



Government  
of Canada

Gouvernement  
du Canada

# Atlantic Fisheries Fund

## APPLICATION AND PROPOSAL GUIDELINES

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*<http://atlanticfisheriesfund.ca>*



Canada 

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The following information provides applicants with an overview of the Atlantic Fisheries Fund (“AFF”) and guidance on submitting an application form and developing an appropriate accompanying proposal. Applicants are required to submit both as part of the AFF application process. Should your project meet with the program’s requirements and is approved as a project, you will be contacted by the AFF Secretariat office to develop a contribution agreement. All sections of the application form as well as the proposal must be completed to be considered for funding under the AFF.

**Information provided to the AFF Secretariat (collected by DFO) will be treated in accordance with the Access to Information Act, and the Privacy Act as well as provincial and territorial legislation.**

# 1. Atlantic Fisheries Fund context

The AFF is intended to help transform and drive innovation in Atlantic Canada's fish and seafood sector and to bring high value, high quality, and sustainable fish and seafood to markets at home and around the world. In Newfoundland & Labrador, Nova Scotia, New Brunswick, and Prince Edward Island the AFF supports:

- innovation to encourage new products and technologies
- infrastructure to encourage modernization
- science partnerships between industry and science to improve our knowledge

Atlantic Canada-based commercial enterprises, including fishers, aquaculturists and seafood processors, industry associations and other non-profits, universities and academics, Indigenous groups, and other organizations, including research institutions and provincial crown corporations, are all eligible for AFF funding.

## Program objective

The objectives of the contribution program are to:

- increase productivity, quality and sustainability in the fish and seafood sector
- enhance capacity to adapt to and address ecosystem shifts and their impacts on the fish and seafood sector, including shifts related to climate change
- increase recognition of Canadian fish and seafood products as market-leading in terms of quality and sustainability.

The AFF will align with and contribute to the five pillars of the Atlantic Growth Strategy (AGS) in order to advance the AGS objectives.

# 2. General program information

To be eligible for AFF funding, you must:

- reside in a participating province or territory
- be active in or support activities (such as research and development) related to the fish and seafood harvesting, processing or aquaculture sectors

In addition, you must be a:

- commercial enterprise, which includes:
  - incorporated entities
  - sole proprietorships or a partnership
  - co-operatives

or

- non-commercial organization, which includes:
  - academics
  - industry associations
  - post-secondary institutions
  - provincial crown corporations
  - research and innovation institutions
  - Indigenous organizations or groups other than commercial enterprises

### **Eligible activities**

The program supports projects that focus on the AFF partnership's commitment to address innovation in Atlantic Canada's fish and seafood sector as it transitions to meet growing market demand for high quality, sustainably sourced products.

The fund will support proposals under the following three pillars:

- Innovation
- Infrastructure
- science partnerships

## **Innovation pillar**

The following activities are eligible for innovation funding:

- Research and development of new innovations to contribute to the sustainability of the Fish and seafood sector
- Pilots and testing of new innovations
- Activities to introduce innovations to market
- Initiatives supporting the creation of partnerships or networks that help innovation activities in the sector.

## **Infrastructure pillar**

The following activities are eligible for infrastructure funding:

- Adapting new technologies, processes or equipment to improve the effectiveness and sustainability of the fish and seafood sector.
- Training associated with adoption of new technologies, processes or equipment.

## **Science partnerships pillar**

The following activities are eligible for science partnerships funding:

- Science activities in support of the development of sustainable harvesting technologies.
- Research on the impacts of ecosystem shifts on fish stocks, distributions and the commercial fishery.
- Initiatives supporting the creation of partnerships or networks that aim to support scientific activities in the sector according to the AFF objectives.

### 3. Evaluation of proposals

Each proposal will be initially screened to determine if it meets the minimum requirements to be considered an eligible AFF project. The initial review will assess:

- Is the applicant eligible under the program?
- Are the proposed activities and expenses eligible and within the scope of the program?
- Does the project proposal address the objectives of the program?

When funding is determined to be available within the program, and eligibility criteria have been met, projects will be assessed based on the following criteria:

- Projects must contribute to one or more of the overarching objectives of the AFF.
- Projects must contribute to one or more of the objectives of one of the pillars.
- Projects will be assessed according to the level in which they generate potential practical benefits to the sector.
- Project proposals will be required to demonstrate the overall quality of the proposal, the project feasibility and the applicant's capacity to undertake and successfully complete the project.
- Considerations will be given to prioritizing projects which are identified by participating provinces and territories as key strategic projects or that meet and align with regional priorities.

## 4. Instructions to complete the application form

### a. Applicant profile

Enter the full legal name of your organization and operating name if different, primary contacts and type of organization. If the project is selected for funding, you will enter into a contribution agreement with Fisheries and Oceans Canada and payments will be made to this organization name. A general description of your organization (or on the group implementing the project) must also be provided, including details on the capacity and expertise required to achieve the proposed project results.

### b. Project information

Provide the physical location of the project, project name, estimated total project costs, funding amount requested from the AFF, estimated start and completion dates. In a few sentences, briefly describe the project and linkage to one of the three AFF pillars.

### c. Ownership

Provide the required information on the principal owners, as well any parent company, subsidiaries and/or other related businesses.

### d. Governance and management

Provide the names of all directors/members of the board, key management personnel, and the names and contact information for professional advisors, including the requested banking information for your financial institution.

