

Municipal Energy Manager Program Guidebook

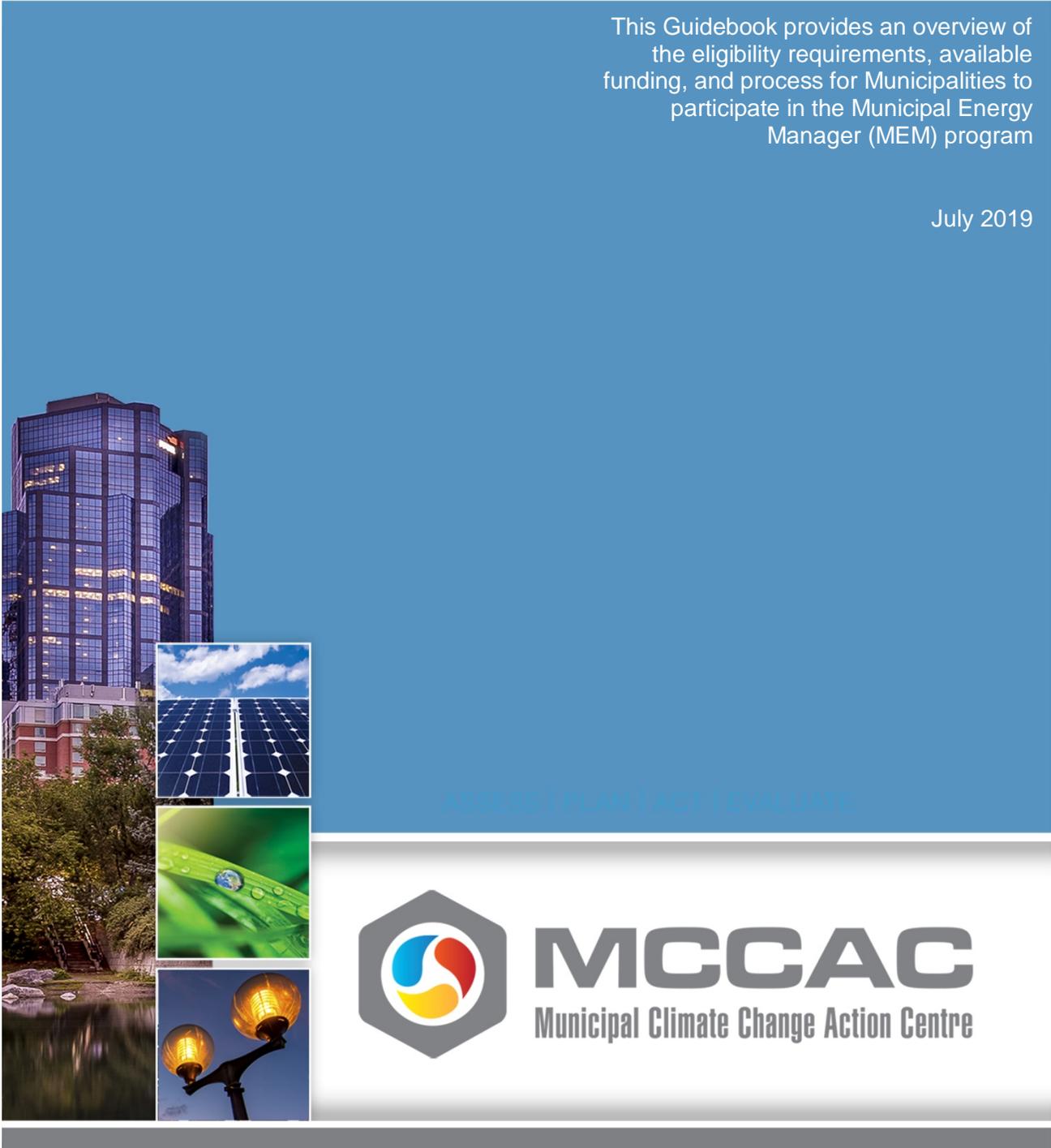
This Guidebook provides an overview of the eligibility requirements, available funding, and process for Municipalities to participate in the Municipal Energy Manager (MEM) program

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MCCAC
Municipal Climate Change Action Centre



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1.0 Program Overview

The Municipal Energy Manager (MEM) program enables Municipalities to manage their energy use, become more energy efficient, and reduce greenhouse gas (GHG) emissions in their facilities by providing funding to hire a Municipal Energy Manager. A MEM helps Municipalities by developing an energy management plan, finding energy-saving opportunities, and leading energy and GHG reducing projects. The MEM program supplements the salary of a new or existing municipal employee to serve as the Municipal Energy Manager.

