

**FONDS D'APPUI
STRATÉGIQUE
AUX MÉDIAS
COMMUNAUTAIRES**

**COMMUNITY
MEDIA
STRATEGIC
SUPPORT FUND**

GRANT APPLICATION GUIDE

2020-2021

Funded by the
Government
of Canada

Canada 

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1. INTRODUCTION

The Community Media Strategic Support Fund (the "Fund") is an initiative funded by the Action Plan for Official Languages – 2018–2023: Investing in Our Future. This plan included the creation of a new community media support fund (\$10 million over five years) and an investment in the next generation of media professionals (\$4.5 million over five years). The Fund will support new strategic projects¹ that will contribute to the vitality of official-language minority community media (OLMCM).

Funding from the Fund stems from the Development of Official Languages Communities Program of the Department of Canadian Heritage.

The orientation and parameters of the Fund were defined through consultations with OLMCM representatives in January 2019.

The Fund is being implemented by and for OLMCM. The program falls under the Consortium of Official-Language Minority Community Media, composed of representatives from the Alliance des radios communautaires du Canada (ARC), the Association de la presse francophone (APF), the Quebec Community Newspapers Association (QCNA) and the English-Language Arts Network (ELAN).

The APF is responsible for administering the Fund on behalf of the Consortium. However, the funding application evaluation process and funding decisions are the sole responsibility of a panel of experts who will carry out their mandate independently of the Consortium and eligible media outlets.

2. OBJECTIVES OF THE FUND

The Fund exists to help OLMCM identify and implement the measures needed to strategically strengthen their capacity to serve official-language minority populations in Canada. Thanks to the Fund, these media will be able to accurately define, and respond to the difficulties they are facing.

The projects supported by the Fund must generate benefits² for the following groups:

- The media outlet that receives a grant from the Fund
- Official language minority communities

3. MEDIA OUTLETS ELIGIBLE FOR SUPPORT FROM THE FUND

Below are listed the media outlets that may apply for support from the Fund and the media outlets that are not eligible to receive such support. Any community media body wishing to apply to the Fund can inquire about its eligibility in advance by contacting the Program Manager (info@fasmc-cmssf.ca).

¹ Project designed to lead to major change by sustainably and measurably improving a situation deemed unsatisfactory.

² For example, a media outlet must have a plan or strategies to correct a given situation or better serve the community, etc.

A. Eligible media outlets

- A registered non-profit organization operating a print or digital official-language minority newspaper in Canada.
- A business or media groups managing at least one print or digital official-language minority newspaper in Canada.
- A business or a media group or a non-profit organization that operates an official-language minority digital media in Canada.
- Non-profit organizations holding a license awarded by the Canadian Radio-Television and Telecommunications Commission (CRTC) for an official-language minority community radio station in Canada.

B. Eligible official-language minority community newspapers

To be eligible, an official-language minority community newspaper must demonstrate that it meets all the following criteria:

- 1) Ensure local, regional and/or provincial news coverage of a given official-language minority population, in its language.
- 2) Offer at least 50% original editorial content in English in Quebec OR 50% original editorial content in French in another of Canada's nine (9) provinces or one of its three (3) territories
- 3) Within the eligible original editorial content described in point 2), contain a minimum of 50% local editorial content that reflects the reality of a given population with 30% written by professional journalists or correspondents³.
- 4) Publish editorial content on a regular schedule and an ongoing basis on one or more platforms (print version, digital version, or web platform).
 - a. For paper format newspapers, be published at least ten (10) times per year et contain an average of (12) pages
- 5) Be published by a duly identified publisher.

C. Eligible official-language minority community radio stations

To be eligible, an official-language minority community radio station must demonstrate that it meets all the following criteria:

- Serve an official-language minority population in its language
- Produce programming that reflects the diversity of the population served
- Broadcast local, regional and/or provincial information and news
- Participate in promoting local and regional cultural and artistic expression
- Hold a valid community-type broadcasting license awarded by the CRTC to:
 - Deliver English or bilingual programming in Quebec OR

³ These professionals are remunerated for their work and adhere to generally recognized ethical journalism principles (e.g., fact-checking, working free of bias or external influence, identifying sources, showing editorial judgment).

- Deliver programming in French in one of Canada's other nine (9) provinces or one of its three (3) territories
- Comply with all provisions of the CRTC community radio policy.

D. Non-eligible media outlets

The following media outlets are **NOT** eligible to receive support from the Fund:

- Radio stations holding a private-type broadcasting licence or a specialized private-type broadcasting licence awarded by the CRTC
- Community television stations
- Media funded by government bodies (e.g. CBC, etc.)
- Web or digital media not meeting all the criteria set out in points 3B and 3C of this guide
- Newspapers or radio stations of postsecondary educational institutions offering programs of study related to media
- Specialized magazines and publications
- Start-up projects for new newspapers or community radio stations.

