows a high degree of confidence that the project will be completed within specifications, on budget, and on time, and results appropriately reported.

Record the letter that you selected in the small box to the left. Use the space below to justify your choice.

4. Project Financing and Budget

- *This criterion requires that you describe how the project will be financed, and that you provide a detailed budget. Provide a project budget that shows any contributions from other organizations, and clearly identifies any non-cash contributions*
- *Show the estimated costs of capital, labour and material*
- *Give a breakdown of costs according to tasks and milestones.*

The project's financing and budget:

- A. Are unclear
- B. Are reasonably well-addressed but some key elements are missing
- C. Are fully addressed and approved by other contributing entities (if applicable)
- D. ... **AND** there is firm evidence that there will be no financial delays that could adversely affect the project's start and completion dates.

Record the letter that you selected in the small box to the left. Use the space below to justify your choice.

5. Risk Mitigation

This criterion deals with the risk elements for the project that have the potential to adversely affect its achievability.

- *Clearly describe all risks and mitigation strategies.*
- *Possible risk elements to consider include:*
 - *technology gaps,*
 - *project plan and timeline uncertainties,*
 - *cost uncertainties,*
 - *funding risks,*
 - *project management risks,*
 - *leadership and commitment risks, and*
 - *technology adoption risks.*

The project risks:

- A. Are not fully identified
- B. Are identified but there are some gaps in the identification and mitigation strategies
- C. Are fully and clearly identified and include achievable mitigation strategies to overcome them;
- D... **AND** the strategies described have a very high probability of success.

Record the letter that you selected in the small box to the left. Use the space below to justify your choice.

6. Potential for GHG Reductions (or GHG Benefits)

*This criterion is given twice the weight of the other criteria. It must provide the project's potential impact on actual and sustainable GHG emissions reductions in Alberta in **quantitative** terms. Estimates for distributed technologies should be based on a projected roll-out of the technology.*

- *Provide an estimate of the potential for annual GHG reductions or GHG benefits arising from the adoption of your technology at a typical facility. Estimate the timeframe for the achievement of these GHG reductions or benefits. This should be the shorter of the first 10 years of deployment, or the lifetime of the technology, practice or process*
- *Indicate all the assumptions you have used in making these estimates, including a description of the baseline case. The quality of this information will be assessed by CCEMC during the evaluation process.*

The potential impact of this project on GHG emissions reductions or benefits at a typical facility is:

- A. Qualitative, or unlikely to be achieved
- B. Quantified, but the GHG reduction/benefits are relatively modest
- C. Quantified and the GHG reduction/benefits will be significant relative to baseline within 10 years

D... **AND** a facility at which the technology will be deployed has been identified.

Record the letter that you selected in the small box to the left. Use the space below to justify your choice.

7. Potential Market for the Proposed GHG Reduction Technology or Process

You must provide evidence that the proposed process or technology has the potential to be widely adopted in Alberta. Please justify your assumptions.

- *Identify the potential market and commercial opportunities for the technology or process.*
- *Barriers to adoption of the technology or process should be identified.*

The potential for widespread adoption of the proposed technology or process is:

- A. Not provided or minor
- B. Reasonable but not well-justified
- C. Significant on the basis of potential market penetration
- D... **AND** can be achieved in the next 10 years.

Record the letter that you selected in the small box to the left. Use the space below to justify your choice.

Appendix A: List of Required Documents for CCEMC Financial Risk Assessment

Corporate Financial Strength

1. Corporate organizational structure including commentary on any parent, subsidiaries or related parties.
2. Annual reports and audited (if applicable) financial statements (including balance sheet, income statement, cash flow statement, notes, management discussion & analysis) for most recent quarter and the past 3 years.
 - a) Comment on any significant balance sheet or income statement items during this period as well as any significant changes in balances from the prior period. Examples include:
 - I. Significant refinancing undertaken or required in the short term.
 - II. Material unusual charges or revenue during the period.
 - III. Unusual trends identified.
 - IV. Use of estimates.
3. Letter of credit, bank reference letter from the relevant financial institution, or parent company guarantees relating to the Proponent's or Partners' credit (if no public credit ratings are available).
4. Comment on and provide documentation to support any contingencies and commitments (include \$ amounts, where possible), including but not limited to the following:
 - a) Off-balance sheet arrangements.
 - b) Outstanding litigation or claims which may have a material adverse impact on the organizations.
 - c) Purchase or other financial commitments out of the normal course of business.
 - d) Other projects the Proponent is committed to or contemplating.
5. Items #2–4 listed above for Parent company of the Proponent (if Parent company is providing support).

Project Financing

6. Financing or commitment letters from Proponent, Parent company and Project Partners.
7. Detailed project budget, including:
 - a) Description of how the budget was developed.
 - b) Descriptions of all cost estimates and significant assumptions made. Assumptions should address items such as, but not limited to: rates used for personnel and contractors, description of travel and allocation of overhead. Sufficient detail should be provided so that the reviewer can determine the reasonableness of the Proponent's assumptions.
 - c) If costs include fixed assets/capital items, an itemized listing that includes the cost and estimated useful life of each asset.

Note: Eligible project costs, as defined in the CCEMC's 'Eligible Expenses and Cost Instructions – June 2010', should be broken out from ineligible costs. In-kind contributions can be included in the total project cost, but in a separate line item.

8. Comment on and provide documentation on the following:
 - a) The availability of financial resources for the remaining project budget not anticipated to be financed by the CCEMC. Separately discuss the Industry and Government participants and the likelihood the funds will be made available. If funding from Project Partners is not yet confirmed, the Proponent should indicate the likelihood of the funds being available as well as when a decision is expected.
 - b) Any restrictions placed on funding provided by Project Partners.
 - c) Any project refinancing issues that may arise or be applicable for the long-term financing of the project (i.e., cash shortfalls, debt maturity).
 - d) Any contingency or alternative financing that has been considered in the event that a funding source is not obtained or unexpected cost overruns occur.
 - e) Cost mitigation strategies to reduce the risk of cost overruns.