2.0 Eligibility

2.1 Eligible Participants

The following are eligible to participate in the MEM program:

- a. Municipalities: designated Municipalities within the province of Alberta with population sizes below 150,000 residents (as per the 2016 Alberta Population Census) are eligible to participate in the MEM program. As per Section 1(s) of the Municipal Government Act, a “Municipality” is defined as:
 - i. a city, town, village, summer village, municipal district or specialized Municipality;
 - ii. repealed 1995 c24 s2;
 - iii. a town under the *Parks Towns Act*; or
 - iv. a Municipality formed by a special Act; or, if the context requires, the geographical area within the boundaries of a Municipality described in sub-clauses (i) to (iii).

2.2 Ineligible Participants

The following are considered ineligible to participate:

- a. Municipalities with populations greater than 150,000 residents (as per the 2016 Alberta Population Census);
- b. Non-profit organizations;
- c. Co-operative organizations;
- d. For-profit businesses;
- e. Indigenous communities;
- f. Institutions such as schools, hospitals, universities, or colleges;
- g. Municipalities who received climate change mitigation staff funding through the Municipal Climate Innovation Program (MCIP) delivered by the Federation of Canadian Municipalities (FCM), and;
- h. Other organizations deemed ineligible by the MCCAC.

2.3 Description of Need

The MEM program helps Municipalities who lack the required internal capacity to develop energy management practices, track energy consumption and conduct energy-saving projects. To apply, Municipalities must describe their current energy management capabilities and justify their need for energy management support. The MCCAC will review the Municipality's justification of need and approve program participation on a case-by-case basis.

2.4 Regional Collaboration

Small Municipalities are encouraged to partner with one or more neighbouring Municipalities and share a MEM across a region. When multiple Municipalities form a partnership, a lead Municipality must submit the MEM Application, be the signatory to the Funding Agreement, and receive incentive funding on behalf of the partnership. Small Municipalities may also apply for a single dedicated MEM if they provide appropriate rationale, demonstrate above-average municipal energy use, and identify significant energy saving opportunities. All applications will be evaluated by MCCAC on a case-by-case basis. The partnering Municipalities are responsible for determining their own financial and operational arrangements as partners in the program. A regional MEM is subject to all the Minimum Required Deliverables outlined in Section 4.0.

3.0 Financial Incentive Rate

3.1 MEM Incentive Rate

The MCCAC will pay the Municipality an incentive for the employment of a Municipal Energy Manager in accordance with the incentive rates defined in Table 3.1. Year Two funding is contingent on the MEM meeting the minimum Year One requirements.

The MCCAC, at its sole discretion, reserves the right to adjust program rebate levels over time in accordance with changing market conditions. Such changes will be announced publicly, highlighting a clear cut-off date for application approval under existing rebate levels. MCCAC reserves the right to provide an add-on incentive or adjust funding caps to achieve geographic distribution of funding.

Table 3.1: MEM Incentive Rates

MEM Term	Rebate
Municipal Energy Manager – Year One	80% of MEM salary to a maximum of \$80,000 per year
Municipal Energy Manager – Year Two (optional and contingent on meeting minimum Year One requirements, as listed in Section 4.0)	80% of MEM salary to a maximum of \$80,000 per year

3.2 Maximum Funding Limits

To ensure a diversity of Municipalities have access to funding, funds distributed to Municipalities are currently capped at \$160,000 per participating Municipality. The maximum funding that a Municipality can be allocated is \$80,000 per year or 80% of the MEM salary, whichever is lower. It is recommended that MEM salaries emulate a relevant and justifiable pay band for positions of similar roles and responsibilities within the Municipality. No more than one position will be funded per Municipality or partnership.