4. TYPES OF ELIGIBLE PROJECTS

The Fund supports projects that meet the strategic needs of OLMCM in Canada and that fall into one of the following categories:

- A. **Strategic development:** Conducting a needs analysis and/or a consultation; develop and implement a strategic business and marketing plan; develop and implement a specific strategy related to marketing, promotion, recruitment, and staff retention, etc.
- B. **Managing transitions:** Evaluate or create changes to the media outlet (e.g., merging with another organization, changing legal status, develop a new governance model), develop and implement a transition in the delivery of services (e.g. going digital)
- C. **Creating collaboration initiatives for OLMCM in Canada:** Sharing resources (e.g., human resources, office space, software), pooling suppliers, instituting joint supply methods, creating joint content access platforms, etc.
- D. **Developing capacities:** Delivering training (e.g., practical experience, professional development), developing partnerships (e.g., with schools, universities, and colleges), acquiring additional expertise (e.g., hiring experts to meet specific periodic needs or training staff to meet specific needs)
- E. **Increasing financial sustainability:** Developing projects specific to new business models, new revenue streams, revenue sources diversification, and to the expansion of proven revenue models

The eligibility of a project for one or more of the components mentioned above does not guarantee financial support from the Fund.

The following points will also be taken into consideration:

- **Grants are awarded based on merit, but priority will be given to eligible media that have yet to received support from the Fund.**
- **In the spirit of fairness in the distribution of funds to eligible media organizations, the Fund may establish priorities based on the following factors:**
 - the region,
 - the type of media,
 - the type of project, or
 - the sub-sector.
- **The Fund may support a project part of a multi-year strategy under the following conditions:**
 - A new request must be made each year for each phase of a multi-year strategy.
 - The results projected in a subsequent phase of the project financed by the Fund have been completely achieved or surpassed.
 - The attribution of a grant for any subsequent phase of a multi-year project is not guaranteed.

The Fund does not support the regular activities, the operations, or the infrastructure of eligible media outlets.

5. MAXIMUM GRANT AMOUNTS

A. Project conducted independently or in partnership with a non-eligible entity

The Fund may provide a grant of up to \$75,000 per year for a project conducted independently by an eligible media outlet or in partnership with a non-eligible community, institution, or private entity.

B. Project conducted in partnership with one or more other eligible media outlets

The Fund may provide a grant of up to \$150,000 per year for a project conducted by an eligible media outlet in partnership with one or more other eligible media outlets.

Under the recommendation of the independent expert advisory panel responsible for evaluating eligible grant applications, the Fund reserves the right to award an amount different from the original amount requested by the eligible media in its grant application.

6. GRANT APPLICATION PROCESS

The submission of a grant application by an eligible media must be completed using the online portal: <https://fasmc-cmssf.ca/>

- Only grant applications submitted through the online portal will qualify and will get assessed.

The grant application process through the online portal involves two separate forms to complete:

- **Impact Measures Form**
- **Grant Application Form**

A. Impact Measures

The *Impact Measures* form allows the Fund to collect data essential to the evaluation of the impact its investments are having on the official language minority community media sector in its entirety.

The data provided is anonymous and will not be identifiable to your organization in any way.

The data collected will be used strictly to identify trends, create global reports, and communicate general sector vitality indicators as part of the evaluation of the impact of the CMSSF, exclusively. It will also be used to support the negotiation of future agreements with the various levels of government.

You will find the *Impact Measures* questionnaire in APPENDIX A of this guide.

B. Grant application form

- **Only grant applications submitted by eligible media outlets will be considered.**
- **The person responsible for writing the grant application for the requesting media outlet must follow and complete mandatory training in writing grant applications.**
 - The training in writing grant applications will be offered by the Fund during the month September 2020.
 - **If a requesting media organization chooses not to send their representative responsible for filing the funding request to the above training, their funding request shall be automatically rejected during the preliminary eligibility check.**
- **Media entities managing more than one eligible media outlets have the following options:**
 - submit one project per year for all their media,
 - Submit one project per year for only one of their media.
- **Any application from a non-eligible third party will be rejected.**
- **Any incomplete application will be rejected.**

You will find the Grant Application Form in APPENDIX B of this guide.

7. IMPORTANT DATES

A. Grant application period

The grant application period for this second year of the Fund is from **September 1st, 2020, to October 16th, 2020.**

No applications will be accepted after 3 p.m., Pacific Time, **Friday, October 16th, 2020.**

B. Project length

Approved projects:

- can be spread throughout three (3) to twelve (12) months.
- may begin **as early as March 1, 2021** and must end **no later than March 31, 2022.**

8. APPLICATION EVALUATION PROCESS

Following a public call for applications, a panel responsible for evaluating applications and recommending the allocation of funds will consist of four (4) independent bilingual consultants (two (2) members from Quebec's Anglophone minority population and two (2) members from the Francophone Canadian minority population).

