

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

**COMMUNITY
MEDIA
STRATEGIC
SUPPORT FUND**

GRANT APPLICATION GUIDE

2021-2023

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), Réseau.Presse, the Quebec Community Newspapers Association (QCNA) and the English-Language Arts Network (ELAN).

Réseau.Presse 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.

This guide will support the delivery the 3rd and 4th rounds of funding which will be launched respectively on August 30th and November 29th, 2021.

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

Listed below are the different types of eligible media outlets that may apply for project funding from the Fund, as well as the media outlets that are not eligible. It is recommended that any community media outlet wishing to submit an application to the Fund contact the Program Manager (info@famsc-cmssf.ca) to confirm its eligibility.

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 population, etc.

A. Eligible media outlets

- A registered non-profit organization operating a print or digital official-language minority community newspaper in Canada.
- A business or media groups managing at least one print or digital official-language minority community 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 or community digital written press media

To be eligible, an official-language minority community newspaper or a community digital written press media must demonstrate that it meets all the following criteria:

- Ensure local, regional and/or provincial news coverage of a given official-language minority population, in its language on a regular schedule and an ongoing basis on one or more platforms (print version, digital version, or web platform).
- From the total editorial content³, offer at least fifty percent (50%) original editorial content⁴ in English in Quebec OR fifty percent (50%) original editorial content in French in another of Canada's nine (9) provinces or one of its three (3) territories.
- Within the eligible original editorial content described in preceding point, contain a minimum of 50% local editorial content that reflects the reality of a given population with thirty percent (30%) written by professional journalists or correspondents⁵.
- Be published by a duly identified publisher.

Example: A minority community Anglophone newspaper that publishes a total of twenty (20) editorial content per week must publish a minimum of ten (10) content in English, of which five (5) reflect the reality of the population served and with at least three (3) which were written by journalists or paid correspondents.

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

³ The total editorial content includes all journalistic content (articles, columns, editorials, etc.) as well as all relayed information texts such as press releases.

⁴ The original editorial content includes all articles, columns, editorials, etc.) produced by the newspaper or digital written press media.

⁵ 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).

- 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
 - 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. FUNDING PRIORITY CATEGORIES

The Fund supports projects that meet the strategic needs of OLMCM in Canada and that fall into one of the following priority 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 strategy⁶ 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), offer mentorship programs for new executive directors, etc.

⁶ A strategy in a plan to attain a major goal.

- 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

5. GRANT ALLOCATION PRIORITIES

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

- **Grants are awarded based on merit and depending on fund availability, 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
 - the sub-sector
- **Allocation priorities will be communicated to the list of potentially eligible media before the beginning of every round.**
- **The Fund may support a project part of a multi-year strategy under the following conditions:**
 - A new grant application must be submitted each year for each phase of a multi-year strategy.
 - The results projected in a subsequent phase of the project funded 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 fund the regular activities, the operations, or the infrastructure of 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. 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.

An eligible media outlet with two or more media outlets within the same legal entity is not be considered a partnership.

7. GRANT APPLICATION PROCESS

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 be eligible to be evaluated.
- The Fund will only consider grant applications submitted by eligible media outlets.
- The person responsible for completing the grant application for the eligible media outlet applying for funding must attend and complete **mandatory training on writing grant applications**.
 - The training on writing grant applications will be offered by the Fund at the beginning of September 2021 (3rd round) and at the beginning of December 2021 (4th round).
 - If an applicant media outlet chooses not to send the person responsible to complete their grant application to the above-mentioned training, their application will be automatically rejected during the preliminary eligibility check.
- **Organizations managing more than one eligible media outlets have the following options:**
 - submit one project per year for all their media outlets,
 - 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 A of this guide.

8. IMPORTANT DATES

- **Online grant application period:**
 - **3rd round: August 30th to September 24th, 2021**
 - **4th round: November 29th to January 7th, 2022**
- **No applications will be accepted after:**
 - **3rd round: September 24th, 2021, 3pm (Pacific Time)**
 - **4th round: January 7th, 2022, 3pm (Pacific Time)**

- **Project length**

Approved projects can be spread throughout three (3) to twelve (12) months.

- **3rd round:** projects may begin **as early as December 1st, 2021**, but must end **no later than November 30th, 2022**.
- **4th round:** projects may begin **as early as April 1st, 2022**, but must end **no later than March 31st, 2022**.

9. 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 from Official-language minority communities.

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.