3.3 Eligible Expenses

Eligible expenses consist of direct salaries, or wages paid by the Municipality to the MEM for time worked on energy savings/GHG reduction activities and in accordance with the Municipality's pay scales as regular salary excluding overtime pay and bonuses.

MCCAC reserves the right to request detailed salary cost breakdowns during MEM employment. Labour costs must be documented in a manner that meets audit standards for verification of eligibility of cost and level of effort.

3.4 Ineligible Expenses

Expenses that are ineligible for reimbursement through the MEM program include:

- a. In-kind contribution of services;
- b. Day-to-day office supplies and equipment (e.g., telephone, computer)
- c. Salaries of staff participating in related activities (except for the MEM role);
- d. Expenditures related to regular business activities;
- e. Overtime pay;
- f. Bonuses/performance pay;
- g. Fringe benefits such as sick days, health, medical, and life insurance, pension plans, any other fringe benefits not listed as eligible;
- h. Costs related to ongoing or other business activities and not specifically required for energy savings/GHG reduction activities;
- i. Training sessions or courses;
- j. Travel expenses including fuel, lodging, and all other travel-related expenses;
- k. Membership fee or dues; and
- l. Any other expense deemed by the MCCAC to be ineligible.

3.5 Incentive Disbursement

After receiving notice of the MEM hire and their annual salary value, the MCCAC will pay the MEM incentive to the participating Municipality as follows:

- **Year One:**
 - MCCAC will fund 40% of the MEM's annual salary, in accordance with program funding maximums upon receiving an executed Funding Agreement, completed Skills and Behaviours Checklist, and notice of the MEM's employment start date and annual salary.
 - MCCAC will fund the remaining 40% of the MEM's annual salary, in accordance with program funding maximums upon receiving and approving the MEM's second-quarter progress report.
- **Year Two:**
 - Upon approval of the Year One third-quarter progress report, the deliverables therein, and the request for Year Two funding, the MCCAC will fund 40% of the MEM's annual salary, in accordance with program funding maximums to be paid after the MEM's one-year employment anniversary.
 - MCCAC will fund the remaining 40% of the MEM's annual salary, in accordance with program funding maximums upon receiving and approving the MEM's second-quarter (Year Two) progress report.

For example, if a Municipality were to hire a MEM with an annual salary of \$70,000, the MCCAC would provide an upfront payment of \$28,000 (40%) to the Municipality upon receiving the items listed above. After receiving and approving the MEM's second-quarter progress report, the MCCAC would fund the remaining \$28,000 (40%) to the Municipality for a yearly total of \$56,000 (80%).

The MCCAC reserves the right to deny Year Two funding if the quality and comprehensiveness of Year One deliverables are not to the MCCAC's satisfaction. The

Year One final report must detail any Year One deliverables that were not met and provide a detailed rationale as to why. If applying for Year Two funding, the Municipality reserves the right to provide their MEM a merit or performance-based raise, but MCCAC funding percentages and caps will not change from Year One to Year Two of employment.

All MEM program incentive disbursements will be paid by cheque or electronic fund transfer after the MCCAC has received and verified the required deliverables.

3.6 Applying for Year Two Funding (Optional and Conditional)

Year Two funding is contingent on the MEM meeting the minimum Year One requirements, submitting a request for Year Two funding, and being approved by MCCAC. Municipalities requesting Year Two funding must indicate their intent to apply for Year Two funding within their third-quarter progress report. The section within the third-quarter progress report will be reviewed as the Year Two application and must include:

- A written request for Year Two funding to supplement the MEM's salary;
- A high-level Year Two Work Plan including the continuation of the Energy Management Plan, an overview, timeline, and plan to achieve Year Two deliverables, examples of potential GHG reducing projects, and any other planned activities.
- A letter of support from administration or council that communicates a willingness to support the MEM in achieving their Year Two deliverables.

The Municipality will be notified of the approval of the above items prior to the submission of the Year One final report and funding will be formally held. Year Two funding will be disbursed to the Municipality after the MEM's one-year employment anniversary. The MCCAC must be immediately notified of any scope deviation from the MEM Application or Funding Agreement, and an amendment must be duly executed to capture the scope change.