These members will possess expertise in media operations, business management, or community development. They will be aware and understand the realities, challenges and needs of official-language minority populations and the eligible community media that serve them.

The panel members will be responsible for analyzing all eligible applications under the established evaluation criteria in article 9 of this guide. The panel's decisions will be final and without appeal.

9. EVALUATION CRITERIA

The panel members will rely on the following elements to evaluate the projects submitted to the Fund:

- **25% of the mark** – The project's relevance, clarity, objectives, and compatibility with any of the five types of projects listed in section 4.
- **25% of the mark** - Impact of the project on the sustainability, profitability, and future of the community media outlet after the subsidized period (e.g., generation of new income, reduction of expenses).
- **20% of the mark** - Impact of the project on the population served by the eligible community media outlet (e.g., increase or maintenance of active offer of service, programming responding to various groups or regions, etc.).
- **20% of the mark** - Ability of the responsible media outlet to complete the project (e.g., financial situation, access to required resources).
- **10% of the mark** - Feasibility and sustainability of the proposed strategic partnerships (e.g., partners' contribution and commitment to the success of the project):

Only projects that obtain a mark of **at least 75%** will be eligible for funding.

Grants will be awarded based on merit until the 2020-2021 funds are exhausted.

- Although all eligible media outlets can apply, priority will be given to those who have yet to received support from the Fund.
- Any remaining funds will be awarded on merit to the other projects that have received the highest marks.

10. ELIGIBLE AND NON-ELIGIBLE EXPENSES

Media outlets must consider the following eligible and non-eligible expenses when preparing their project budgets.

The requested resources in the project budget presented must be allocated only to the project.

A. Eligible expenses

- Salaries of staff responsible to carry out the proposed project.
- Professional fees to hire consultants responsible for certain components of the project.
- Additional administrative expenses necessary for the completion of the project (e.g., accounting, general office expenses, additional rent, rental of rooms or additional equipment, etc.).
 - Maximum of 10% of the total budget.
- Travel expenses (including accommodation and per diems) for the staff or consultants responsible for carrying out the project
 - Maximum of 5% of the total budget in accordance with the Treasure Board's regulations.
- Promotional expenses for public and targeted project visibility
 - Maximum of 10% of the total budget.
- Purchase and rental of equipment necessary for the completion of the project (laptop, cell phone, back-up equipment for live broadcasting on social media, specialized software, etc.)
 - Up to a maximum of 5% of the total budget
- Other expenses related to carrying out the project (e.g., printing, graphic arts, distribution, etc.).

B. Non-eligible expenses:

- All operating expenses of the media outlet not directly related to carrying out the project (e.g., regular rent, salaries of staff not assigned to the project, media outlet regular production expenses unrelated to the project, etc.)
- Deficit reduction.

When in doubt about the eligibility or non-eligibility of an expense, media outlets may contact the program manager of the Fund before preparing their budget: info@fasmc-cmssf.ca

11. RATIO OF ELIGIBLE EXPENSES COVERED BY THE FUND

For grants issued during this second round, the Fund will cover 100% of all eligible expenses for accepted projects.

Matching funding will not be required.

12. DOCUMENTS TO BE SUBMITTED

In addition to completing the impact measures and grant application forms found on the portal, media outlets must upload the following documents:

- Any governing documents of the media outlet. (Incorporation or Business Registration Certificate, letters patent, etc.)
- Bylaws of the media outlet (Non-profit organizations only).
- Most recent financial statements:
 - For NPOs: the last audited financial statements, review engagement or fiscal year report adopted by the AGM
 - For businesses: most recent financial results submitted to the Canada Revenue Agency
- Operating budget for the current fiscal year.
- Resumé of the person responsible for carrying out the project as identified in Part C of the grant application form
- A document certifying the signing officer has the authority to submit the grant request for the eligible media outlet
- Protocol or letter of agreement describing the nature of the partnership or collaboration and the role of each of the partners identified in Part G of the grant application form.
- A minimum of two letters demonstrating the community's support for the project.
- In the case of professional services fees over \$ 5,000, the firm or consultant's service offer
- For community radio only: Copy of documents confirming the nature and validity of their license with the CRTC and the programming schedule
- For community newspapers: Three (3) copies of their newspaper for the publication period indicated in the online program.
- For digital-only media outlets: Articles published on your website for the publication period indicated in the online program.

These documents are mandatory and will form an integral part of the assessment of requests. If you do not provide all the requested documents, your funding application will be considered incomplete by the Fund, which has the right to reject it.

13. AGREEMENT BETWEEN THE CONSORTIUM AND A GRANT RECIPIENT

Once a media outlet has been informed of the approval of its application, it must sign an Agreement with the APF acting on behalf of the Consortium of Official Language Minority Community Media.

The panel of expert-consultants may recommend the signing of an agreement including a certain number of payments based on the capacity of the media, the scope of the project or any other valid reason. The total amount allocated depends on the capacity of the eligible media outlet to complete activities and submit progress reports as specified in the Agreement.