10. EVALUATION CRITERIA

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

- **30% 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 self-generated revenues, reduction of expenses).
- **25% of the mark** – The project's relevance, clarity, objectives, and compatibility with any of the funding priority categories listed in section 4.
- **20% of the mark** - Capacity of the responsible media outlet to deliver the project (e.g., financial situation, access to required resources).
- **15% 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 services, programming responding to various groups or regions, etc.).
- **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 established priorities, on merit and until the 2021-2023 funds are exhausted for the 3rd and 4th rounds.

11. 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.
 - No salary can be allocated to regular staff of the media outlet working 25 hours or more.
 - If the media outlet wishes to increase the working hours of a part-time staff (24 hours or less) to assign them to the project, an independent employment contract, for the additional hours, must be signed and submitted to the CMSSF.
- Professional consulting fees to hire consultants responsible for certain components of the project.
- Additional administrative expenses necessary for the completion of the project (e.g., project supervision, accounting, audit, general office expenses, additional rent, rental of rooms, 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's⁷ 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.

12. RATIO OF ELIGIBLE EXPENSES COVERED BY THE FUND

⁷ <https://www.canada.ca/fr/secretariat-conseil-tresor/services/deplacements-reinstallation/voyages-affaires-gouvernement.html>

For grants issued during the third and fourth rounds, the Fund may cover up to 100% of all eligible expenses for approved projects.

13. DOCUMENTS TO BE SUBMITTED

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

- Any governing documents of the media outlet. (Incorporation or Business Registration Certificate, letters patent, etc.).
- Most recent financial statements:
 - For NPOs: the last audited financial statements, review engagement or fiscal year financial report adopted by the AGM
 - For businesses: most recent financial results submitted to the Canada Revenue Agency
 - For community media that are under the administration of a legal entity operating multiple business divisions, only the financial statements with the financial data of the media beneficiary of the project are required.
- Operational budget for the current fiscal year
 - For community media that are under the administration of a legal entity operating multiple business divisions, only an operational budget with the financial data of the media beneficiary of the project is required.
- 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 application is duly authorized to act on behalf of the media outlet or organization
 - For businesses: Declaration by the owner of a private media outlet
 - For NPOs: A motion adopted by the Board of Directors
- If two eligible media outlets have created a partnership and acknowledged it in part G of the grant application form, a memorandum of understanding 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 proposal.
- For community radios only:
 - Provide the official document confirming the most recent license renewal by the CRTC.
- The full programming schedule
- For community newspapers: Three (3) copies of their newspaper for the publication periods indicated in the online program.
- For digital written press media outlets: All articles published on your website for the publication periods indicated in the online program.

These documents are mandatory and are an integral part of the evaluation of the grant application submitted.

If they are not submitted, the funding application will be considered incomplete by the Fund, which has the right to reject it.

14. AGREEMENT BETWEEN THE CONSORTIUM AND A GRANT RECIPIENT

Once a media outlet has been informed of the approval of its project, it must sign a project grant agreement with the Réseau.Presse, who is acting on behalf of the Consortium of Official Language Minority Community Media.

This Agreement sets out the obligations of the grant recipient.

The panel of independent experts, responsible for the evaluation of the applications, may recommend the signing of an agreement including a certain number of instalments 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 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.

15. 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.

16. GRANT FINAL REPORT

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

The final report will include:

- 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.
- 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.

17. FUND IMPACT ANALYSIS

An analysis of the impact of the project on the quality and sustainability of strategic partnerships or on the MCLOSM sector will be carried out by the Consortium on a regular basis.

CMSSF funding recipients have an obligation to participate in this exercise whenever requested by the Consortium.

FOR MORE INFORMATION:

Derek Dubé
Program Manager
info@fasmc-cmssf.ca

APPENDIX A

COMMUNITY MEDIA STRATEGIC SUPPORT FUND GRANT APPLICATION FORM (ROUND 3 - 2021-2022)

For the application to be eligible, 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 your media

- Name
 - 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 enables you to explain the project, its objectives, its activities and its 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 Fund looks for structuring projects that yield significant and long-lasting results.

PART A – Project Title

- Use a title that clearly explains the essence and the vision of your project.

PART B – Project Dates

Your project:

- can be spread over a three (3) to twelve (12) months period.
 - **3rd round:** projects can start **as early as December 1st, 2021**, but must end **no later than November 30th, 2022**.
 - **4th round:** projects can start **as early as April 1st, 2022**, but must end **no later than March 31st, 2023**.
 - **No extensions will be authorized beyond a twelve (12) months period.**
- **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 be responsible for supervising the entire project. Identify the person who will lead the project and describe how their experience and expertise relates to the mandate. The following information is required:

- Name of the person responsible for the media
- Email
- Cell phone number
- Summary of the experience and expertise as they related to the mandate
(250 words maximum)

The resume of the person in charge will be provided in **section 7 - Documents to be attached at the end of this application**.