4.0 MEM Minimum Required Deliverables

The Year One and Year Two deliverables outlined below describe the minimum activities a MEM must complete. It is recommended that deliverables a) through c) are completed first. Subsequent deliverables are in no specific chronological order and may be completed simultaneously. In addition to completing these minimum deliverables, participating Municipalities may engage their MEM in other energy management-related initiatives as time permits.

4.1 Year One Deliverables

- a) Attend, participate, and facilitate the Energy Management Assessment with technical advisors to evaluate the current state of energy management practices and policies in the Municipality.
- b) Prepare a Year One Work Plan that provides an overview of all Year One required deliverables and a timeline of all Year One activities.
- c) Develop or refresh an Energy Management Plan (EMP), covering three or more years, for all municipal facilities including, at a minimum:

- i. Results of the Energy Management Assessment including the action plan and organizational engagement plan;
 - ii. An internal assessment of energy performance and associated greenhouse gas emissions of all municipal buildings via energy benchmarking tools, such as Energy Star Portfolio Manager, RETScreen Expert, or equivalent;
 - iii. Assign GHG reduction targets for the entire municipal building portfolio. Tools offered through the Partners for Climate Protection (PCP) program administered by the Federation of Canadian Municipalities (FCM) may be leveraged to assist in this work;
 - iv. Identification, prioritization, and implementation schedule of specific opportunities to realize measurable and meaningful improvements in energy efficiency as recommendations to building managers;
 - v. A list of the most appropriate opportunities for pursuing GHG reductions in the municipal building portfolio, as determined by the MEM; and
 - vi. A comprehensive list of incentive funding available to the Municipalities that will support the identified opportunities.
- d) Present the EMP and Work Plan to municipal staff and elected officials. Send the EMP, Work Plan, and presentation slides to MCCAC.
 - e) Complete an energy audit on the highest energy-consuming municipal building (or building with the most energy efficiency potential as determined by the EMP's benchmark) through a third-party contractor or internal resources such as the MEM and send results to MCCAC. Energy audits must follow the level of rigour outlined in the [REC Scoping Audit and Engineering Study Guidelines](#) or equivalent guide as approved by MCCAC. Funding opportunities for energy auditing may exist and are recommended.
 - f) Complete or initiate greenhouse gas (GHG) emission-reducing activities that achieve a 5% GHG reduction from the previous year's emissions or an approved reduction based on the EMP scope.
 - g) Complete quarterly progress reports on deliverable progress, updates to the Work Plan and EMP, and identification of additional energy-related work beyond MEM deliverables to be submitted to MCCAC.
 - h) Present an overview of Year One achievements and deliverables to municipal and elected officials that includes details on Year One progress including the Work Plan, the EMP, case studies on the GHG reducing projects, and any other related initiatives. Send presentation slides to MCCAC.
 - i) Participate in the Energy Management Assessment update with technical advisors to evaluate the changes and status of energy management practices and policies over Year One.
 - j) **If applying for Year Two funding:** The third-quarter progress report must include the items outlined in Section 3.6.
 - k) **If not applying for Year Two funding:** The MEM must submit a final report at the end of the fourth-quarter, signed off by the Project Manager, that includes Year One achievements, energy management recommendations, and a summary of all projects. The final report must confirm that the Municipality is not requesting Year Two funding.

4.2 Year Two Deliverables

- a) Expand upon and finalize the Year Two Work Plan submitted in the third-quarter progress report that includes at a minimum, an overview of all Year Two required deliverables, a timeline of all Year Two activities, and potential GHG reducing projects.
- b) Continue following the Year One Energy Management Plan (EMP) deliverables for all municipal facilities and refresh as needed to reflect the following:

- i. Updated results of the Energy Management Assessment to evaluate the changes and status of energy management practices over Year One;
 - ii. Updated municipal building portfolio energy performance via energy benchmarking with up to date energy consumption information;
 - iii. Revised GHG reduction targets for the entire municipal building portfolio, if any;
 - iv. Additional identification of specific opportunities to realize measurable and meaningful improvements in energy efficiency as recommendations to building managers, if any;
 - v. An updated list of the best opportunities for pursuing GHG reductions in the municipal building portfolio; and
 - vi. An updated list of incentive funding available to Municipalities that will support the identified opportunities.
- c) Present the EMP and Work Plan to municipal staff and elected officials. Send the EMP, Work Plan, and presentation slides to MCCAC.
 - d) Complete or initiate greenhouse gas (GHG) emission-reducing activities that achieve a 5% GHG reduction from the previous year's emissions or an approved reduction based on the EMP scope.
 - e) Complete quarterly progress reports on deliverable progress, updates to the Work Plan and EMP, and identification of additional energy-related work beyond MEM deliverables to be submitted to MCCAC.
 - a) Present an overview of Year Two deliverables to municipal staff and elected officials that includes details on Year Two progress including the Work Plan, the EMP, case studies on the GHG reducing projects, and any other related initiatives. Send presentation slides to MCCAC.
 - b) Participate in the Energy Management Assessment update with technical advisors to evaluate the changes and status of energy management practices and policies over Year Two.
 - f) Submit a final report that summarizes all Year One and Two projects, continued energy management recommendations, and municipal learning outcomes.

All deliverables including the EMP, Work Plans, presentation slides, or other materials must be sent to the designated MCCAC Coordinator for progress tracking purposes upon completion. Municipalities receiving MEM funding are encouraged to apply for project funding from MCCAC or other organizations to offset the cost of identified projects.

5.0 How to Participate

Step 1: Submit the MEM Expression of Interest

Municipalities must submit an EOI to notify the MCCAC of their intent to participate and to enable MCCAC to screen for eligibility prior to hiring a MEM. The MCCAC will review all information provided in the EOI and will contact the Municipality to provide information regarding subsequent stages of the application process.

Note: Completion of the EOI does not secure funding or a place in the first-come, first-served queue.

Step 2: Submit the MEM Application

Municipalities must submit the MEM Application and all required attachments to contact@mccac.ca. The MEM Application Form is available on the MEM webpage at www.mccac.ca/programs/MEM.

Municipalities must provide the following information within the MEM application:

- a) Municipality or Municipal District name;
- b) Project Manager name and contact information;
 - i. The MEM will report to this Project Manager and will serve as the lead contact to the MCCAC to participate in the program.
- c) Description of the rationale and need for a MEM including the estimated number of full-time employees working on energy management, energy efficiency, renewable energy, or other related initiatives;
- d) Description of a high-level Work Plan, including projects and tasks that the Municipality anticipates the MEM will focus on in Year One;
 - i. Including details that pertain to the items listed in Section 4.0: MEM Minimum Required Deliverables.
- e) Description of the anticipated MEM salary and salary band, including brief rationale;
- f) Brief description of the capital funding available for GHG-reducing project implementation to meet the items in Section 4: MEM Minimum Required Deliverables.
- g) Describe how the MEM will be hosted (office space, high-level overview of their access to energy data, buildings, etc.)
- h) Any other initiatives the Municipality wants to complete beyond the MEM Minimum Required Deliverables.

The MCCAC will review and approve the applications on a first-come, first-served basis. The MCCAC, at its sole discretion, reserves the right to deny or limit approval of any MEM Application for reasons including but not limited to the quality of application, or otherwise.

Step 3: Sign Funding Agreement

Applications will be reviewed, and when approved, Municipalities will be issued a MEM Funding Agreement. A signed copy of the MEM Funding Agreement must be scanned and sent to contact@mccac.ca. The MCCAC will return a final copy of the executed agreement to the Municipality. Once the MEM Funding Agreement is fully executed, Funding is formally reserved, and the Municipality may proceed to Step 4.

The MCCAC must be immediately notified of any scope deviation from the Funding Agreement, and an amendment must be duly executed to capture the scope change.

Step 4: Hire a Municipal Energy Manager

After signing the Funding Agreement, the Municipality can begin the hiring process. Municipalities will hire a candidate of their choice. MCCAC must be notified regarding hiring. The Municipality is responsible for all steps of the hiring process including preparation of a job posting, selecting and interviewing candidates, checking references, and selecting a successful candidate.