The Agreement sets out the obligations of the grant recipient.

The signing of the Agreement will result in a first payment of up to 95% of the approved amount.

According to the recommendations of the panel of experts, the representative of the Consortium may divide the amount into two or more installments.

14. ACKNOWLEDGMENT OF FUND SUPPORT

The recipients of a grant must publicly acknowledge its sources.

The recipient of a grant from the Fund must publicly acknowledge its sources by using the following sentence: *“This project has been made possible by the Community Media Strategic Support Fund offered jointly by the Official Language Minority Community Media Consortium and the Government of Canada.”*

In addition to the acknowledgment sentence, the recipient will receive the relevant logos in French, English and a bilingual version for publication or distribution:

- On any public printed document discussing the initiative
- On the air when the recipient speaks about their initiative
- On the Recipient Media Outlet’s website
- On social media by using the following hashtags:
 - **#CommunityMedia**
 - **#CMSSF**

Proofs of use of this acknowledgment must be attached to the grant final report.

15. GRANT FINAL REPORT

Funding recipients must submit a complete report as well as all required supporting documents within 30 days of the project completion.

This final report will include:

- an update of the impact measures online form to allow measurement of the Fund's impact on:
 - the grant's recipient's sustainability, profitability, and future capacities
 - the official-language minority communities served by the grant recipient
- a comprehensive financial report specifying how the grant was spent.
 - The Fund reserves the right to require supporting documentation
- supporting documents for the results achieved by the project, in accordance with the information found in the project application, and of any unexpected results
- an analysis of the project's impact on the quality and sustainability of the strategic partnerships formed or, the impact of the project on the OLMCM sector
- proof of acknowledgement of the support paid by the Fund as stipulated in article 14 of this guide.

Once the grant final report has been evaluated and deemed satisfactory, the remaining 5% of the grant initially withheld will be released to the recipient.

FOR MORE INFORMATION:

Mireille Groleau
Program Manager
info@fasmc-cmssf.ca

Mérodie Dubé
Program Officer
admin@fasmc-cmssf.ca

Glossary

Recipient: Organization, society or person who receives a grant from the Fund.

Applicant: Organization, society or person who applies for a grant from the Fund.

Fund: Community Media Strategic Support Fund.

Media outlet: Organization whose primary goal is to disseminate information to the general public via a written or audio means of communication.

Matching funding: An additional cash or service contribution from the applicant and / or partners to deliver the project.

Qualitative measure: Description aimed at understanding or explaining behaviour, motivations and characteristics, based on the collection of verbal rather than measurable data leading to interpretive and subjective analysis.

Quantitative measure: Description based on an investigation conducted by a survey or questionnaire leading to quantifiable results, i.e., measurable and countable data, to describe and collect pre-existing data.

APPENDIX A

COMMUNITY MEDIA STRATEGIC SUPPORT FUND

IMPACT MEASURES FORM

You will find the form at the following address: <https://fasmc-cmssf.ca/>

The “Impact Measures” form is mandatory because it is an integral part of the CMSSF funding request.

CONFIDENTIALITY

The data provided in this section cannot be associated with or will not be identifiable to an organization, near or far, and will be treated in accordance with the strictest confidentiality principles.

APPLICATION

This data is essential to assess and report on the impact of the investments on the official language minority community media sector as a whole and to support the negotiation of future agreements with various levels of government.

ANALYSIS

The data will only be used to identify trends, create global reports and communicate indicators of vitality of the sector generally and exclusively as part of the impact assessment.

Step 1 – ORGANIZATION AND APPLICANT DATA

Please choose your media category (select one):

- Community Newspaper
- Community Radio

Step 2 — INFORMATION ON THE COMMUNITY SERVED

- Size of your minority community population according to the latest official statistics (2016):
 - *You must identify the region where you are. The regions are large enough to ensure the anonymity of the media.*
- *By following the proposed URL links, consult the maps and locate your locality. By clicking on the reference point, you will find the statistics relating to the population served.*
- <https://carte.immigrationfrancophone.ca/>
- <http://chssn.org/document-center/baseline-data-reports-2017-2018/>

A. SELECT THE REGION YOUR MEDIA IS COVERING:

Québec (AUTOMATIC)

B. SELECT A RANKING:

This section determines whether you serve an urban population or a rural population.

- Population: 100,000 inhabitants or more
- Population: 99,999 inhabitants or less

C. ACTUAL AUDIENCE OR READERSHIP DATA:

Please note that in Step 1 you identified yourself as a community newspaper or radio. The following table presents the questions according to your type of media.