PART D – Partnership(s) with eligible media

To determine if your partner is eligible or not, please check the eligibility criteria in section 3 of the CMSSF 2021-2023 Grant Application Guide.

If you answer “yes”, 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.**

SECTION 4 – CURRENT CHALLENGES OF THE MEDIA OUTLET

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

In this section, you must describe, in 125 words or less, up to three (3) main challenges your media is facing in its quest to better serve the population and ensure its sustainability, etc.

For example:

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

SECTION 5 – THE PROJECT

- This section helps 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 on the future of your media.
- The Fund is looking for structuring projects that give convincing and lasting results.
- Your project must become self-sufficient and continue after the funded period.

In this section, you must explain your project in detail.

- What do you want to do?
- Link your project with at least one 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 –Funding Priority Categories

Refer to section 4 of the CMSSF 2021-2023 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, explain how the project relates to each category chosen while ensuring that the links between the project and the objectives 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 application.

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 4 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 concentrating 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 essential 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 monthly timeline (work plan) might look like the following example:

MONTHLY WORKPLAN EXEMPLE		
Month	Activities	Dedicated Human Resources
<i>December 2021</i>	<ul style="list-style-type: none"> • <i>Call for tenders and choice of the consultant responsible for the development of the business plan.</i> • <i>Beginning of the consultant's consultation and research work with the radio team, the community, and partners</i> 	<ul style="list-style-type: none"> • <i>Executive Director and Board of directors for the development of the call</i> • <i>Committee responsible for choosing the consultant appointed by the Board.</i> • <i>Work sessions between the Director and the consultant</i>
<i>January 2022</i>	<ul style="list-style-type: none"> • <i>The holding of community consultations and surveys</i> • <i>Presentation of the first draft of the business plan to the Board and the Director</i> • <i>Development of the job description and training plan for the sales representative and opening of the competition</i> 	<ul style="list-style-type: none"> • <i>Consultant responsible for the implementation with the support of the Director and the Board</i>
<i>February 2022</i>	<ul style="list-style-type: none"> • <i>Submission of the final business plan to the Board and Director and the start of the implementation of the plan</i> • <i>The hiring of the sales representative</i> • <i>Beginning of the implementation of the training and orientation plan for the sales representative</i> • <i>Beginning of the development of the sales tools emanating from the business plan</i> 	<ul style="list-style-type: none"> • <i>Consultant with support from the Director or the Board</i> • <i>Sales representative</i> • <i>Graphic designer</i>
<i>March 2022</i>	<ul style="list-style-type: none"> • <i>Delivery of final sales tools and development of lists of customers and targeted partners</i> • <i>Continuation of the implementation of the training and orientation plan for the sales representative</i> • <i>Establishment and implementation of the sales representative's action plan as well as quarterly targets</i> 	<ul style="list-style-type: none"> • <i>Consultant with support from the Director and the Board</i> • <i>Administrative assistant</i> • <i>Sales representative</i> • <i>Graphic designer</i>

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 three (3) 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 Fund will request proofs of achievements of the expected results.
- 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 Current November 2021 - 1,000 Target November 2022 - 1,250</i>
<i>Increase revenue from ad sales.</i>	<i>30% increase in advertising sales Current November 2021 - \$78,000. Target November 2022 - \$101,500</i>
<i>Increased traffic to the newspaper's website and social media</i>	<i>Website: 50% increase Current November 2021: 1,000 single visits per month Target November 2022: 1,500 single visits per month Facebook: 50% increase in "Likes" Current: 500 "Likes" Target 2022: 750 "Likes"</i>

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 – SUSTAINABILITY OF THE PROJECT AFTER THE FINANCED PERIOD

Projects approved by the Fund must be sustainable and continue after the financed period.

Please explain, in 300 words or less, how your project will carry on, what measures will be put in place and what resources will be required to do so.

