

**CURLING
ASSISTANCE
PROGRAM
(C.A.P.)
2010-2011**

January 2011 ~ A Canadian Curling Association Development Program



Canadian Curling Association

CURLING ASSISTANCE PROGRAM (C.A.P.)

2010-2011



The Canadian Curling Association (CCA) has allocated funds from certain championship events for the purpose of providing financial assistance to the membership of the CCA including Provincial / Territorial Member Associations and affiliated curling facilities.

This funding will be known as the Curling Assistance Program (C.A.P.) and will be delivered as a grant program in 2010-2011.

C.A.P. will target projects designed to grow the sport at the community level or to assist capital projects critical to the operation and health of the CCA's membership.

The CCA would also like to thank the thousands of volunteers who have unselfishly donated their time and energy contributing to the success of our national championships, which ultimately funded this program.

Good luck and we look forward to reading your applications!

Greg StremLaw



Chief Executive Officer
Canadian Curling Association

Jack Bowman



Chair, Board of Governors
Canadian Curling Association

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ABOUT THE CCA



Mandate and Mission

The mission of the Canadian Curling Association is to encourage and facilitate the growth and development of curling in cooperation with our network of affiliates.

CCA's Vision

In the year 2010 and beyond, curling in Canada – from the grassroots to the highest levels of competitive play – will be strong and vibrant. Curling clubs and Associations in Canada will offer a wide variety of participation opportunities for all residents of their communities. Opportunities to participate will reflect the changing needs of the cultural mosaic and lifestyles of Canadians, and allow for a healthy cross section of recreational through competitive play. Furthermore, the management practices of clubs, member associations and the CCA will parallel those of successful businesses by always keeping the best interests of curlers in mind.

Board Operational Philosophy

The national board is elected by representatives of the Member Associations and is accountable collectively to the Boards of Directors of that group. The Board's primary responsibility is to ensure the necessary programs and resources are established to develop, in the most general sense of the word, the sport of curling. The Board will fulfill these responsibilities by formulating and adopting policies, seeing that these policies are implemented by the CCA CEO and professional staff and by evaluating the results. Further, the Board must carry out its functions openly, seeking the involvement of its members, corporate partners and staff.

Objectives of the Association (excerpt from the CCA Constitution and By-Law)

- a) To be recognized as the national sport governing body for curling in Canada;
- b) To facilitate the development and marketing of the sport of curling at both the Association Member and the club level;
- c) To establish and enforce the rules of the sport of curling in Canada as well as a process by which differences and disputes can be settled;
- d) To cultivate fraternal relations with other curling associations (national and international);
- e) To respect and preserve the traditions of curling;
- f) To promote, arrange, conduct and control Canadian Curling Championships;
- g) To liaise with the Curling Hall of Fame and Museum of Canada Inc. which was established to recognize achievements of athletes and builders in the sport of curling in Canada;
- h) To play the game for the game's sake without thought of material reward.

C.A.P.'s GUIDING PRINCIPLES



The guiding principles of the CAP program will be as follows:

1. The program shall be available only to Member Associations and affiliated curling clubs.
2. The overall purpose of the program shall be for the development of curling and to promote the growth and sustainability of curling within Canada.
3. The program year shall be the fiscal year of the CCA.
4. In consultation with the Member Associations, the CCA shall direct the specific development purpose(s) or area(s) of influence for the program in each program year.
5. As a component of the application process, the Member Association having jurisdiction of the applicant curling club shall confirm knowledge or receipt of the application and that the applicant is a member club in good standing with the Member Association.
6. The program will be awarded annually subject to the approval of the CCA Board.
7. All successful affiliated curling club applicants must wait a minimum of 3 years before reapplying for funding under the program.
8. Applications must demonstrate a viable Business and Action plan with respect to their application.
9. Applications shall not be fully funded by the program, however, in exceptional circumstances, the CCA may, in its discretion, approve full funding.
10. For each program year, the CCA Board of Governors shall authorize the total amount available to be allocated to the program.
11. Program funds not utilized in any program year shall be added to the total funds available for the next program year.
12. An applicant curling club shall not receive more than 10% of the allocated program funds for the program year.
13. Successful applications from one Member Association cannot exceed 25% of the total applications granted for the full program in one program year.
14. Any exceptional circumstances not conforming to these guiding principles brought forward by CCA senior staff must be approved by the CCA Board prior to approval of the application.
15. The CCA Board of Governors shall review the CAP guiding principles annually.

GRANTING PROGRAMS & CRITERIA



C.A.P. offers two (2) granting programs: Business Development and Bricks & Mortar

A) BUSINESS DEVELOPMENT GRANTS

- 1) Business Development Grants are awarded to successful applications that have the potential to **grow the sport in the community**. The following programs are examples of projects considered eligible:
 - i) Recruitment of new customers;
 - ii) Retaining of current customers;
 - iii) Training of novice / intermediate curlers including youth, juniors, adults;
 - iv) Recruitment and managing volunteers;
 - v) Awareness / marketing campaigns that will promote your product.

Note: applications for funding **are not** restricted to the above. The CCA is constantly looking for new ideas to improve our sport. We encourage you to be creative.

- 2) Business Development Grants require a commitment from the applicant of at least **50%** of the total cost of the project. The applicant's 50% portion can wholly include third party funding; i.e. municipal grants, volunteer hours committed to the project, or value-in-kind contributions; however, proof must be provided to the value of the non-cash commitment.
- 3) The maximum grant available for affiliated curling facilities is **\$12,000**. The minimum grant considered is **\$2,500**. Business Development Grants **will account for 50%** of the total C.A.P. funding for 2010-11.
- 4) The Business Development Grant application **must include a detailed action plan with timelines describing in detail how your project will benefit the sport of curling and the lasting impact this project will have in your community / region**. The action plan should include: a) the overall objective of the plan; b) the steps necessary to achieve your objective; and c) the timelines for each step including who in your organization is responsible for each step. Your action plan should deal in specifics with tangible results. For example, we will not accept a statement saying: *"we want to increase membership."* We will consider applications stating: *"we will recruit 16 people for our Tuesday night league"* followed by the steps you will take to recruit those 16 new players. Finally, the application must also include your membership numbers in the past two (2) years and where possible, broken down to daytime, evenings, weekends and youth 17 and under.
- 5) The action plan must also include **a detailed budget** including the amount requested from C.A.P. and the source of the applicant's portion.
- 6) Business Development Grant applications **must include** copies of the applicant's last two (2) annual revenue versus expense statements **AND** the most recent version of your audited financial statements. Organizations that are not stand-alone "businesses" (i.e., curling & golf) should at minimum, submit relevant, curling-specific financial information.

- 7) 50% of C.A.P. funding will be released immediately to successful applicants. The balance will be released no later than March 14, 2012 **upon receipt of the final report. Failure to submit the final report by the deadline will result in the forfeiture of the balance.** The unspent dollars will be applied to the next funding cycle and the applicant will not be allowed to apply for three (3) years.

- 8) Applications for projects implemented between May 1, 2010 and March 15, 2011 **are eligible** for retroactive funding.

GRANTING PROGRAMS & CRITERIA



C.A.P. offers two (2) granting programs: Business Development and Bricks & Mortar

B) **BRICKS & MORTAR**

- 1) Bricks & Mortar Grants will be awarded to applications based on capital acquisitions necessary to build the curling business at the community level. The following are examples of projects considered eligible:
 - i) Refrigeration equipment; *i.e. compressors, chillers, condensers;*
 - ii) Ice area; *i.e. de-humidifiers, heaters, monitoring equipment, scrapers;*
 - iii) Renovations; *i.e. lounge areas, accessibility, bar, kitchen;*
 - iv) New construction; *i.e. new curling arenas, new lounge, another sheet of ice;*
 - v) Curling stones; *i.e. junior stones, new inserts, striking bands.*

Note: applications for funding **are not necessarily** restricted to the above.

- 2) Bricks & Mortar Grants require a commitment from the applicant of at least **50%** of the total cost of the project. The applicant's 50% portion can wholly include third party funding; *i.e. municipal grants, volunteer hours committed to the project or, value-in-kind contributions;* however, proof must be provided to the value of the non-cash commitment. For example, you may propose to replace the floor in the arena and members will remove the sand floor instead of the contractor. This is an acceptable volunteer contribution.
- 3) The maximum grant available is **\$12,000**. The minimum grant considered is **\$2,500**. Bricks & Mortar Grants **will account for 50%** of the total C.A.P. funding for 2010-11.
- 4) Bricks & Mortar Grant applications **must include details describing how your organization affects the sport of curling in your community**. These should include: a) how you recruit new customers; b) a description of how you deliver customer service; c) your membership numbers in the past two (2) years (where possible broken down to show daytime, evenings, weekends and youth 17 and under); and d) the potential for long-term viability. Finally, your application must include rationale of how this purchase will positively impact your business. Your explanation must deal in specifics with tangible examples. We will not accept a statement saying: *"we will close if we don't get the money."*
- 5) Applications for funding for the purchase of any equipment requiring 'energy' to operate should also include any efficiencies / savings achieved. We encourage applications that include increasing energy efficiency and / or the use new technologies.
- 6) Bricks & Mortar applications **must include** copies of the organization's last two (2) revenue versus expense statements **AND** the most recent version of your audited financial statements. Organizations that are not stand-alone "businesses" (*i.e., curling & golf*) should at minimum submit relevant, curling specific financial information.

- 7) The application must include at least **one (1) estimate** from a reputable contractor / supplier on the contractor / supplier's letterhead.
- 8) Full funding will be released to successful applicants upon proof of completion of the work. Proof will include copies of signed, paid invoices and photos of the acquisition. The funding will be released no later than March 14, 2012 upon receipt of the paid invoice(s). **Failure to submit the report by the deadline will result in the forfeiture of the grant.** The unspent dollars will be applied to the next funding cycle and the applicant will not be allowed to re-apply for three (3) years.
- 9) Applications for projects implemented between May 1, 2010 and March 15, 2011 **are eligible** for retroactive funding.

TIMELINES



THE FOLLOWING TIMELINES ARE CRITICAL. APPLICATIONS WILL NOT BE ACCEPTED AFTER THE FIRST DEADLINE. MOREOVER, FULL OR PARTIAL FUNDING WILL BE REFUSED TO SUCCESSFUL CANDIDATES WHO DO NOT MEET THE FINAL DEADLINES.

- 1) **MARCH 15, 2011** – Deadline for applications to the CCA office including sending **one (1) copy** of the application page (p. 13) to your Provincial / Territorial Member Association and four (4) complete copies to the CCA. Note to curling facility applications: Prior to reviewing your application, the CCA **will confirm** with the P/T Member Association as to the receipt of a copy of your application page and that your facility is a member in good standing.
- 2) **APRIL 15, 2011** – Announcement of successful applicants. 50% of funding for Business Development Grants will be released immediately.
- 3) **MARCH 14, 2012** – Final reports outlining the successful completion of work for the Business Development and Bricks & Mortar grants must be submitted to the CCA by this deadline for the release of any funds due. Final reports may be received at any time during the period of April 2011 to March 2012. Assuming the report meets all obligations, funds will be sent within 3-4 weeks.
- 4) **MARCH 15, 2012** – Any unclaimed funds will be returned to C.A.P. for the next funding cycle.

GENERAL INFORMATION



Basic information you should know before making application

- 1) You may apply in **one (1) grant category only**: Business Development **OR** Bricks & Mortar
- 2) Applications will vary in their complexity and detail. They are generally indicative of the time and effort put into writing the application. Please do not simply send a quote for a new brine pump and very basic details of your business operation. The review team will be looking at how your facility affects the sport in your community. They will also be looking for potential for growth and long-term success. The more “proof” you are able to submit showing how deserving your organization is to receive this grant is important.
- 3) The Review Team will consist of three reviewers and the CCA Director, Curling Club Development. The Review Team will meet once a year between the application deadline and the announcement of successful applications. Any contact to the Review Team will be made to the CCA Director, Curling Club Development. **The decisions of the Review Team are final.**
- 4) Criteria Assessment – the Review Team will base their decisions on the following benchmarks:
 - a) Proof of affiliation and good standing with the CCA supplied by the respective Provincial / Territorial Member Association.
 - b) Request for funding is in the appropriate range as outlined.
 - c) Project budget with proof of self-funding of the applicant’s 50% share (proof can be a motion of the applicant’s Board of Directors).
 - d) Action Plan (Business Development Grant) with steps that can be measured. Assessment will be based on the projected and attainable impact on the sport in the community. The size of the community will be taken into consideration. For example, a plan to acquire 15 new members in a community with a population of 3,000 is significant.
 - e) Bricks & Mortar applications will be assessed on need, potential for energy efficiency, innovation, and the impact statement (page 8 bullet (5)).
 - f) Finally, creativity in the planning or the purchase will be the final consideration in the assessment.
- 5) If deemed successful, your application may be used by the CCA to promote creativity, innovation, or the Curling Assistance Program (C.A.P.) in any of the media accessible by the CCA.
- 6) Applications requesting funding for salaries, ice rentals, utility or tax bills, high performance, or championship related expenses **will not be considered and will be returned as incomplete.**
- 7) Regardless of who submits the application; **the President or Chair of your Board of Directors must sign the forms.**

CONTACT INFORMATION



Please direct any questions about your application to the Canadian Curling Association care of **Danny Lamoureux**.

Address	Canadian Curling Association Curling Assistance Program 1660 Vimont Court Orleans, On K4A 4J4
Telephone	1.800.550.2875 (116) toll free 1.613.834.2076 (116) local Ottawa 1.613.834.0716 (facsimile) 1.613.878.3682 (cell)
E-mail	danny@curling.ca
Web page	www.curling.ca/about-the-organization/curling-assistance-program
Skype	dlamoureux1959

APPLICATION FORM

PLEASE FILL IN EACH FIELD. IF YOU ARE PRINTING THIS DOCUMENT, PLEASE PRINT LEGIBLY.

The Name of your Organization

1

Address (where possible, the physical address and not the Post Office box number)

2

City

3

Province / Territory

4

Postal Code

5

Telephone Number (with area code)

6

Organization's e-mail ADDRESS

7

Organization's web site URL ADDRESS

8

FACEBOOK address

9

Organization's President / Chair

10

Signature

11

Name of person submitting application (if not the President / Chair)

12

E-mail address of person submitting application

13

Signature of person submitting application (if not the President / Chair)

14

Date

15

Which Category are you applying for?

16

Amount Requested

17

CHECK LIST

PLEASE COMPLETE THIS CHECKLIST AND SUBMIT WITH YOUR APPLICATION

A) Business Development Grants

- A description of your customer base for the past two years (2010-11 and 2009-10).
- Revenue versus expense statements for the previous two (2) years.
- Most recent, complete financial statement.
- Your action plan with timelines.
- A project budget: list all revenues and expenses this project will incur including the applicant's contribution and the amount expected from the CCA.

- Proof of the applicant's 50% share of the project's funding.
- A completed application form with signature(s) (please print or type all information).
- Submit **four (4) complete** copies of your application to the CCA and forward **one (1) copy of your one page application form (page 13)** to your Provincial / Territorial Member Association by the deadline. Note to curling facility applications: Before reviewing your application, the CCA **will confirm** with the P/T Member Association as to the receipt of your application page and that your facility is a member in good standing.

B) Bricks & Mortar Grants

- Revenue versus expense statements for the previous two (2) years.
- Most recent complete financial statement.
- Examples describing how your facility affects the sport of curling in your community. The examples should include: a) how you recruit new customers; b) a description of how you deliver customer service; and c) your membership numbers in the past two years (daytime, evenings, weekends and youth 17 and under).

- Proof of the applicant's 50% share of the project's funding.
- Minimum of one (1) estimate from a contractor / supplier on their business form.
- A completed application form with signature (please print or type all information).
- Submit **four (4) complete** copies of your application to the CCA and forward **one (1) copy of your one page application form (page 13)** to your Provincial / Territorial Member Association by the deadline. Note to curling facility applications: The CCA **will confirm** with the P/T Member Association as to the receipt of your application page and that your facility is a member in good standing before reviewing your application.