You must answer all the questions below. If the question does not apply to your media, you may write "0"

FOR NEWSPAPERS	FOR RADIOS
What is the current circulation of your newspaper? (if applicable)	According to the latest official statistics, how many listeners do you have?
What is the digital circulation of your newspaper? (if applicable)	How many listeners are listening to you from your website?
To how much do you estimate the readership of your newspaper?	How many additional people do you estimate that are also listening to your content?
What is the number of subscribers to your newsletter?	What is the number of subscribers to your newsletter?
What is the number of subscribers (Likes) on Facebook?	What is the number of subscribers (Likes) on Facebook?
What is the number of one-time web visitors on your newspaper's website monthly?	What is the number of one-time web visitors on your radio's website monthly?

D. DATA ON EMPLOYEES AND OTHER STAFF ASSOCIATED WITH THE MEDIA

This series of questions pertains to the impact of your media on the employability sector.

You must answer all the questions below. If the question does not apply to your media, please simply enter "0".

- Full-time employees (more than 30 hours a week):
- Part-time employees (less than 30 hours a week):
- Freelancers and Collaborators:
- Volunteers on the Board of Directors:
- Volunteer collaborators:
- Volunteers for events and other functions:

Step 3 — PARTNERSHIP INFORMATION

Partnerships are commercial agreements where goods and services are exchanged. No money is exchanged. The value of these agreements is set, known, and documented.

A. MEDIA PARTNERSHIPS

- Do you have partnership agreements with other media outlets?
- (If so) What is the value of partnerships?
 - In goods and services:
 - In cash:

B. GOVERNMENT PARTNERSHIPS

- Do you receive funding or support from any level of municipal, provincial/territorial or federal government to support the operation of your community media?
- (If so) What level of government funding do you receive annually?
 - In goods and services:
 - In cash:

C. PARTNERSHIPS WITH INSTITUTIONS

- Do you have partnerships with educational institutions?
- (If so) What is the value of the partnership?
 - In goods and services:
 - In cash:

- Do you have partnerships with other kinds of institutions?
- (If so) What is the value of the partnership?
 - In goods and services:
 - In cash:

- Do you have partnerships with community organizations?
- (If so) What is the value of the partnership?
 - In goods and services:
 - In cash:

D. PRIVATE PARTNERSHIPS

- Do you have partnerships with private companies?
- (If so) What is the value of the partnership?
 - In goods and services:
 - In cash:

Step 4 – THE DIGITAL MATURITY OF THE MEDIA

This section will assess the level of digital investments and their impact on the functioning of the media and its viability.

A. DIGITAL CONTENT

- What year was your website last updated?
- How often do you publish content on your website?
 - *Every day*
 - *A few times a week*
 - *A few times a month*
 - *Never*
- Do you generate advertising revenue through your digital platforms?
- Do you think that your equipment and tools are up-to-date and adequate for you to follow digital trends with confidence?
- How much do you invest annually to purchase or update your computer and technology equipment that allows you to deliver your programming or content?
 - *\$0 to \$5000*
 - *\$5,001 to \$10,000*
 - *\$10,001 to \$15,000*
 - *More than \$15,001*
- Do you think your team members have the necessary knowledge to follow the digital trends?
- Do you think that your community Internet infrastructures allow your media to follow digital trends?

Step 5 — LAST VERIFIED FINANCIAL REPORTS INFORMATION

It is important to enter the most recent financial data. The financial challenges associated with the growth or contraction of the market are important factors in the negotiation of funding envelopes with the various levels of government.

A. Total annual revenues of your organization

- What are your subscription revenues?
- What are your advertising revenues?
- What are your grant revenues?
- What is your income from fundraising activities (bingo, raffle, special events, etc.)
- What are your other revenues? Specify the type of revenues:

B. Strategic Planning

- When was your last strategic planning session (year)? (If applicable)
- What is your strategic plan for the development of digital opportunities? (choose one)

C. Total annual expenditures of your organization

- What is the total amount paid out in salaries?
- What are your administrative expenditures?

D. Performance index of your organization

- What were the profits or the losses reported at the end of the last three financial years?
 - You must indicate the following information for each financial year
 - Financial year (example 2020-2021)
 - Performance (losses or profits)
- What is the total amount of your short-term assets in your last financial year?
- What is the total amount of your short-term liabilities in your last financial year?

E. INVESTMENT IN TECHNOLOGY

- In your opinion, do you believe that having access to better tools and technology would significantly improve the financial performance and relevance of your media?
 - *Yes, better tools and access to current technology would significantly improve the financial performance and relevance of our media*
 - *No, better tools and access to current technology would not significantly improve the financial performance and relevance of our media*

- In your opinion, what is limiting your media's access to the current trends in digital media?
Please choose the main one from the list below.
 - Costs of equipment
 - Staff training
 - Insufficient internet infrastructure capacity in my community
 - Resistance to change

APPENDIX B

COMMUNITY MEDIA STRATEGIC SUPPORT FUND GRANT APPLICATION FORM (ROUND 2 - 2020-2021)

For the application to be accepted, you must answer all the questions asked and upload all the documents required by the CMSSF.