### e. Required information and documents

Provide copies of incorporation documents, historical and current financial statements, supplier quotes for the project's major cost items, and if necessary and relevant operating permits and licenses.

**f. Disclosures**

Provide as much information as possible for potential environmental impact, as well as possible engagement with indigenous groups or communities. Provide detailed information on any current or pending legal actions or litigation, any defaults for contracts or other financing arrangements, and any current arrears for any form of government taxes or payroll deductions. If you have applied for or received any other government (municipal, provincial or federal) funding for this project please provide details.

**g. Consent and certification**

Be sure to provide a signature and printed name and title of an authorized official signatory and date and location on the document. By selecting the checkbox, you confirm that all information contained in the AFF form is accurate and complete.

## **5. Instructions to complete AFF proposals**

**These are outlines of the information required to assist the AFF Secretariat in evaluating your proposed project. The AFF “Application for financial assistance” form must also be submitted with your proposal.**

**Additional information or clarification may be required from you during the due diligence process as the program officer reviews the information provided. Some projects may require advice from experts in a particular field as part of the process and in determining the overall risk.**

**For all application types, submit completed forms, proposals (both paper and electronic copies on memory stick) and supporting documents to:**

AFF Secretariat  
c/o Fisheries and Oceans Canada  
Maritimes Region  
1 Challenger Dr.,  
Dartmouth, NS  
Canada B2Y 4A2  
Attention: Atlantic Fisheries Fund-Polaris-P430

## Innovation pillar proposal instructions

### Innovation proposal guidelines for projects requesting less than \$100,000 in AFF funding

For projects requesting less than \$100,000 in AFF funding, provide a completed simplified research and development proposal using these guidelines. Be sure to include both historical and current financial statements and relevant supplier quotes.

The format of the proposal should be as a simplified research and development (R&D) project plan, which includes a project description and objectives in seeking contribution funding relating to the AFF objectives. The following is an outline of a simplified R&D project plan. You must address each of these sections in the proposal, and the instructions below provide points for consideration when writing the proposal.

- a) **Project title:** Provide a short concise title that conveys what the proposed product/process/service will be.
- b) **Applicant information:** Provide name of applicant and applicant's institution, body or organization.
- c) **Project summary:** Provide a short description of the proposed product/process/service, including the proposed start and completion date.
- d) **Goals and objectives:** Describe the goals and objectives of the project and explain how they relate to the AFF objectives. For example:
  - Does the project respond to a documented/recognized regional fisheries/aquaculture challenge or opportunity? List any of the issues and/or priorities to be addressed and identify all proposed solutions and actions to answer them.
  - Does the project benefit/impact the fisheries/aquaculture sector? Describe how they will benefit from the proposed project; for example, increased productivity.
  - Does the project provide access to new markets or enhance existing markets? List the markets expected to be accessed as a result of the project.
  - Does the project provide critical infrastructure or other adaptations to assist the fishery/aquaculture sector respond to climate change? Describe how.

#### e) Project details

- Explain the details of your project including work completed to date (if applicable).
- List the fishery and/or aquaculture and/or fish processing sectors (areas) impacted by the project.
- Describe the objectives and purpose in seeking contribution funding and how it relates to the objectives of the AFF. For example, how will the project impact and/or benefit the Nova Scotia fishery/aquaculture/seafood processing sector or address labour challenges? ( i.e benefits can include but are not exclusive to, increasing sales, growing the Nova Scotia fish and seafood value chain, increased organization profitability, new or improved productivity and/or innovation, etc).
- Describe the problem you are trying to solve. Outline the work plan/approach by describing the proposed activities (including the planning process). Include the expected results, milestones to advance the development of the project and long term actions (eg. monitoring and maintenance). For example, if you are considering a new technology, describe how technology impacts your product and/or service. Consider how new and emerging technologies could impact your product and/or service, and why investment in new technology may be required.
- Define the business case. Focus on project rationale, value proposition, cost, return on investment, and associated risks. Provide an overview of current and proposed capacity to meet project deliverables by providing the experience/background/expertise of the applicant, project leader and cooperator(s).

#### f) Financial details

- Complete the table below and identify all sources of funding confirmed or expected including the AFF contribution requested, and any in kind support.
- Provide project costs estimates (cash and in kind costs) to be covered by all sources of funding in the table. For each identified source of funding, include a brief description of the project costs to be funded and the amount requested for the whole duration of the project. Each organization must be listed using separate rows (i.e., one organization/row).
- Be sure to state any amounts owed to government in respect to taxes or government withholdings (municipal, provincial, or federal).
- **Provide the applicant's current and historical financial statements** (e.g. financial statements and/or tax returns).
- **Provide any relevant supplier quotes.**

**Table 1: Project budget**

Project expenses (list all costs associated with your project)	Cost (\$) net of HST/GST
<b>Total project costs</b>	

**Table 2: Project funding sources**

Project funding summary	Amount of funding	Status applied/confirmed
Applicant(s) contribution		
Support from industry		
Support from other sources (specify)		
Support from AFF program		
<b>Total project funding</b>		

## **Innovation proposal guidelines for projects requesting greater than \$100,000 in AFF funding**

For projects requesting more than \$100,000 in AFF funding, provide a completed research and development proposal using these guidelines. Be sure to include relevant quotes and both historical and current financial statements. Commercial applicants must provide their independently prepared financial statements (audited or review engagement) or tax returns for the last three (3) fiscal years. These financial statements must include the independent accountant's report, balance sheet, the income statement, the statement of cash flows, and the accompanying notes to the financial statements. Applicants must also provide the latest monthly interim financial statements (which can be company prepared). As appendices, commercial applicants must provide financial projections for the company for the duration of the project, including Statements of Cash Flow, Income Statements, and Balance Sheets along with the accompanying key assumptions used in their preparation.