The Municipality is encouraged to recruit an energy manager that is professionally designated. Applicable designation may include a Certified Engineering Technologist (CET), Certified Energy Manager (CEM), Energy Manager In Training (EMIT), or a licensed professional engineer in the province of Alberta (P.Eng) with experience in energy management. An equivalent combination of education and experience in energy management will also be considered, and other appropriate qualifications may be acceptable at the MCCAC's discretion. The Municipality must employ the MEM on a full-

time basis. The MEM must be located at the participating site(s) for a minimum term of 12 months with the Municipality. The MCCAC will fund 40% of the MEM's annual salary, in accordance with program funding maximums upon receiving a completed Skills and Behaviours Checklist, and notice of the MEM's employment start date and annual salary.

Step 5: Complete the Year One Required Deliverables and Work Plan

The MEM is to complete, at a minimum, the Year One deliverables within Section 4.0 Minimum Required Deliverables and is encouraged to complete all items identified in their Year One Work Plan. The Municipality is solely responsible for ensuring that this work is completed within the allotted timeframe. All reports and presentation slides are to be sent to the MCCAC upon completion. The MCCAC or technical advisors may schedule touch points with the MEM to monitor progress. Incomplete deliverables must be identified and explained with rationale and remediation.

Municipalities applying for Year Two funding must indicate so in the third-quarter progress report and provide the supporting documentation as per Section 3.6 and 4.0. If Year Two funding is approved, proceed to Step 6. If the Municipality chooses to not apply for Year Two funding, skip to Step 8.

Step 6: Year Two Funding Approval (Year Two Applicants Only)

Year Two funding is reserved upon approval of the third-quarter progress report and Year Two application documentation aligned with Section 3.6 and 4.0. If approved, 40% of Year Two funding will be disbursed to the Municipality after the MEM's one-year employment anniversary.

Step 7: Complete the Year Two Required Deliverables and Work Plan (Year Two Applicants Only)

The MEM is to complete, at a minimum, the Year Two deliverables within Section 4.0 Minimum Required Deliverables and is encouraged to complete all items identified in their Year Two Work Plan. The Municipality is solely responsible for ensuring that this work is completed within the allotted timeframe. All reports and presentation slides are to be sent to the MCCAC upon completion. The MCCAC or technical advisors may schedule touch points with the MEM to monitor progress. Incomplete deliverables must be identified and explained with rationale and remediation.

Step 8: MEM Completion Activities

In the final three months of the MEM's employment through MCCAC funding, the Municipality must provide the following documentation indicating their participation in the MEM program was completed in accordance with the MEM Funding Agreement:

- a. A final report (submitted in either Q4 of Year One or Q4 of Year Two);
- b. A signed Project Completion Statement provided by MCCAC;
- c. Updated copies of all completed deliverables including the Work Plan, EMP, energy audits, and presentation slides;
- d. An overview of the completed projects including the energy savings, cost savings, and GHG emission reductions facilitated by the MEM;
- e. A brief abstract describing the Municipalities involvement in MEM, including one or more quotes from the Municipality's leaders to be used for MCCAC program marketing.

- f. A photograph or set of photographs of the Project that may include:
 - i. Staff engagement activities; and
 - ii. Energy-saving projects completed.

The MCCAC will review the provided documentation and issue a MEM Project Completion Statement to the Municipality. A signed copy of the MEM Project Completion Statement must be scanned and sent to contact@mccac.ca or the designated MCCAC Project Coordinator.

6.0 Technical Advisor Support

MCCAC has secured **CLEARResult Canada Inc.** to deliver technical advice, training, and coaching support to each MEM. CLEARResult's team has significant experience implementing energy management programs across North America and implements strategic energy management practices specifically tailored to the MCCAC MEM program. This approach encourages high-engagement, skill-building, an organization-wide approach to energy efficiency, GHG emissions reduction, and efficiency gains.

CLEARResult's energy coaches have deep expertise in both the technical and organizational aspects of strategic energy management. This expertise goes beyond energy savings to include training in organizational change, and executive engagement to support decision-making on energy efficiency initiatives. CLEARResult energy coaches are uniquely qualified and are well-equipped to assist the energy management of a variety of facilities types. Using a combination of on-site activities, organizational coaching techniques, and technical support, the CLEARResult team ensures both the Municipality and MEM are supported and successful in meeting the program deliverables as outlined in Section 4.0. By working with an energy coach, MCCAC envisions the development of a lasting energy management culture in the Municipality.

7.0 Evaluation, Measurement and Verification

7.1 Evaluation Survey

Municipalities will be invited to provide feedback on the MEM program implementation processes and operations, to help MCCAC's improve program efficiency and cost-effectiveness, strengthen marketing, focus outreach, and increase the satisfaction of program participants. Municipalities will also be asked to help the MCCAC determine the extent to which the MEM program is achieving intended outcomes and objectives.

7.2 Verification

The MCCAC may contact any Municipality receiving funding through the MEM program, or a third-party evaluator retained on behalf of MCCAC, to verify project activities or be asked to complete a written, oral, or electronic participant survey.

Upon request, the Municipality must submit documentation to establish, to the satisfaction of the MCCAC, that the Municipality incurred and paid all eligible expenses reported. All items on an invoice other equivalent submitted by the Municipality must be listed separately, and the cost for each eligible expense must be clearly identified.

The Municipality must also provide any other documentation requested by MCCAC. If the Municipality fails to provide information within a reasonable time on reasonable notice, as determined by MCCAC, for the audit and evaluation of the project, the Municipality may be required to refund any and all payments received under the program, as well as forfeit any future payments under the program.

8.0 Remedies and Warranties

8.1 Refunds

The Municipality shall immediately refund to MCCAC any payment received under the MEM Program not in accordance with the MEM Guidebook and the MEM Funding Agreement upon notice being provided to the Municipality by the MCCAC. Failure to make repayment as required by MCCAC creates a debt owing to the Government of Alberta that can be offset against any money the Government of Alberta owes to the Participant.

8.2 False or Misleading Information

If the Municipality provides any false, misleading, or incomplete information under the MEM, the Municipality shall forgo all rights to benefit from the MEM program.

8.3 Limitation of Liability

MCCAC's sole liability is limited to paying the properly qualified incentives specified herein.

The Municipality acknowledges that any MEM, service provider, contractor, or other provider selected by the participant is not an agent, contractor or subcontractor of MCCAC. Municipalities are responsible for exercising due diligence in selecting qualified Contractors and ensuring that projects relating to the Required Deliverables in Section 4.0 are completed in accordance with all applicable municipal bylaws (e.g. permitting and inspections) and the laws of the Province of Alberta.

Neither MCCAC nor any of its affiliates shall be liable to the Municipality or to any other party caused by the MEM, or for any and all damages to property or injuries to persons caused by or arising from any activities associated with this program.

MEM Checklist

Step 1: Submit an Expression of Interest

- Complete and submit an [Expression of Interest](#)

Step 2: Submit the MEM Application

- Complete and submit the MEM Application, available at www.mccac.ca/programs/MEM

Step 3: Sign Funding Agreement

- Review, sign, and submit the MEM Funding Agreement issued by the MCCAC

Step 4: Hire a Municipal Energy Manager

- Begin the hiring process
- Submit the completed Skills and Behaviors Checklist, the selected candidate's resume, contact information, and annual salary value to contact@mccac.ca
- Hire a Municipal Energy Manager
- Receive incentive funding from the MCCAC as per Section 3.5 (Year One Payment #1)

Step 5: Complete the Year One Required Deliverables and Work Plan

- Municipal Energy Manager to complete, at a minimum, the Year One deliverables as per Section 4.0
- Receive incentive funding from the MCCAC as per Section 3.5 (Year One Payment #2)
- Choose whether to apply for Year Two funding as per Section 3.6

Step 6: Year Two Funding Approval (Year Two Applicants Only)

- Submit items described in Section 3.6 for approval
- Receive incentive funding from the MCCAC after MEM employment anniversary as per Section 3.5 (Year Two Payment #1)

Step 7: Complete the Year Two Required Deliverables and Work Plan (Year Two Applicants Only)

- Municipal Energy Manager to complete, at a minimum, the Year Two deliverables as per Section 4.0
- Receive incentive funding from the MCCAC as per Section 3.5 (Year Two Payment #2)

Step 8: MEM Completion Activities

- Provide necessary documentation as outlined in Section 5.0 Step 8
- Review, sign, and submit the Project Completion Statement issued by the MCCAC

Contact Us

Questions about the MEM program may be directed to:

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