SECTION 1 – APPLICANT INFORMATION

PART A – Contact Information

- Name of the media:
- Name of the company legally responsible for the media:

PART B - Postal address of the company legally responsible for the media:

- Number, street, office number:
- City:
- Province/Territory:
- Postal Code:
- Phone number/extension:
- Website:

PART C – The agent authorized to act on behalf of the company

- Name of contact:
- Title:
- Email:
- Cellphone Number:

SECTION 2 – LIST OF MEMBERS OF YOUR BOARD OF DIRECTORS, EXECUTIVE BOARD OR OWNERS OF YOUR MEDIA OR MEDIA GROUP

- *The information requested below is required for all the board members or corporate partners.*
- *Each member or partner must have individual contact information.*
- *For example, you cannot enter a generic media email for all the members of your Board.*
- *All fields are mandatory.*
 - Name
 - Title
 - Election Date
 - Full Address
 - Email
 - Telephone

SECTION 3 – PROJECT SPECIFICATIONS

- *This section allows you to explain the project, the objectives, the activities and the results. Take the time to think carefully about the impact of the project on your day-to-day activities and the future of your media.*
- *The Support Fund looks for structuring projects that yield convincing and long-lasting results.*

PART A – Project Title

- *Use a title that clearly communicates the essence of your project.*

PART B – Project Dates

- *can be spread throughout three (3) to twelve (12) months.*
- *must take place as early as March 1, 2021 and must end no later than March 31, 2022.*

Project completion dates

- Start date (YYYY-MM-DD):
- End date (YYYY-MM-DD):

PART C – Person Responsible for managing the Project

- You must identify a person who is already employed or is already a volunteer with your media and who will lead the project. The following information is required:
 - Name of the person responsible for the media
 - Email
 - Cellphone
 - Summary of his experience and expertise related to the mandate *(250 words maximum)*
- The resume of the person in charge will be provided in section 6 - Documents to be attached at the end of this request.

PART D – ELIGIBLE MEDIAS PARTNERSHIPS

- To determine if your partner is eligible or not, you can check the eligibility criteria in section 3 of the CMSSF 2020-2021 Grant Application Guide.
- Will you deliver this project with one or more media that are eligible for the Fund?
 - (If you answer yes) Name of the eligible media partner:

SECTION 4 – STATUS REPORT

This section is for you to outline your main difficulties, the challenges that are preventing your media from achieving its full potential.

PART A – Current challenges

In this section, you must identify up to three (3) main challenges your media is facing within 125 words or less to help you better serve the community, ensure its sustainability, etc.

For example:

- *Drop in subscriptions*
- *Difficulty recruiting staff*
- *Uneven quality of content*
- *Loss of advertising*
- *Lack of human resources*
- *Limited reach, etc.*

SECTION 5 – THE PROJECT

In this section, you must explain your project in detail. What do you want to do?

- Link your project with the five main categories of the Fund.
- List the goals you want to achieve through your project.
- Detail your work plan and timelines.
- Anticipate the results you want to achieve through your project.
- Summarize the impact on the official language minority population you serve.
- Describe your partnerships and how they will contribute to your project and its success.

Parts A to G are used to describe the project and all of its segments.

PART A – Project Description

- In 250 words or less, describe the project. (*What do you want to do? What is your vision?*)

PART B – Categories of the Fund

Refer to section 4 of the CMSSF 2020-2021 Grant Application Guide for the description of each category.

You may choose more than one category if it applies to your project.

- The project falls under which category of the Fund?
 - Strategic development
 - Managing transitions
 - Building collaborative Official Language Minority Community Media initiatives
 - Enhancing capacity
 - Strengthening financial sustainability

- In 100 words or less, you will have to explain how the project relates to each category chosen while ensuring that the links between the project, the objectives and their compatibility with the category are clearly stated.

PART C – Project Objectives

The following are examples of project objectives that could be presented in the Community Media Strategic Support Fund funding request.

Describe the main objectives of the project (maximum three objectives).

Remember that an objective is an achievable goal over time that aims for measurable results.

- The objectives of the project must directly relate to the challenges that you have identified in section 5 of the grant application form. Here are some examples:
 - *Are lost revenues threatening the viability of your community media? An objective could be:*
 - *Develop new markets and increase revenues from advertising and sponsorship sales to ensure the viability and sustainability of the media.*
 - *The community and your advertisers are asking for a digital version of the newspaper? To build on this momentum, a goal could be written as follows:*
 - *Digital shift and modernization of the image of the newspaper's identity, both in print and on its digital platforms.*
 - *Your media is having difficulty regrouping its energies in one place? Is the team always out of breath and unable to do their job? Here is a possible goal:*
 - *Strategic planning exercise for the implementation of a new structure and a new organizational model.*

PART D – Project Timeline (Work plan)

The timeline (work plan) is necessary to understand and plan the steps leading to the completion of the project.

Provide the monthly project implementation schedule with a FULL description of the planned activities and the resources required. The following section gives you an example of a clear work plan.