Non-commercial applicants can satisfy this requirement by providing detailed proof of financial commitment from key collaborators. Completed application forms, proposals in both paper and electronic copies (on a memory stick) and all supporting documents should be submitted.

The format of the proposal should be as a research and development (R&D) project plan, including a description of project purpose and objectives in seeking contribution funding relating to the AFF objectives. The following is an outline of a comprehensive R&D project plan. It is not necessary to address each of these sections and the instructions below provide points for consideration when writing the proposal.

**a) Project title:** Provide a short concise title that conveys what the proposed product/process/service will be once the R&D project is complete.

**b) Project summary:** Provide a non-technical description (2 pages maximum) of the proposed product/process/service, the issues it will address, and its significance for potential customers. Describe why the R&D project is important and how the results will impact your business or organization.

**c) Management's experience:** Identify key project management members. Provide a summary of their roles and responsibilities and their experience in managing projects such as the one proposed.

**d) R&D team:** Identify key members of the project team and provide a summary of their roles and responsibilities. For each member identified, please provide a résumé (2 pages maximum) of their specific expertise and experience for the work involved.

**e) Summary of equipment and/or facilities:** Provide a description of the main equipment and/or facilities required during the project.

**f) Key collaborators:** Identify the key collaborators, alliances or other linkages that are relevant to the project. Describe their roles and responsibilities and include a rationale as to why they are important to the project.

**g) Summary of work completed to date:** Provide a summary of work already completed leading up to this proposal, including any technical evidence (e.g. proof-of-concept, supportive data, references, literature review) that support the feasibility of the proposed project. Describe the current stage of development of the proposed project.

**h) Activities to be carried out:** Provide an overview of the activities to be carried out. For each activity, specify:

- the objective
- expected outcome(s)
- the roles and responsibilities of the team members involved
- the time required for each activity
- the procedures or methods to be employed
- where applicable, describe the technological uncertainties and risk mitigation strategies for each task

**i) Project schedule:** Using a format similar to the table presented below, provide the project schedule for the activities described in section h.

	Activity description	Start date	Finish date
1			
2			
3			
4			

**j) Major project milestones:** Using a format similar to the table presented below, identify and describe the project's major milestones, indicators of success and the targeted completion dates. Project milestones are defined as the achievement of specific activities necessary for the completion of the project (i.e. critical path to project success) and may span several of the project's activities. These milestones can be related to any aspect of the project (e.g. technical, financial, management, commercialization of the resulting product/process/service).

	Major milestone description	Indicator of milestone success	Completion date
1			
2			
3			
4			

**k) Regulatory approvals:** If applicable, discuss any anticipated regulatory approvals required for all phases (e.g. R&D, production, commercialization) of the proposed project. Identify the approvals received to date or outline the strategy that has been developed to obtain all necessary approvals. List anticipated costs and timelines (i.e. industry standards) to obtain the regulatory approvals.

**l) Intellectual property:** If applicable, describe the background and foreground intellectual property arrangements (e.g. copyrights, trademarks, patents, industrial design rights, trade secrets) required to exploit the technology involved in the project. Describe the plan for handling intellectual property ownership issues and their associated costs. Describe the measures to be taken to ensure that the resulting technologies provide continuing benefits for Atlantic Canada.

**m) Project costs and financing:** Provide details on the proposed project costs, wages and salaries and project financing:

- Complete the table below and identify all sources of funding confirmed or expected including the AFF contribution requested, and any in kind support.
- Provide project costs estimates (cash and in kind costs) to be covered by all sources of funding in the table. For each identified source of funding, include a brief description of the project costs to be funded and the amount requested for the whole duration of the project. Each organization must be listed using separate rows (i.e., one organization/row).
- Be sure to state any amounts owed to government in respect or taxes or government withholdings (municipal, provincial, or federal).
- **Provide the applicant's current and historical financial statements** (e.g. financial statements and/or tax returns).
- **Provide any relevant supplier quotes.**

**Table 1: Project budget**

Project expenses (list all costs associated with your project)	Cost (\$) net of HST/GST
<b>Total project costs</b>	

**Table 2: Project funding sources**

Project funding summary	Amount of funding	Status applied/confirmed
Applicant(s) contribution		
Support from industry		
Support from other sources (specify)		
Support from AFF program		
<b>Total project funding</b>		

#### **n) Commercialization strategy (commercial applicants only if applicable)**

A key component of any proposal is a detailed and practical commercialization strategy, a well-defined plan for how the resulting product, process or service will be introduced to the marketplace and how revenue will be generated. Therefore, applicants are expected to elaborate on how the commercial outcome of the project will be promoted, distributed and sold. The commercialization strategy should include but not be limited to:

- the need for this product
- the size of the market and the targeted niche within the market
- the potential competitors and competing products, processes or services
- the market penetration objectives and the associated major challenges
- the expertise of the team and its collaborators as relates to commercialization of new products and services in the marketplace
- where possible, independent market assessments

As a second step, based on the market niche/segments identified above, applicants must outline their vision of the revenue model. Topics for discussion should include but not be limited to:

- the value proposition that resulting products will deliver to the end customer
- how the resulting products will achieve competitive advantage in the marketplace
- a description of the cost structure (i.e. will the product be competing on pricing or value, percentage of fixed costs vs. variable costs, economies of scale)
- a description and rationale for anticipated revenue streams from resulting products (e.g. usage fees, sales of products, subscriptions, licensing, royalties)

A detailed breakdown of anticipated sales and market projections by product and customer should be provided if applicable.

## Infrastructure pillar proposal instructions

### Infrastructure proposal guidelines for projects requesting less than \$100,000 in AFF funding

For projects requesting less than \$100,000 in AFF funding provide a simplified business plan using these guidelines. Be sure to include both historical and current financial statements and relevant supplier quotes.

The format of the proposal should be as a simplified business plan, with a description of purpose and objectives in seeking contribution funding relating to the AFF objectives. The following is an outline of a simplified business plan. You must address each of these sections in the proposal. The instructions below provide points for consideration when writing the proposal.

- a) **Project title:** Provide a short concise title that conveys what the proposed product/process/service will be.
- b) **Applicant information:** Provide name of applicant and applicant's institution, body or organization.
- c) **Project summary:** Provide a short description of the proposed activities including proposed start and completion date.
- d) **Goals and objectives:** Describe the goals and objectives of the project and explain how they relate to the AFF objectives. For example:
  - Does the project respond to a documented/recognized regional fisheries/aquaculture problem? List any of the issues and/or priorities to be addressed and identify all proposed solutions and actions to answer them.
  - Does the project benefit/impact the fisheries/aquaculture sector or address labour challenges? Describe how they will benefit from the proposed project; for example, increased productivity.
  - Does the project provide access to new markets or enhance existing markets? List the markets expected to be accessed as a result of the project.
  - Does the project provide critical infrastructure or other adaptations to assist the fishery/aquaculture sector respond to climate change? Describe how.

#### e) Project details

- Describe proposed activities, including planning process, expected results and long term actions.
- Indicate any proven technique/methodology you will use. What are the expected long-term results of the project? What measures will be implemented to ensure the long term sustainability of the project (including beyond the AFF project lifecycle)?
- Identify any long-term impact the project might have (e.g., ecologic, socio-economic impacts) as well as monitoring or follow-up actions that might be taken.
- Provide an overview of current and proposed capacity to meet project deliverables by providing the experience/background/expertise of the applicant, project leader and any project collaborator(s).

#### f) Financial details

- Complete the table below and identify all sources of funding confirmed or expected including the AFF contribution requested, and any in kind support.
- Provide project costs estimates (cash and in kind costs) to be covered by all sources of funding in the table. For each identified source of funding, include a brief description of the project costs to be funded and the amount requested for the whole duration of the project. Each organization must be listed using separate rows (i.e., one organization/row).
- Be sure to state any amounts owed to government in respect or taxes or government withholdings (municipal, provincial, or federal).
- **Provide the applicant's current and historical financial statements** (e.g. financial statements and/or tax returns).
- **Provide any relevant supplier quotes.**



## **Infrastructure proposal guidelines for projects requesting greater than \$100,000 in AFF funding**

For projects requesting more than \$100,000 in AFF funding provide a completed business plan using these guidelines. Be sure to include relevant quotes and both historical and current financial statements. Commercial applicants must provide their independently prepared financial statements (audited or review engagement) or tax returns for the last three (3) fiscal years. These financial statements must include the independent accountant's report, balance sheet, the income statement, the statement of cash flows, and the accompanying notes to the financial statements. Applicants must also provide the latest monthly interim financial statements (which can be company prepared). As appendices, commercial applicants must provide financial projections for the company for the duration of the project, including Statements of Cash Flow, Income Statements, and Balance Sheets along with the accompanying key assumptions used in their preparation.

Non-commercial applicants can satisfy this requirement by providing detailed proof of financial commitment from key collaborators.

The format of the proposal should be as a business plan, including a description of project purpose and objectives in seeking contribution funding relating to the AFF objectives. The following is an outline of a comprehensive business plan. It is not necessary to address or include each of these sections. However, the instructions below provide points for consideration when writing the proposal.

There are nine (9) key sections in a standard business plan:

- a) Cover page
- b) Table of contents
- c) Executive summary
- d) Industry description
- e) Business description
- f) Opportunities
- g) Production plan
- h) Marketing plan
- i) Financials

### **a) Cover page**

The cover page introduces the company and business idea. It should include the following:

- the legal name of your business
- your business and marketing plan title, e.g. .Business and Marketing plan for Smith and Smith, Inc.
- the date your plan was prepared or modified
- contact information of the person who prepared the plan (name, address, phone number, fax number and e-mail address)
- any necessary notices, e.g. advising that the plan is confidential, as well as a copy number of the business plan to control distribution
- your business official trademark or logo
- your business website address

### **b) Table of contents**

Your business and marketing plan should be clearly laid out and easy to use, so it's a good idea to include a full table of contents listing all key sections, and number all document pages in order to make it fast and easy for readers to access the various sections.

### **c) Executive summary**

While the executive summary is the first part of any business and marketing plan a reader sees, it may be best to write it last. Leaving it until the end will allow you to better focus, refine and polish the key messages after you've finished the main business plan.

The executive summary is ideally just one (1) page long (two (2) pages maximum) as it is intended to provide a summary overview. While concise, it should also pique the reader's interest enough to read the rest of the plan with an even keener eye. If your executive summary has done its job, the reader will continue reading and get the full story of your business idea.

Here are some areas that should be addressed in your executive summary:

- Introduce your business (what it is, what it does, how it does it, who manages it, location, its markets and competition).
- Provide a mission statement and vision statement which outline what your goals are and where you want to be in five (5) years.
- Provide information such as:
  - if the business is a sole proprietorship, partnership, or corporation

- the business opportunity, expected growth rate and potential for good return on investment (details will be in the main document)
- the total financial requirements of the business, funding sources and repayment schedules (again, details in the main document)
- brief outlines of your operational and marketing plans

It's a good idea to use strong, positive language, ending with a declarative sentence that answers the question, why should the proposal be funded?

#### **d) Industry description**

This is where your in-depth research and understanding of your industry will be showcased. Within the detailed description of what your industry looks like right now, you should include the following:

- the size of your industry and how many sectors it includes
- key information on industry markets, demographics and niche areas
- who the major players are in your industry (your competition)
- the suppliers and/or distributors in your industry (if applicable)
- key industry and economic trends affecting your industry
- social, cultural, environmental or geographical factors impacting your industry
- what certifications (e.g. ISO), insurance and industry regulations are required
- an outline of government regulations affecting your industry
- the overall growth potential of your industry.

Demonstrate that you've analyzed the risks and know where your business fits in this industry. Examples of points to include are:

- what sector of the industry you plan to enter or expand into
- what will distinguish you from any competition in this area (i.e. what's your competitive edge)
- who your direct and indirect competitors are and their anticipated reactions to your new enterprise
- a detailed analysis of any other potential obstacles/risks

You may also want to identify the key challenges or difficult issues facing the business and include any appropriate contingency plans in your industry description.

#### **e) Business description**

In this section of your business and marketing plan, you describe your business and explain why investors and lenders should be interested in getting involved in your business idea.

Briefly reiterate your business introduction from the executive summary with more details about:

- your products and/or services
- your facilities and assets
- the history of why and how your business came to be, including any milestones
- your success factors (what you do really well) and your niche in the industry
- your sales volume (existing and projected)
- any innovative products, services, processes and/or ideas being developed

Provide detail about the management team, your staff and key external professional advisors, including:

- owners and managers: who they are and what strengths they bring to the business in terms of experience and expertise;
- staff: how many ( FTE's and PT), what skill sets and experience they possess and the positions and responsibilities of each;
- plans for training and expanding staff as your business grows
- your external professional advisors: lawyers, accountants, bankers, consultants, mentors
- members of the board of directors or advisory board (if applicable) and their business experience

Include an organizational chart for the business, if available.

## **f) Opportunities**

This is the part of your business and marketing plan where you promote your business concept, your vision for the future and why your enterprise will succeed. In a clear, concise and positive manner, base your statements on facts and address areas of interest such as:

- why the market will buy your product and/or service
- how large the market is and how much you expect to capture
- what the future prospects are for your product and/or service

When addressing these issues, do not hesitate to use as much research and data as possible to describe and promote your product or service, including:

- why your targeted market wants or needs your product and/or service
- what innovative features and compelling value your product and/or service offers
- how your offering is better than that of your competition
- if you are selling something new, whether it is protected by patent, copyright, or other legal means

- how your product and/or service will have longevity in the marketplace (will it soon become obsolete)
- what your plans are for modifying or updating it in the future

### **g) Production plan**

Regardless of which industry you are in, it is essential that you demonstrate a thorough grasp of how to manage business operations in a cost-effective manner. You are offering a product / service to a target market and it takes careful planning to deliver quality on time and on budget.

This part of your business and marketing plan should include the following information:

#### **Facilities and assets:**

- the location and size of your facility, including floor plans
- your facility's capacity for materials and equipment, percentage being used and how long that will last
- whether you lease or own the facility and equipment
- your proximity to suppliers, if applicable
- the quality of your machinery and equipment (is it the best available technology and does it meet industry standards)
- your access to transportation
- any future considerations for expansion or moving
- any renovation considerations and associated costs

#### **Materials and supplies:**

- the number and reliability of your suppliers
- whether you have adequate storage facilities for materials
- any regulations or permits for supplies / materials
- any risks associated with materials and supplies, i.e. customs regulations, transportation concerns, environmental issues

#### **Personnel:**

- your number of employees, including past, present and future projections
- an organizational chart showing how your staff is organized
- the skills, training and experience required of your employees, including the cost of training
- what compensation and benefits you provide each position, including all salaries, wages, overtime and/or fringe benefits

## **Operations:**

- the industry standards for production, e.g. ISO requirements, environmental, health and safety standards
- any relevant government regulations, e.g. environmental, safety, hazardous material handling, insurance
- if you are starting a new business, how long it will take to acquire facilities, equipment and personnel before setting up your operations and completing your first production run

## **h) Marketing plan**

Your marketing plan is a crucial component of the larger business plan. Here you describe your product and/or service in detail, emphasizing its unique or innovative features. Then you outline your strategic plan for selling your offering within your target market.

Here is a list of elements you should look to cover in this section:

### **The market**

- Describe your potential market and your target customers.
- Estimate your total potential market (i.e. your number of potential customers and your immediate target market), supporting these estimates with factual data. With all forecasts, remember to include assumptions (interest rates, economic trends, inflation, etc.) that support your estimates.
- Define your competitive advantage and how your offering satisfies the needs of this market.
- Estimate the growth potential of your immediate market and possible future markets, including national and international markets.
- Include your estimated market share.

### **Competition**

- Identify your major direct competitors: who they are, where they are located and their market share.
- Identify any indirect competition.
- Compare your product and/or service with that of your major competitors, e.g. brand name, quality, image and price.
- Compare your company to major competitors, e.g. reputation, size, distribution channels and locations.
- Assess the degree of difficulty for your competition to enter your target market.
- Describe what you have learned from watching your competition.
- Determine whether competitors' sales are increasing, decreasing or remaining steady, and why.

## **Technology**

- Describe how technology impacts your product and/or service.
- Consider how new and emerging technologies will impact your product and/or service and when investment in new technology may be required.
- Describe how your company can adapt quickly to change.

## **Other**

- Include other situational factors that will affect your marketing plan, such as regulatory changes, access to venture capital, trade barriers or world economic issues.

You should also:

- Define problems and opportunities: Identify problems or potential problems, as well as opportunities that affect your business idea, and state what you will do about them.
- Define objectives: Outline your business objectives in precise, measurable terms. Make sure you can quantify your targets.
- Define strategies:
  - Outline how you will reach your objectives including steps you will take in planning, production and marketing to meet your targets.
  - Ensure that you have taken into account the previously mentioned problems and opportunities and have considered potential reactions of your competitors.

## **Your action plan**

Here is where you address the four P's of marketing: product, price, promotion and placement (distribution). Be prepared to explain:

- Your product or services: describe the quality, branding, packaging, modification, servicing of your product and the location of your service.
- Your prices: describe how you will price your product or service so that it will be competitive, yet profitable.
- Your promotion plans: describe how, where, when you will advertise and promote your offerings.
- Your placement/distribution methods: describe where people will buy your product or have access to your service.
- Outline your selling methods and sales force: personal selling, mail-order, online.
- Include the number of salespersons and training required, etc.

Sales projections for the next three (3) years (including optimistic, pessimistic and realistic projections, as well as assumptions) should also be included.

## **i) Financials**

The financial section of your business and marketing plan is all about the numbers and should provide accurate and understandable information that will clearly show them the bottom line. With this in mind, you want to present your business idea as an attractive investment opportunity, so the following are some suggestions for items that should be listed in this section. You can use any preferred format or the tables below can be used as templates.

- Identify all sources of funding confirmed or expected including the AFF contribution requested, and any in kind support.
- Provide project costs estimates (cash and in kind costs) to be covered by all sources of funding in the table. For each identified source of funding, include a brief description of the project costs to be funded and the amount requested for the whole duration of the project. Each organization must be listed using separate rows (i.e., one organization/row).
- Your use of funds, e.g. equipment, renovations, inventory and working capital.
- The projected date when lenders can expect repayment.
- Any liability limits and insurance coverage necessary to handle environmental and other risks.
- Your projected return on investment.
- Economic assumptions (inflation, economic trends, interest rates) that affect your estimates and forecasts.
- An approximate timeline for return on investment.
- Be sure to state any amounts owed to government in respect or taxes or government withholdings (municipal, provincial, or federal).

**Provide the applicant's current, historical and projected financial statements** (e.g. financial statements and/or tax returns).

**Provide any relevant supplier quotes.**

**Table 1: Project budget**

<b>Project expenses (list all costs associated with your project)</b>	<b>Cost (\$) net of HST/GST</b>
<b>Total Project Costs</b>	

**Table 2: Project funding sources**

<b>Project funding summary</b>	<b>Amount of funding</b>	<b>Status applied/confirmed</b>
Applicant(s) contribution		
Support from industry		
Support from other sources (specify)		
Support from AFF program		
<b>Total project funding</b>		

# Science partnerships proposal guidelines for projects requesting AFF funding

Provide a completed research proposal using these guidelines. Completed application forms, proposals in both paper and electronic copies (on a memory stick) and all supporting documents should be submitted.

The format of the research proposal should be complete, clear and concise, with a statement of purpose and objectives in seeking contribution funding relating to the AFF objectives. The following is an outline of a comprehensive science partnership proposal. It is not necessary to address or include each of these sections. However, the instructions below provide points for consideration when writing the proposal.

## 1. Purpose of guide

This guide has been developed to assist in the completion of project proposals under the Atlantic Fisheries Fund (“AFF”) and it provides information on the criteria to be used by the AFF Secretariat in evaluating project proposals submitted under this program.

## 2. Submission of a project proposal

Project proposals must be complete, clear and concise and must not exceed 200 pages.

Clarification points include:

- Applicants must write the main body of the proposal within 100 pages (i.e. title page, executive summary, project description, description of applicant, key collaborations, project team, commercialization potential/strategy (if applicable), technical details, project financial information).
- Mandatory annexes and/or appendices must not exceed 100 pages. Examples of annexes and appendices include, but are not limited to:
  - costs and financing templates;
  - results measurement information;
  - proof of legal existence of the organization;
  - list of directors;
  - letters of industry support;
  - professional capabilities/experience/resumes of project team members;
  - project team organization chart;
  - relevant Memoranda of Understanding (if applicable);
  - independently prepared financial statements;\*
  - quotes supporting major research subcontracts;
  - summary GANTT chart; and
  - list of acronyms.

\*Note: The number of pages for financial statements will not be counted toward the 100 pages maximum for annexes.

### **3. Content of proposal**

Applicants must submit a separate proposal for each stand-alone project to facilitate the overall project evaluation by AFF. Stand-alone projects are not dependent upon the success of other projects or activities. Where stand-alone projects from an applicant are complementary (i.e. from the same area of research), applicants should provide cross-references in each of their proposals to the other projects.

#### **3.1 Title page**

PROJECT TITLE

Atlantic Fisheries Fund  
Submitted by (Applicant)

#### **3.2 Project description (including technical overview)**

This section should not exceed two (2) pages and should outline the objective(s) of the proposed project, summarize the research approach and describe the anticipated results and or peer reviewed publications.

- Provide a brief description of the applicant, and each key collaborator, including their role in the project.
- Summarize the issues this project intends to address and their significance for Atlantic Canada. State the related project objectives.
- Provide, in a non-technical manner, a concise overview of the underlying methodology and explain the innovative aspect(s) of the results.
- Provide an overview of the research that would be carried out in the project. Explain, in broad and non-technical terms, what scientific or technical challenges exist, the major activities that would be undertaken, the milestones, timelines and deliverables. List the project location(s), total cost and assistance requested from the AFF.
- As the AFF can only support incremental activities (i.e. new or additional activities over and above existing/ongoing activities), explain how this project would be incremental.

Note: AFF may provide all or a portion of this section to potential external experts to determine their suitability to review a proposed project. An applicant's signature on the application form constitutes consent regarding the sharing of information for this purpose.

### **3.3 Project management**

The information submitted under this heading should demonstrate management capability to successfully undertake the project. This section provides sufficient information about the managerial capability of the applicant and its collaborators to undertake and bring the proposed project to successful completion. The applicant and collaborators should have strong project management, financial control and technical development skills. Where weaknesses exist, remedial measures should be explained.

This section should address the following:

#### **(a) Description of applicant**

- Describe the organization and its history (e.g. name and legal status, how long in existence, what it does).
- Discuss its area of specialization, the proposed role in connection with the project and historical track record in scientific or science based research.
- Explain why the proposed project is relevant to the applicant and what it expects to gain from undertaking it.
- Summarize the governance structure of the applicant.
- Provide an organization chart, list the key personnel and provide their résumés as appendices.

#### **(b) Description of key project collaborator(s) and the partnership arrangement(s)**

- Briefly name and describe each key collaborator in terms of legal status, size (e.g. operating budget, number of employees), area of specialization, and financial commitment to the project.
- For each key collaborator in the project, describe its role and explain its rationale for participating in the project.
- If the key collaborator is making a financial contribution to the project, its contribution should be detailed in the financial information section.
- The name and contact information for the project representative of the key collaborator(s), as well as the collaborator's website address should be provided.
- Describe each collaborator's historical track record in research, particularly as relates to the proposed project. Indicate the strategic assets each key collaborator brings to the project.
- Outline the agreed partnership/collaboration arrangement(s). Letters of agreement, memoranda of understanding and/or other partnership/collaboration agreements should be included as appendices to the proposal.

Note: applicants must disclose whether any subcontract(s) will be awarded to a key collaborator under the project.

### **(c) Project team**

- Identify the key members of the project team and state their specific expertise and experience for the work involved. It is important that the roles of project team members (including representatives of key collaborators) be clearly described in the proposal. Detailed résumés for key research positions must also be included as appendices. State the name (if known) and the qualifications of the project manager. Indicate provisions for back-up personnel for key positions.
- Provide an organization chart of the project team and describe the relationship of the team to the applicant. If a project team member has not yet been identified, provide a statement of qualifications and the plan to recruit personnel.
- It should be indicated if the lead researcher is already participating in active AFF project(s) or has significant commitments to other, non-AFF research projects.

### **(d) Project control system**

Project management and financial control are important considerations for the successful completion of a project. The proposal should provide clear evidence that the applicant has in place an accountability framework likely to result in effective leadership and sound financial decision making for the proposed project.

- Describe the project management plan, including its administrative/organizational structure, and show how it addresses the following:
  - the ability of the project management team to manage a multidisciplinary, multi-institutional, national and/or international team;
  - the accountabilities of each member of the management team;
  - the mechanism for communicating among the project team and collaborators/partners, and the strategy to coordinate project activities and manage changes; and
  - the method of making the research results accessible to the scientific community, where appropriate.
- Explain the process for making critical decisions regarding the overall research direction, including:
  - the mechanism for making go/no-go decisions;
  - the evaluation of research progress, including the participation and role of key project collaborators and any external scientific advisors;
  - the process for making strategic decisions when a consensus cannot be reached.

### **3.4 Technical details**

The information submitted under this section (as well as under section 3.2) should allow the AFF and scientific experts to assess the proposal against the eligible activities for support under the Science Partnerships pillar specific objective for a “contribution to the improved understanding of, or capacity to adapt to, ecosystem shifts and their impacts on the commercial fishery.”

This section should display a clear understanding of the science and/or technology and the context of the application. Specifically, it should identify the major scientific problems to be solved in order to achieve the desired objective(s) and the proposed approach for solving these problems. Applicants must provide sufficient detail to enable independent scientific/technical reviews of the proposal by experts in the field.

#### **(a) Background**

- Explain how the project addresses high priority issues, resolves industry-wide problems or advances the seafood sector for Atlantic Canada.
- Explain the originality of the proposed investigation(s) and the importance of the expected results.

#### **(b) Literature review**

- Indicate the scientific basis for the proposed research, and comment on preliminary investigations related to this research.
- Identify references to key scientific and technical literature, and provide the scientific rationale and key assumptions (e.g. initial data generated) that support this project.
- Provide technical evidence of proof-of-concept (if applicable) and any supportive data references to support the feasibility of the proposed research.

#### **(c) Methodology**

- State the approach and methodology to be used to meet the project objectives and to develop the results. Address the quality of the scientific resources and the environment in which the research is to be undertaken.
- Divide the project into major activities. For each major research activity (or phase), describe the work to be undertaken, including:
  - the activity objective;
  - anticipated scientific/technical challenges;
  - experimental procedures or research methods to be employed;
  - team members involved in each task and their role;
  - expected duration of the activity;
  - indicators of success;
  - expertise required; and

- milestones and deliverables.
- The methodology must also account for the time to be spent by each team member on the project. A summary schedule should relate key activities, milestones and deliverables to a project timetable and clearly identify target dates for completion.

**(d) Technical risk assessment**

- Describe in detail the technical risks involved, and mitigation strategies for addressing the technical risks identified. The extent to which higher technical risks are acceptable is dependent upon how well they are identified, defined, assessed, planned for and managed once encountered.

**(e) Regulatory approval**

- If applicable, demonstrate that regulatory approval has been received, or that a strategy has been developed to obtain this, for any phase of the proposed project.
- List anticipated costs and timelines (i.e. industry standard) to obtain regulatory approvals.

**(f) Intellectual property**

- Research organizations (e.g. universities, colleges) must submit documentation that they have the provisions and authority with employees, contractors, collaborators (partners) to manage and fulfill the obligations of the AFF contribution agreement.

**3.5 Financial information**

Contributions from the AFF program will be the least amount required to allow a project to proceed. Proposed projects may vary in duration. Applicants should seek to leverage financing for their projects from other (non-AFF) sources, and such leveraging is a key consideration in the evaluation of proposals. Possible sources of investment include the private sector, other government programs, universities, associations and research foundations.

To enable the AFF to assess the reasonableness of the proposed project costs and the feasibility of the project financing, the applicant must provide a detailed breakdown of costs and financing. This should follow the format presented in the costs and financing templates presented in Template A, B and C.

- Template A – Project costs
- Template B – Wages and salaries detail
- Template C – Project financing

Applicants should only use those cost and financing line items that are relevant to their project.

To ensure completeness of the required financial information, proposals should include the following:

**(a) Project costs**

- A detailed description of costs. It should be noted that only incremental (i.e. new or additional) costs deemed essential for the implementation of a project are eligible.
- Provide detailed breakdown of each cost line. Explain, as appropriate, any significantly high or unusual cost element(s). Include quotes, as appropriate, to support specific cost items.

**(b) Project financing**

- Applicants should fully describe the source of their own contribution to the project (e.g. cash, working capital, and other internal revenue source).
- Explain, as appropriate, any monetary and non-monetary contribution expected from related parties, collaborators and/or third parties.
- Include letters of commitment received from financing partners (e.g. letter of offer, legal agreement) as appendices.

**3.6 Appendices**

As a reminder, references have been made in this guide for applicants to include information as appendices to their proposals. As appropriate, the following items should be included:

**(a) Applicant, key collaborator(s) and project team information**

- proof of the legal existence of the organization(s) (e.g. letters patent, charter of incorporation)
- list of directors
- list of any related, associated and affiliated company/organization and relevant information as appropriate (e.g. description)
- organization chart, résumés of key personnel or statement of qualifications
- project team chart, résumés, accomplishments and references
- letters of interest, commitment and memorandum of understanding with collaborators/partners (i.e. details, level, timing, and monetary participation)
- letters of industry support

**(b) Financial information**

- quotes supporting major cost items
- letter of offer and legal agreement
- independently prepared financial statements

As the above might not be a comprehensive list, include any other relevant information to complete or to facilitate the AFF Secretariat's assessment of the proposal.

## Template A: Project Costs

Project costs		Year 1	Year 2	Year 3	Total
<b>Capital costs</b>					
<b>Total capital costs</b>					
<b>Wages and salaries</b>					
<b>Total wages and salaries</b>					
<b>Other operating expenses</b>					
<b>Total operating expenses</b>					
<b>Total project costs</b>					

## Template B: Wages and salaries detail

Name of person if known	Qualifications (PhD., technical)	Annual salary or wages \$	Time charged to project %`	Total \$
<b>Research and development personnel: (specify position)</b>				
<b>Backfilling of faculty personnel for academia applicants</b>				
<b>Supervisory personnel eg. project manager</b>				
<b>Payroll burden for employee benefits</b>				
				<b>Total</b>

## Template C: Financing

	Program Type	Confirmed Yes or No	Cash or In Kind	Year 1 \$	Year 2 \$	Year 3 \$	Total
<b>Requested from AFF</b>							
<b>Other Federal funding (example: NRC, ACOA, NSERC)</b>							
<b>Sub-total cash</b>							
<b>Sub-total in kind</b>							
<b>Funding from prov. govt (specify name of department)</b>							
<b>Sub-total cash</b>							
<b>Sub-total in kind</b>							
<b>Contribution from the applicant</b>							
<b>Sub-total cash</b>							
<b>Sub-total in kind</b>							
<b>Contribution from collaborators (specify names)</b>							
<b>Sub-total cash</b>							
<b>Sub-total in kind</b>							
<b>Other sources (specify)</b>							
<b>Sub-total cash</b>							
<b>Sub-total in kind</b>							
<b>Total \$</b>							
<b>Total – Cash</b>							
<b>Total – In Kind</b>							