

CURLING ASSISTANCE PROGRAM (C.A.P.) 2011-2012



A Canadian Curling Association Development Program (October 2011)

Canadian Curling Association

CURLING ASSISTANCE PROGRAM (C.A.P.)

2011-2012



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 is known as the Curling Assistance Program (C.A.P.) and is delivered as a grant program.

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 CCA championships, which ultimately funded this program.

Good luck and we look forward to reading your applications!

Greg StremLaw

A handwritten signature in black ink, appearing to read "G StremLaw", with a large flourish at the end.

Chief Executive Officer
Canadian Curling Association

Laura Lochanski

A handwritten signature in black ink, appearing to read "Laura Lochanski", written in a cursive style.

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)

- i) To be recognized as the national sport governing body for curling in Canada;
- ii) To facilitate the development and marketing of the sport of curling at both the Association Member and the club level;
- iii) 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;
- iv) To cultivate fraternal relations with other curling associations (national and international);
- v) To respect and preserve the traditions of curling;
- vi) To promote, arrange, conduct and control Canadian Curling Championships;
- vii) 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;
- viii) 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 are as follows:

- 1) The program shall be available only to Member Associations and affiliated curling clubs.
- 2) All applications will be evaluated based on the merit of the application.
- 3) An applicant / application is defined as:
 - a. An individual curling club;
 - b. A Member Association;
 - c. Multiple curling clubs;
 - d. Multiple Member Associations; and,
 - e. Combinations of curling club(s) and Member Association(s).
- 4) The overall purpose of the program shall be for the development of curling and to promote the growth and sustainability of curling within Canada.
- 5) The program year shall be the fiscal year of the CCA.
- 6) 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.
- 7) As a component of the application process, the Member Association having jurisdiction of the applicant:
 - a. Shall receive an Executive Summary of each application;
 - b. Shall confirm receipt of the Executive Summary and that the applicant is in good standing with the Member Association; and,
 - c. Shall be given the opportunity to provide confidential additional information including, but not limited to, any special circumstances (i.e. hardship) for consideration during the application process.
- 8) The program will be awarded annually subject to the approval of the CCA Board.
- 9) All successful affiliated curling club applicants must wait a minimum of 3 years before reapplying for funding under the program.
- 10) Applications must demonstrate a viable Business and Action plan with respect to their application.
- 11) Applications shall not be fully funded by the program, however, in exceptional circumstances, the CCA may, in its discretion, approve full funding.

- 12) For each program year, the CCA Board of Governors shall authorize the total amount available to be allocated to the program.
- 13) Program funds not utilized in any program year shall be added to the total funds available for the next program year.
- 14) Any applicant shall not receive more than 10% of the allocated program funds for the program year, including the prorated amount of any joint application.
- 15) The cumulative total of all successful applications from Member Associations-only applications shall not exceed 20% of the allocated program funds for the program year.
- 16) All successful applications within the jurisdiction of any Member Association cannot exceed 20% of the program funds for the program year.
- 17) 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.
- 18) 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.

- 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 Business Development grant available is **\$10,000**. The minimum grant considered is **\$2,500**. Business Development Grants **will account for 33.3%** of the total C.A.P. funding for 2011-12.

- 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 describing the lasting impact this project will have in your community / region**.

The action plan should include:

- i) The overall objective of the plan;
- ii) The steps necessary to achieve your objective; and,
- iii) The timelines for each step including whom 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, however, 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.

- 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** (can be a recorded motion of your Board).
- 6) Business Development Grant applications **must include** copies of the applicant's last **two (2)** annual **Revenue versus Expense** statements (**one (1)** page each) **AND** the most recent **one (1)** page Balance Sheet (if available). 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 **upon receipt of the final report. Failure to submit the final report by the deadline of January 11, 2013 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 **October 1, 2010** and **October 31, 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 business of curling 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 **\$20,000**. The minimum grant considered is **\$2,500**. Bricks & Mortar Grants **will account for 67.7%** of the total C.A.P. funding for 2011-12.
- 4) Bricks & Mortar Grant applications **must include details describing how your organization affects the sport of curling in your community.**

These should include:

- i) How you recruit new customers;
- ii) A description of how you deliver customer service;
- iii) Your membership / customer numbers in the past two (2) years; and,
- iv) The potential for long-term success.

Finally, your application must include rationale of how this purchase will positively affect 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 increased energy efficiency and / or the use of new technologies.

- 6) Bricks & Mortar applications **must include** copies of the applicant's last **two (2)** annual **Revenue versus Expense** statements (**one (1)** page each) **AND** the most recent **one (1)** page Balance Sheet (if available). 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 upon receipt of the paid invoice(s). **Failure to submit the report by the deadline of January 11, 2013 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 **October 1, 2010** and **October 31, 2011** are **eligible** for retroactive funding.

TIMELINES

THE FOLLOWING TIMELINES ARE **CRITICAL**.

APPLICATIONS **WILL NOT** BE ACCEPTED AFTER THE FIRST DEADLINE.

ADDITIONALLY, FULL OR PARTIAL FUNDING WILL BE REFUSED TO SUCCESSFUL CANDIDATES WHO **DO NOT** MEET THE FINAL DEADLINES.

1) **DEADLINE - 5:00 p.m., JANUARY 13, 2012.**

Applications must include:

- a) Six (6) complete copies sent directly to the CCA (**we will not accept applications sent by fax or by e-mail**).
- b) One (1) copy of the Application Page and the Executive Summary (pages 14 & 15) directly to your Provincial / Territorial Member Association (**these two pages can be e-mailed or faxed to your Association**).

Packages to the CCA must be post-dated no later than Monday, January 9, 2012 for either Canada Post or a courier. Applications arriving after the deadline of January 13, 2012 will be returned unopened.

Note to curling club applications: prior to reviewing your application, the CCA **will confirm** with the Provincial / Territorial Member Association as to the receipt of the copy of your Application Page and the Executive Summary (pages 14 & 15) and that your facility is a member in good standing.

- 2) **FEBRUARY 24, 2012** – Announcement of successful applicants. 50% of funding for Business Development Grants will be released immediately.
- 3) **JANUARY 11, 2013** – 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 February 2012 to January 2013. Assuming the report meets all obligations, funds will be sent within 3-4 weeks of receipt of report.
- 4) **JANUARY 14, 2013** – 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 five (5) 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:
 - i) Proof of affiliation and good standing with the CCA supplied by the respective Provincial / Territorial Member Association.
 - ii) Request for funding is in the appropriate range as outlined.
 - iii) 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).
 - iv) 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.
 - v) Bricks & Mortar applications will be assessed on need, potential for energy efficiency, innovation, and the impact statement.
 - vi) Finally, creativity 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 (CAP) 1660 Vimont Court Orleans, On K4A 4J4
Telephone	1.800.550.2875 (116) toll free 1.613.878.3682 cell
E-mail	danny@curling.ca
Web page	www.curling.ca/about-the-organization/curling-assistance-program
Skype	dlamoureux1959

PRIVACY STATEMENT

The Curling Assistance Program and application process will be subject to CCA's Privacy Policy, [which can be reviewed by clicking "here"](#). Accordingly, your organization consents to the use of your organization's information for the purpose of the C.A.P. program and successful applicants consent to their organization's information to be publically posted on the CCA's website upon finalization of the 2011-2012 C.A.P. process.

Additionally, the CCA reserves the right, and your participation in the program implies consent, to share general information about curling facilities or Member Association success stories resulting from a Curling Assistance Program grant. The CCA will not, however, divulge financial or personal information connected to these success stories when issuing press releases, web blogs or any other public communication vehicles without prior consent.

APPLICATION FORM (Submit one (1) copy of page 14 & page 15 to your Member Association)

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 in addition to a Post Office box number)

2

City

3

Province / Territory

4

Postal Code

5

6

Telephone Number (with area code)

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

APPLICATION FORM (Submit one (1) copy of page 14 & page 15 to your Member Association)

Executive Summary of your Application (mandatory & please print legibly)

16 Which category are you applying for?

17 Amount Requested

\$

18 Briefly describe your project (one page only)

19 **Describe your action plan - (one (1) page for Business Development Applications only)**

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.

i) Overall objective(s)

ii) Steps you will take to achieve your objective(s)

iii) Actions & timelines including the person(s) responsible for each action

20 **Examples describing how your facility affects curling in your community.**
(Bricks & Mortar applications only)

i) How do you recruit new customers;

ii) A description of how you deliver customer service to your members;

iii) Potential for long term success of your operation in your community.

21 **Description of your customer base using registration numbers**

CUSTOMERS	2008-2009	2009-2010	CCA use only
MEN			
WOMEN			
MIXED ONLY			
DAYTIME			
JUNIORS			
LITTLE ROCKS			
STICK CURLERS			
RENTERS			
OTHER? _____			

22 **Show the Project Budget**

CHECK LIST

PLEASE COMPLETE THIS CHECKLIST AND SUBMIT IT WITH YOUR APPLICATION

A) Business Development Grants

- A **description of your customer base** for the past two (2) years (2010-11 and 2011-12). Box 21
- Attach **Revenue versus Expense statements** for the previous two (2) years: 2008-09 & 2009-10 (one page each).
- If available, attach most recent **Balance Sheet** (one page). If not available, briefly describe your cash holdings.
- Your **action plan** with timelines. Box 19
- A **project budget**. List all revenues and expenses this project will incur including the applicant's contribution and the amount expected from the CCA. Box 22
- Attach **proof of the applicant's 50% share** of the project's funding (can be a recorded motion of the Board).
- Attach the **completed application form** with signature(s) (please print or type all information).
- Submit **six (6) complete** copies of your application to the CCA.
- Forward **one (1) copy of your Application Form & Executive Summary** (pages 14 & 15) to your Provincial / Territorial Member Association by the deadline.

B) Bricks & Mortar Grants

- Attach **Revenue versus Expense statements** for the previous two (2) years: 2009-10 & 2010-11 (one page each).
- If available, attach most recent **Balance Sheet** (one page). If not available, briefly describe your cash holdings.
- 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 (i.e. daytime, evenings, renters and youth). Box 20
- Attach **proof of the applicant's 50% share** of the project's funding (can be a recorded motion of the Board).
- Minimum of **one (1) estimate** from a contractor / supplier on their business form.
- Attach the **completed application form** with signature(s) (please print or type all information).
- Submit **six (6) complete** copies of your application to the CCA.
- Forward **one (1) copy of your Application Form & Executive Summary** (pages 14 & 15) to your Provincial / Territorial Member Association by the deadline.

LIST OF SUCCESSFUL CLUBS FROM THE APRIL 2011 FUNDING DEADLINE

(Based on the Guiding Principles, successful applications are not allowed to re-apply for three years)

Bala CC (ON)	Heather CC (MB)	Port Arthur Curling & Athletic Club (N ONT)
Bradford and District CC (ON)	Kakabeka Falls CC (N ONT)	Port Elgin CC (ON)
Cobalt-Haileybury CC (N ONT)	Kronau CC (SK)	Powell River CC (BC)
Ellerslie Curling & Rec Assoc (AB)	Lorette CC (MB)	Richmond Hill CC (ON)
Fort Rouge CC (MB)	Lumsden CC (MB)	Rivers CC (MB)
Glen Meadows Curling Association (BC)	Nanaimo Curling Centre (BC)	Rosemere CC (QC)
Glooscap CC (NS)	Nelson CC (BC)	Swift Current CC (SK)
Grande Prairie (AB)	Plamondon CC (AB)	Truro CC (NS)
Haliburton CC (ON)	Pointe Claire CC (QC)	West Northumberland CC (ON)