- If a 4-month project involves the development and implementation of a business plan for a community radio station, including the hiring and training of a salesperson as well as the production of a sales toolkit, the timeline (work plan) might look like this.

Month	Activity	Dedicated Human Resources
April 2021	<ul style="list-style-type: none"> • Call for tenders and choice of the consultant responsible for the development of the business plan • Beginning of the consultant's consultation and research work with the radio team, the community and partners 	<ul style="list-style-type: none"> • Support for the development of the call for tenders • Committee responsible for choosing the consultant appointed by the Board • Working meeting between the CEO and the consultant
May 2021	<ul style="list-style-type: none"> • The holding of community consultations and surveys • Presentation of the first draft of the business plan to the board and the CEO • Development of the job description and training plan for the sales representative and opening of the competition 	<ul style="list-style-type: none"> • Consultant responsible for the implementation with the support of the CEO and the Board
June 2021	<ul style="list-style-type: none"> • Submission of the final business plan to the Board and CEO and the start of the implementation of the plan • The hiring of the sales representative • Beginning of the implementation of the training and orientation plan for the sales representative • Beginning of the development of the sales tools emanating from the business plan 	<ul style="list-style-type: none"> • Consultant with support from the CEO and the Board • Sales representative • Graphic designer
July 2021	<ul style="list-style-type: none"> • Delivery of final sales tools and development of lists of customers and targeted partners • Continuation of the implementation of the training and orientation plan for the sales representative • Establishment and implementation of the sales representative's action plan as well as quarterly targets 	<ul style="list-style-type: none"> • Consultant with support from the CEO and the Board • Administrative assistant • Sales representative • Graphic designer

PART E - EXPECTED RESULTS

You must clearly define the results you want to achieve once your project is completed. Achieving these results will guarantee the success of your project or not.

- You must indicate a minimum of (3) three expected results. This data will be used in the final report to determine whether you have achieved your goals or not.
- You must provide measurable and comparative results; therefore, use current versus target numbers you want to achieve by the end of your project.
- The following are examples of expected results and the metrics used to determine if they have been achieved.

<i>Increase in the number of digital edition subscriptions</i>	<i>25% increase in additional digital subscriptions</i> <i>Current March 2021 - 1,000</i> <i>Target March 2022 - 1,250</i>
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<i>Increase revenue from ad sales.</i>	<i>30% increase in advertising sales</i> <i>Current March 2021 - \$ 78,000.</i> <i>Target March 2022 - \$ 101,500</i>
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<i>Increased traffic to the newspaper's website and social media</i>	<i>Website: 50% increase</i> <i>Current March 2021: 1,000 single visits per month</i> <i>Target March 2022: 1,500 single visits per month</i> <i>Facebook: 50% increase in "Likes"</i> <i>Current: 500 "Likes"</i> <i>Target 2022: 750 "Likes"</i> <i>(Also add the Twitter and Instagram platforms)</i>
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PART F - Impact on the population served

- This section addresses the intention to expand a coverage area to serve a larger official language population.
- As the Fund is an initiative of the 2018-2023 Official Languages Action Plan, it is important to note the impact of your project on official language minority populations in order to demonstrate the importance of investments in the community media sector by answering the following questions.
 - Which official language minority populations do you currently serve? (province, regions, localities, etc.)
 - Which official language minority populations do you wish to serve through this project? (regions, localities, etc.)
 - In 250 words or less, describe what will be the impact and direct results of the project on the official language populations that you currently serve and that you wish to serve?

PART G – Non-eligible media, private, institutional or community partnerships

- In this part of the request, if you have one or more partners in your project, whether it is another media or a company or a community organization, you must identify them and summarize the nature of the partnership and their role in the project.
- A memorandum of understanding or a letter describing the nature of the partnership or collaboration and the role of each partner must be provided in **Section 7 - Documents to be attached to the application form.**
- **You will carry out this project:**
 - Alone
 - With a partner
 - **Partner name**
 - **Name and title of the main contact**
 - **Email address of the main contact**

SECTION 6 - PROJECT BUDGET

- *PLEASE TAKE NOTE OF THE FOLLOWING BEFORE DEVELOPING YOUR PROJECT BUDGET:*
 - *The Fund does not support regular activities, operating, or eligible media infrastructure projects.*
 - *The Fund cannot pay the salaries of existing media staff, unless there are new additional tasks directly associated with the implementation of the project, for part-time staff.*
 - ***The partial salary of regular full-time staff can be allocated to the project. This amount is part of the management fees. The media can include up to 10% management costs under the “Administrative costs” segment of the budget.***
 - ***The part-salary of regular full-time staff can be allocated to the project if the person is visibly relieved from their daily work to do work for the project, e.g. a***

journalist who usually works 35h / week is reassigned to the training of interns at the rate of 10h / week for 12 weeks. The salary equivalent to 10h / week X 12 weeks becomes an eligible expense.