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.
- No salary can be allocated to regular staff of the media outlet working twenty-five hours or more and for more than forty (40) weeks per year.
- If the media outlet wishes to increase the schedule of its part-time staff (twenty-four hours or less) to assign them to the project, an independent employment contract, for the additional hours, must be signed and submitted to the CMSSF.
- Service offers for consulting services of \$5,000 or more must be submitted with your application.
 - The Fund reserves the right to request additional consulting offers if multiple fee expenses of less than \$ 5,000 are submitted.
- 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 EXAMPLE		
Amount requested from the Fund: \$56,380		
Expenses	Details	
Salaries	<ul style="list-style-type: none"> • Project Coordinator: 26 weeks x 25 hr/week x \$20/hr = \$13,000 • Admin Assistant (10 additional hours to the part-time existing position): 26 weeks x 10 hrs/week X \$18/hr = \$4,680 	\$17,680
Professional consulting fees	<ul style="list-style-type: none"> • Web development firm: \$10,000 • Business plan development and implementation consultant: \$15,000 • Graphic designer for sales kit graphics: \$1,500 	\$26,500
Travel expenses (maximum of 5% of the total project budget)	<ul style="list-style-type: none"> • Vendor must travel to regions X, Y and Z. <ul style="list-style-type: none"> ○ 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 	\$1,825

Administrative costs (maximum of 10% of the total project budget)	(Project supervision, accounting fees, auditing fees, additional rent, etc.) <ul style="list-style-type: none"> • General management fees \$4,000 • Accounting fees for the project \$500 	\$4,500
Promotion and advertising (maximum of 10% of the total budget)	(Rental of kiosk space, social media advertising, newspaper placement, special events, etc.) <ul style="list-style-type: none"> • Leaflet and posters 	\$3,500
Purchase or rental of equipment (maximum of 5% of the total budget)	(Computer, mobile phone, specialized software used only for the project) <ul style="list-style-type: none"> • Computer \$800 • Cell phone \$500 • Tablet for live broadcasts \$500 	\$1,800
Other related costs (Expenses directly linked to the implementation of the project that does not fit into the other categories of expenses)	(Printing fees, purchase of bingo cards, license and permit fees, etc.) <ul style="list-style-type: none"> • Bingo license fee for 1 year 	\$575
EXPENSES TOTAL	The total expenses must equal the amount requested.	\$56,380

SECTION 7 – SUPPORTING DOCUMENTS FOR YOUR FUNDING APPLICATION

The required documents listed below are used to assess the eligibility of the media and its funding application. They are also used by the panel of experts to assess (a) the applicant's ability to carry out the project and (b) the impact of the project on the media.

- Any governing documents of the media outlet. (Incorporation or Business Registration Certificate, letters patent, etc.).
- By-laws of the media outlet (for non-profits only)
- Most recent financial statements:
 - For community media that are under the administration of a legal entity operating multiple business divisions, only the financial statements with the financial data of the media beneficiary of the project are required.*
 - For businesses: most recent financial results submitted to the Canada Revenue Agency
 - For NPOs: the last audited financial statements, review engagement or fiscal year financial report adopted by the AGM
 - 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
 - For community media that are under the administration of a legal entity operating multiple business divisions, only an operational budget with the financial data of the media beneficiary of the project is required.*

- Resume of the person responsible for carrying out project as identified in Part C of the grant application form
- Document certifying that the signing officer of the grant application is duly authorized to act on behalf of the media outlet or organization.
 - For businesses: Declaration by the owner of a private media outlet
 - For NPOs: A motion adopted by the Board of Directors
- Memorandum of understanding or letter of agreement describing the nature of the partnership or collaboration and the role of each of the partners identified in Section 3 – Part D 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 proposal.
- **If you are a community radio:**
 - Provide the official document confirming the most recent license renewal by the CRTC.
 - Provide your full programming schedule
- **If you are a community newspaper,** provide the digital version of your publication for all applicable dates or on the following publication date:
 - For applications submitted in the 3rd round starting on August 30th, 2021:
 - November 30th, 2020
 - March 15th, 2021
 - June 14th, 2021
 - For applications submitted in the 4th round starting on November 29th, 2021:
 - March 15th, 2021
 - June 14th, 2021
 - September 20th, 2021
- **If you are a digital written press media,** provide screenshots of your published articles for all applicable dates:
 - For applications submitted in the 3rd round starting on August 30th, 2021:
 - November 16th, 2020
 - January 11th, 2021
 - March 15th, 2021
 - May 10th, 2021
 - July 12th, 2021
 - For applications submitted in the 4th round starting on November 29th, 2021:
 - January 11th, 2021

- March 15th, 2021
 - May 10th, 2021
 - July 12th, 2021
 - September 13th, 2021
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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 requirements.

PART A

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

PART B

IF THE PROJECT IS FUNDED, I COMMIT TO:

- deliver it 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.
- acknowledge the support of the Strategic Support Fund for Community Media in compliance with the requirements of Section 14 of the CMSSF 2020-2021 Grant Application Guide.
- submit a final report, in compliance with the CMSSF guidelines, no later than 30 days after completing the project.

PART C

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