



# CHURCHILL REGION ECONOMIC DEVELOPMENT FUND (CRED)

## **Application Guidelines**

Churchill Region Economic Development Fund  
c/o Community Futures Manitoba  
559-167 Lombard Avenue  
Winnipeg, Manitoba R3B 0V3  
Tel: 204-943-2905  
Email: [cred@cfmanitoba.ca](mailto:cred@cfmanitoba.ca)  
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## **Churchill Region Economic Development Fund**

### **Fund Description and Objective**

Funding for the \$7.3 Million Churchill and Region Economic Development (CRED) Fund is a response to the economic instability facing the town of Churchill and surrounding region following the announcement of the closure of the Port of Churchill and associated reductions in rail service.

The Fund will be delivered and administered by Community Futures Manitoba (CFM), the association representing Manitoba's 16 Community Futures organizations.

The goal of CRED is to encourage short and long-term, sustainable economic development and diversification of local economies, facilitate economic adjustment and enable collaboration and partnerships leading to enterprise opportunities in the Churchill and northern region communities affected by changes in service delivery.

The Fund is available for strategic investments in economic development projects that promote sustainable local economic growth and create employment and business opportunities in the Churchill and northern region by building on existing assets to support economic diversification beyond the existing tourism and port assets. This could also include the development of local businesses to provide goods and services that are currently sourced outside the Region. Project funding will be provided to for-profit or not-for-profit recipients on a repayable or non-repayable basis.

### **Eligible Communities**

The Churchill and northern region is defined as the area served by Community Futures North West, Community Futures North Central Development, Community Futures Greenstone, Community Futures Cedar Lake Region, and Community Futures Kitayan (see [www.cfmanitoba.ca/regions/](http://www.cfmanitoba.ca/regions/) for more detail). The Fund will also support projects that promote business activity in Kivalliq and the west coast of Hudson Bay if they strengthen economic activity across the Churchill and northern region as defined above.

### **Eligible Recipients**

Eligible recipients shall be organizations located within the Churchill and northern region that submit proposals clearly demonstrating that the results of the CRED Fund investment will be realized within the Region. Specifically, eligible recipients shall include:

- Municipal or local governments
- Post-secondary institutions
- Not-For-Profit organizations
- For-Profit organizations (incorporated, sole proprietorships, partnerships or other legally established businesses)
- First Nations and Indigenous organizations as represented by their leadership

Organizations will need to demonstrate their overall governance, management and financial capacity to provide oversight for the project.

## **Eligible Projects**

The Fund is broad in scope and will fund a variety of projects that promote business development, good quality job creation, and local economic growth. This will include projects that have tangible direct economic benefits including: maintaining current employment; new job creation or enhancement; incremental income or businesses and government revenues within an identifiable time frame (immediate preferable).

## **Expected Project Outcomes**

Expected outcomes include, in general: a more diversified economy; less reliance on single commodities such as grain; more local involvement in community economic planning; expansion of existing and creation of new businesses to support jobs; increased training opportunities linked to the region's strengths such as transportation, health care, tourism; growing Arctic research and service industry.

In the short term (less than 1 year), investments under the CRED Fund are expected to create new or increased community opportunities in areas of local strengths. These could include projects that enhance ties between the communities and address common acute challenges or pressing needs such as enabling employees who were unable to qualify for EI benefits through short-term employment.

In the medium-term (1 – 2 years), projects are expected to result in increased business opportunities that are expected to contribute to a better trained local workforce, increased self-sufficiency and additional jobs created and protected.

The long-term (2 – 5 years) intended outcomes are to create job opportunities in the affected communities. Ultimately, beyond the duration of this initiative, it is anticipated that the opportunities created will contribute towards the results of good-paying, long-term jobs, a more diverse regional economy and more sustainable revenues for the region.

## **Eligible/Ineligible Project Costs**

### **Eligible costs**

All proposed costs should demonstrate how they are essential to the implementation of the project. Costs that may be eligible for reimbursement include, but may not be limited to:

- Equipment purchase and lease;
- Information management and information technology acquisitions;
- Legal, administrative, accounting, licensing, permits;
- Rents, leases, leasehold improvements;
- Acquisitions of proprietary processes;
- Supplies, transportation;
- Capital improvements related to projects;
- Personnel: salary, travel expenses and benefits; and,
- Other costs that are reasonable, incremental and directly attributable to activities necessary to achieve desired results, as specified by the agreement

## **Ineligible costs**

Costs that are deemed unreasonable, and/or not directly related to project activities will be ineligible for reimbursement. These include, but may not be limited to:

- Allowance for interest on invested capital, bonds, debentures, and other debt;
- Losses on investments, bad debts and associated expenses, other projects and contracts;
- Refinancing of existing debts;
- Amortization or depreciation of assets;
- Federal and provincial income taxes, GST (recoverable portion), taxes or surtaxes on excess profit;
- Provisions for contingencies or commissions paid to consultants to secure funding;
- Lobbying activities;
- Donations, dues and membership fees;
- Entertainment expenses; and,
- Have as its primary purpose the purchase of land.

## **Project Intake Process**

An open call for proposals will be issued in December 2016. CRED will have an initial Call for Proposals (CFP) and then continuous intake after that (until funds are exhausted).

All applicants will be required to complete a Stage One project application form that outlines the basic elements of their project. Short-term funding applicants will only be required to complete the Stage One application, but those medium and long-term applicants approved at Stage One may also be required to complete a full project application form.

Proponents interested in submitting a funding proposal are encouraged to contact their local CF organization for assistance in developing their proposals. CRED project staff of Community Futures Manitoba can also help with completing applications.

## **Application Information required:**

Required information is outlined within the application documents. Applicants should be prepared to provide the following information:

1. **Project Proponent** – Name, address, telephone numbers and other contact information, name of key contact, type of proponent (non-profit, industry association, etc.).
2. **Project Location** – Precise location of the project's activities.
3. **Project Description** – Describe the overall project, identify its key elements, goals, and objectives. Discuss how the project meets the Fund Criteria and Eligible Project Activities. Briefly outline the proposed statement of work, personnel, time frames and implementation program.
4. **Budget:**
  - Project Costs – Provide a cost breakdown of the project's key elements.
  - Source of Funds and Program Funding Requested – Identify sources and amounts of funding, cash, in-kind materials and contributions as well as other funding that may be in process. Identify the funds being requested from the CRED.

5. **Partnerships** – Identify other organizations that will participate in or contribute to the project's success and identify any monetary or in-kind contributions that they will provide.
6. **Prior Project History** – Identify when the applicant's project or activity started, the amounts of monies obtained over the years and progress to date at meeting the objectives.
7. **Timelines** – Identify the starting and completion dates for the project and the phasing of each key element.
8. **Community Support** – Demonstrate that this project has broad-based community support. Examples include resolutions or letters of support from municipal council, Indigenous organization, band, tribal council, hamlet, business, service or community organizations. If there is opposition to the project, identify and describe how it will be resolved.
9. **Project Benefits** – Describe the long-term tangible economic benefits such as impact on employment, new community income, development or diversification of the economy, spin-off benefits to business and government etc.
10. **Management Capability/Organizational Structure** – Describe the proponent's management experience including skills and expertise available and its capacity to meet regulatory requirements.
11. **Special Considerations** – Describe any other circumstances or issues that should be considered.
12. **Permission to Share Information** – Proponents must grant permission for the project application and other future materials presented to be shared with the Churchill and Region Economic Development Fund Management Committee, relevant community groups and appropriate government officials.

## **Project Approval Process**

Due diligence and recommendations on project applications will be undertaken by Community Futures Manitoba (CFM) with funding decisions made by the Churchill Region Economic Development Fund Management Committee (CMC). The CMC is made up of six community representatives from the northern region of Manitoba.

Committee Members will make decisions that benefit the Region, are in the best interest of Churchill and northern region communities in general, and that do not unfairly favour one community over another.

## **Assessment criteria for evaluating proposals**

Proposals will be assessed on a variety of factors that will help determine the project's ability to meet the Fund's goals and objectives. Assessment factors could include (but are not limited to):

- a) Community Need
  - How has the community been affected?
  - # of jobs lost
  - % of unemployment

- Opportunity to diversify the economy
- b) Community Support
- Number of funding partners
  - Amount of funds leveraged from other partners
  - Amount of community funding
- c) Economic Impact
- Number of jobs created or maintained
  - Degree of diversification
  - Distribution of benefits in the community
  - Sustainability within an industry sector
  - Level of adverse impact
  - Long-term income opportunities for the community
  - Long-term revenues generated for governments
- d) Financial Viability
- Proposals combining confirmed funding from more than one source (other levels of government, private sector and non-government sources) will be given priority
  - Funding sources identified for ongoing operations
- e) Management Capability
- Project management expertise is in place
  - Required skills are available or can be hired
  - Key management people have the knowledge and expertise to run the activity
- f) Environmental/Regulatory Impact
- Required studies complete and environmental approvals can be obtained
  - Regulatory authorities support project or at least do not oppose the project
  - Project meets all regulatory requirements
  - Low risk of adverse economic or environmental degradation
  - Positive economic/environmental impacts

As part of the intake and assessment process, CRED project staff may suggest amendments to the proponents' application to maximize the project's impact and to help the project to better fit with the Fund's objectives.

Approved applicants will enter into Project Contribution Agreements with Community Futures Manitoba. These agreements will detail, among other things, the schedule for the release of project funds and outline the performance and reporting requirements of the recipients.

### **Project Results/Benefits and Reporting**

Projects must demonstrate clear, measurable economic outcomes for Churchill and/or the northern region. Project results will be measured through the following primary indicators:

- Businesses opportunities are created: # businesses created, maintained, or expanded
- Job opportunities are created: # jobs created, maintained or expanded
- Western Canadian communities have strong businesses: SME sales growth

- Community impact:
  - # of employees bridged to EI
  - Range of community based projects funded
  - # of community-based projects funded

Secondary indicators of project results may include:

- # participants trained
- # of person years of employment created or maintained
- Impacts by sector
- Indigenous economic development
- Increased community capacity
- Enhanced community planning activities
- # partnerships
- \$ amount leveraged from community based projects

## **Application Submission**

Applications can be submitted to:

Churchill Region Economic Development Fund  
c/o Community Futures Manitoba  
559-167 Lombard Avenue  
Winnipeg, Manitoba R3B 0V3  
Tel: 204-943-2905  
Email: cred@cfmanitoba.ca

Applications should include one paper copy (along with any supporting documentation) and one electronic copy in Word format.

Receipt of applications will be acknowledged ASAP. Response time on applications will vary with project complexity and the meeting schedule of the CRED Management Committee.

Any questions regarding the application process can be directed to:

Katie Daman  
CRED Project Coordinator  
Community Futures Manitoba  
559-167 Lombard Avenue  
Winnipeg, Manitoba R3B 0V3  
Tel: 975-0747  
Email: cred@cfmanitoba.ca

CRED funding is available for strategic investments in economic development projects that promote sustainable local economic growth and create employment and business opportunities in the Churchill and northern region by building on existing assets to support economic diversification beyond the existing tourism and port assets. CRED can be accessed by **Community, For-Profit, and Not-For-Profit Applicants**.

In the CRED Guidelines, Community/Not-For-Profit Applicants can include:

- Municipal or local governments
- Post-Secondary institutions
- Not-For-Profit organizations
- First Nations and Indigenous communities and organizations

***Applicants must read the CRED Application Guidelines and will need to refer to these guidelines when completing the Stage One Application and the Full Application.***

The CRED Fund has a two-stage application process. Applicants are encouraged to work with staff from the CRED Fund and their local Community Futures organization in developing both their Stage One and Full Application:

- (1) Applicants will discuss their project with CRED staff and submit the **Stage One Application** containing a cover sheet, narrative and budget.

Information from the Stage One application will assist CRED staff in providing feedback to project applicants on whether the concept is eligible. All Stage One applications will be presented to the CRED Management Committee (CMC) for feedback and/or approval.

Medium-Term (1-2 years) and Long-Term (2-5 years) Project Applicants may then be asked to provide further information during Stage Two:

- (2) **Full Application**, which includes:

- Organization's information
- Project details
- Description of how the region has been enhanced as a result of the project
- Project funding budget including supporting documentation
- Projected deliverables
- Indication of community support
- Confidentiality, consent and certification agreement (for each partner)

When the Full Application is complete, or when sufficient information is provided, it will be reviewed and then presented by staff to the CRED Management Committee.

**Applications will be accepted on an on-going basis beginning December 21, 2016.** All project activities must be completed by September 30, 2021. Applicants are encouraged to apply as soon as possible. Full Applications must be submitted at least 60 days prior to the commencement of project activities.

# CRED Project

# Application Process

## Suggestions to all applicants:

**CRED priority:** The CRED Fund will give priority to projects which are multi-community in nature and benefit the Churchill and northern region which is defined as the Town of Churchill and the area served by Community Futures Cedar Lake Region, Community Futures Greenstone, Community Futures Kitayan, Community Futures North Central Development, and Community Futures Northwest. To allow for flexibility, the Fund will also support projects that promote business activity in Kivalliq and the west coast of Hudson Bay if they strengthen the regions' economic activity across northern Manitoba.

**Partnerships:** The CRED Fund encourages the creation of regional partnerships. The extent of involvement and commitment of all partners involved in the project will be considered.

**Cost sharing:** The more each partner contributes to the project, the stronger their commitment to complete the project and the stronger the application becomes.

**Incremental activity:** The project must be incremental to ongoing activities of the organization.

**Innovative projects:** Priority will be given to projects that are innovative, involving new approaches, technologies, processes or products.

**Measurable outcomes:** The applicant must be specific about how the project fits with the priorities and objectives of the CRED. Make sure the results of your project are measurable and that you have included information on how you will measure the short and long-term impacts of your project. Demonstrate how the project will enhance the Churchill and northern region (e.g. investment in the region, jobs created by development activities, # employees bridged to EI, community development plans implemented, new products and services available in the region, etc.).

Make sure the outcomes are SMART:

**Specific – Measurable – Achievable – Realistic – Time bound**

Any questions? Please contact the **Churchill Region Economic Development Fund Staff at (204) 943-2905** or your local **Community Futures organization toll-free 1-888-303-2232**.