- Service offers for consulting services of \$ 5,000 or more must be submitted with your request.
- Funds received must be allocated exclusively to the project.
- The approved budget according to the categories in the example below, will be part of the project grant agreement signed between the beneficiary media and the Consortium. Supporting documents will be required to confirm approved expenditures when submitting the final report.

BUDGET		
Amount requested from the Fund: \$ 52,000		
Expenses	Details	
Salaries	<i>Example: Project coordinator: 26 weeks x 25 hr / week x 20 \$/hr = \$ 13,000</i>	\$ 13 000
Professional fees	<i>Examples: Web development firm: \$ 10,000 Business plan development and implementation consultant: \$ 15,000 Graphic designer for sales kit graphics: \$ 1,500</i>	\$ 26 500
Travel expenses <i>(maximum 5% of the total project budget)</i>	<i>Example: Vendor must travel to regions X, Y and Z. Accommodation: 5 nights x \$ 200 = \$ 1,000 Transport: 3 round trips, region X 100 km @ \$ 0.50 = \$ 150 2 round trips region Y = 100 km @ \$ 0.50 = \$ 100 2 round trips region X = 50 km @ \$ 0.50 = \$ 50 Per diem and meals: 7 days of total travel @ \$ 75 = \$ 525</i>	\$1 825
Administrative costs <i>(10% of the total project budget)</i>	<i>Management fees, accounting fees, additional rent, etc.) Management fees \$ 4,000 Accounting fees for the project \$ 500</i>	\$ 4 500
Promotion and advertising <i>(10% of the total budget)</i>	<i>(Rental of kiosk space, social media advertising, newspaper placement, special events, etc.) Leaflet and posters</i>	\$ 3 500

Purchase or rental of equipment (5% of the total budget)	<i>(Computer, mobile phone, specialized software used only for the project)</i> <i>Computer \$ 800, cell phone \$ 500, tablet for live broadcasts \$ 500</i>	 \$ 1 800
Other related costs <i>(Expenses directly linked to the implementation of the project that does not fit into the other categories of expenses)</i>	<i>(printing fees, purchase of bingo cards, license and permit fees, etc.)</i>	 \$ 575
EXPENSES TOTAL	<i>The total expenses must equal the amount requested.</i>	 \$ 52 000

SECTION 7 – SUPPORTING DOCUMENTS FOR YOUR FUNDING REQUEST

These documents are necessary to assess the eligibility of the request. They are also used by the panel of experts to assess the applicant's ability to carry out the project and the impact of the project on the media.

- Incorporation documents for the responsible legal entity
- By-laws of the media outlet (for non-profits only)
- Most recent financial statements:
 - For NPOs: the last audited financial statements, review engagement or fiscal year report adopted by the AGM
 - For businesses: most recent financial results submitted to the Canada Revenue Agency
- If you incurred a deficit greater than 10% during the last fiscal year, please attach your recovery plan
- Operational budget for the current fiscal year
- Resume of the person responsible for carrying out project as identified in Part C of the grant application form
- A document certifying the signing officer of the grant request is duly authorized to act on behalf of the outlet or organization
 - For businesses: declaration by the owner of a private media outlet
 - For NPOs: a motion adopted by the board of directors
- Protocol or letter of agreement describing the nature of the partnership or collaboration and the role of each of the partners identified in Part G of the grant application form.
- A minimum of two letters demonstrating the community's support for the project.
- In the case of professional services fees over \$ 5,000, provide the firm's or consultant's service offer
- **For community radios only:** Provide a copy of documents confirming the nature and validity of your license with the CRTC
- **For community radios only:** Provide your programming schedule

- **For community newspaper only:** Provide the digital version of your publication for all applicable dates:
 - November 4, 2019
 - February 3, 2020
 - May 4, 2020
- **For digital-only community newspaper:** Provide screenshots of your published articles for all applicable dates:
 - November 4, 2019
 - December 2, 2019
 - January 6, 2020
 - February 3, 2020
 - March 2, 2020
 - April 6, 2020
 - May 4, 2020

SECTION 8 - COMMITMENT OF THE SIGNATORY

In this section, before signing and submitting the grant application, the person authorized to sign on behalf of your media will have to certify and commit to certain clauses.

PART A

- I am authorized to sign.
- I certify that the information provided is accurate and complete.

PART B

If my project is funded, I can guarantee:

- It will be delivered according to the grant proposal submitted and in compliance with the CMSSF guidelines and the terms of the project grant agreement that will be signed between my media and the Consortium.
- The support of the Strategic Support Fund for Community Media will be acknowledged per the stipulations at Section 14 of the CMSSF 2020-2021 Grant Application Guide.
- A final report, in compliance with the CMSSF guidelines, will be submitted no later than 30 days after completing the project.

PART C

- NAME OF THE SIGNATORY:
- TITLE:
- DATE: