

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

**COMMUNITY
MEDIA
STRATEGIC
SUPPORT FUND**

2025-2026

GRANT APPLICATION GUIDE

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TABLE OF CONTENTS

	Page
1. Introduction	3
2. CMSSF Objectives	4
3. Media outlets eligible for support from the CMSSF	4
4. CMSSF priority funding categories	6
5. 2025-2026 Priorities	7
6. Grant allocation terms	8
7. Maximum grant amounts	8
8. Grant application process	9
9. Preliminary project analysis request	10
10. Deadline to submit a grant application	10
11. Project length and start date	11
12. Application evaluation process	11
13. Evaluation criteria	11
14. Eligible and non-eligible expenses	12
15. Ratio of eligible expenses covered by the CMSSF	13
16. Documents to be submitted	13
17. Agreement between the Consortium and a grant recipient	14
18. Acknowledgment of CMSSF support	15
19. Grant final report	15
20. Analysis of the impact of programs under the responsibility of the Consortium / Applicant's Permanent File	16
Appendix A – Applicant's Permanent File Questionnaire	17
Appendix B - CMSSF Grant Application Questionnaire	25

1. INTRODUCTION

The Community Media Strategic Support Fund (hereinafter the CMSSF) is an initiative stemming from the [Action Plan for Official Languages – 2023-2028: Protection-Promotion-Collaboration](#).

The support measures for official language minority community media (hereinafter the OLMCM) resulting from this action plan include:

- the implementation of the CMSSF,
- an investment toward the next generation of media professionals through an internship program, and
- direct support for consultation and collaboration within the MCLOSM sector facilitated by the Consortium of Official Language Minority Community Media (hereinafter the Consortium).

The CMSSF supports new strategic projects¹ that contribute to the development of the capacity of eligible official languages minority community media.

- *Please consult section 3 of this guide for eligibility criteria.*

The CMSSF stems from the *Development of Official Languages Communities* Program, under the supervision of the Official Languages Branch of Canadian Heritage.

The orientation and parameters of the CMSSF were defined following an ongoing targeted consultation process with OLMCM representatives and the analysis of the results of these consultations by the Consortium.

The CMSSF is being implemented by and for OLMCM. The program is under the responsibility of the Consortium, which is made up of representatives from the four sub-sectors of the OLMCM:

- the English-language minority community newspapers represented by the Quebec Community Newspapers Association (QCNA),
- the English-language minority community radios represented by the English-Language Arts Network (ELAN),
- the French-language minority community newspapers represented by Réseau.Presse, and
- the French-language minority community radios represented by l'Alliance des radios communautaires du Canada (ARC).

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

The CMSSF funding application evaluation process and CMSSF funding recommendations are the sole responsibility of a panel of four (4) experts who carry out their mandate independently of the Consortium and eligible media outlets.

This guide supports the delivery of Round 8 of the CMSSF launched on Monday, June 10, 2024.

2. OBJECTIVES OF THE CMSSF

The CMSSF exists to enable OLMCM to identify and implement the measures needed to strategically strengthen their capacity to serve official language minority populations in Canada.

Thanks to the CMSSF, these media are able to accurately define and respond to the challenges they are facing.

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

- The media outlets that receive funding from the CMSSF
- Official language minority communities they serve

3. MEDIA OUTLETS ELIGIBLE FOR SUPPORT FROM THE CMSSF

Listed below are the eligibility criteria of media outlets that may submit a project grant application to the CMSSF, 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 CMSSF contact the Program Manager (info@famsc-cmssf.ca) to confirm its eligibility.

○ Eligible media outlets

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

² For example, a media outlet must have a plan or strategies to correct a given situation or better serve its targeted population.

- **Eligible official language minority community newspapers or community written press media**

To be eligible, an official language minority community newspaper or a community 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 the preceding point, contain a minimum of 50% local editorial content that reflects the reality of a given population with thirty percent (30%) written by paid, 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 contents per week must publish a minimum of ten (10) contents in English, of which five (5) reflect the reality of the population served and with at least three (3) which were written by paid, professional journalists or correspondents.

- **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 of which at least 50% reflects the diversity of the population served.
- Broadcast local, regional and/or provincial information and news of which at least 50% is in the language of the minority population served.
- Participate in promoting local and regional cultural and artistic expression of the minority population served.

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 paid 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).

- Hold a valid community-type broadcasting license awarded by the CRTC to:
 - Deliver English or bilingual programming in Quebec OR
 - Deliver French or bilingual programming 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.
- **Non-eligible media outlets**

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

- Radio stations holding a private-type broadcasting license or a specialized private-type broadcasting license awarded by the CRTC.
- Community television stations.
- Media funded by government bodies (i.e. TVO, CBC, etc.).
- Web or digital media that do not meet the criteria set out in points 3B and 3C of this guide.
- Newspapers or radio stations of post-secondary institutions.
- Magazines and specialized publications.
- Start-up projects for new newspapers or community radio stations.

4. CMSSF PRIORITY FUNDING CATEGORIES

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

A. Increasing financial sustainability:

- Developing new business models
- Creation of new revenue streams
- Diversification of revenue sources
- Stabilization or expansion of proven revenue models

B. Capacity building:

- Offering targeted training to members of a team or board of directors (e.g., practical experience, professional development, sound governance)
- Developing strategies aimed at recruiting and retaining key personnel
- Offering mentorship program to support and integrate new employees into key positions
- Developing partnerships (e.g., with schools, universities, and colleges) to ensure the development of the next generation in the media
- Acquiring additional expertise (e.g., hiring experts or training staff to meet specific needs)

C. Strategic development:

- Strategic planning exercise including a community and/or sectoral consultation in order to identify strategic directions for a given period
- Development and implementation of an operational plan resulting from the formal strategic plan of the media
- Market study or needs analysis leading to the development of a new business plan or marketing of a new product or services
- Development and implementation of a specific strategy related to marketing, promotion, recruitment, and staff retention.

D. Managing transitions:

- Managing changes within the media outlet (e.g.: ensuring a transition when key employees/positions leave)
- Merging with another media organization
- Changing legal status - from for-profit to non-profit, obtaining charitable organization designation
- Developing a new governance model adapted to new realities
- Implementing a transition in service delivery, digital transformation, etc.

E. Creating collaboration initiatives for OLMCM in Canada:

- Pooling and/or sharing resources (e.g., human resources, office space, software, journalistic content, etc.)
- Pooling suppliers
- Implementing collective supply methods
- Creating joint content access platforms, etc.

5. 2025-2026 PRIORITIES

During the launch of Round 8 of the CMSSF, on Monday, June 10, 2024, the 2025-2026 priorities were communicated by email to potentially eligible media.

Following the analysis of the results and distribution of grant funds from previous CMSSF rounds, the members of the Consortium established the following priorities for the allocation of CMSSF 2025-2026 grants in a spirit of equity between the four sub-sectors served, and in line with the challenges raised by the media:

- **Priority 1 - Projects recommended by the independent panel from English official language minority media.**
- **Priority 2 - Projects recommended by the independent panel enabling a media to implement a priority segment of its existing strategic plan.**

6. GRANT ALLOCATION TERMS

The eligibility of a project for one or more of the priorities outlined in articles 4 and 5 of this guide does not guarantee financial support from the CMSSF. The following elements are also taken into consideration.

- **Grants are allocated based on merit and the availability of funds.**
- **In the spirit of fairness in the distribution of funds from the CMSSF to eligible media outlets, the CMSSF may set priorities based on the following factors:**
 - the region;
 - the type of media;
 - the type of project;
 - the sub-sector;
 - eligible media outlets that have not yet benefited from a CMSSF grant.
- **The CMSSF does NOT support regular operations, activities, or infrastructure of eligible media outlets.**
- **The CMSSF accepts grant applications for projects with a duration of 6 to 24 months.**
- **A media may receive funds from sources to fund another segment of a project funded by the CMSSF provided that the combined funds from all sources do not exceed the actual total expenses of the project.**

7. MAXIMUM GRANT AMOUNTS

- **Project lasting between 6 and 12 months**

The CMSSF may allocate a grant of **up to \$75,000** for a project conducted independently by an eligible media outlet lasting between 6 and 12 months.

- **Project lasting between 13 and 24 months**

The CMSSF may allocate a grant of **up to \$125,000** for a project conducted independently by an eligible media outlet lasting between 13 and 24 months.

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

8. GRANT APPLICATION PROCESS

A grant application by an eligible media must be filed using the online portal.

- **Only grant applications submitted through the online portal will be eligible to be evaluated.**
 - The online portal will be available **from Monday, October 21, 2024.**
 - A copy of the grant application form that will be available on the portal is also available at Appendix B of this guide.
- The CMSSF will only consider grant applications submitted by eligible media outlets.
- If the training has not been completed as part of a previous round, the person responsible for writing the grant application for the eligible media outlet applying for CMSSF funding must attend and complete **mandatory training on writing grant applications.**
 - The training on writing grant applications for Round 8 of the CMSSF will be offered during the week of June 17, 2024.
 - Registration details were provided in the launch email of round 8 of the CMSSF sent on June 10, 2024.
 - If an applicant media outlet chooses not to send the person responsible for completing 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 outlet have the following options:**
 - submit one project per Round of the CMSSF for all their media outlets;
 - submit one project per Round of the CMSSF for only one of their media outlets.
- Any application from an ineligible third party will be rejected.
- Any incomplete application, after the quality control period, will be rejected.

9. PRELIMINARY PROJECT ANALYSIS REQUEST

- **MANDATORY FOR GRANT APPLICATIONS FOR PROJECTS LASTING BETWEEN 13 and 24 MONTHS:**
 - To be eligible to submit a grant application for a project lasting between 13 and 24 months, a media outlet must submit a preliminary analysis request, using the form provided for this purpose, before **Friday, August 2, 2024, at 5 p.m. (EDT)**.
 - **By Wednesday, August 28, 2024, at 5:00 p.m. (EDT)**, the independent expert advisory panel responsible for evaluating eligible grant applications will recommend, or not, the submission of a full project grant application by the applicant media for the proposed duration.
- **OPTIONAL FOR GRANT APPLICATIONS FOR PROJECTS LASTING BETWEEN 6 AND 12 MONTHS:**
 - Before submitting a full project grant application, and for projects lasting between 6 and 12 months, an eligible media outlet may, if it wishes, submit a preliminary analysis request using the form provided for this purpose, in order to obtain preliminary feedback from the independent expert advisory panel responsible for evaluating eligible grant applications.
 - The deadline to submit a preliminary analysis request is **Friday, August 2, 2024, at 5:00 p.m. (EDT)**.
 - Comments from the panel will be received by the applicant media **no later than Wednesday, August 28, 2024 at 5:00 p.m. (EDT)**.

10. DEADLINE TO SUBMIT A PROJECT GRANT APPLICATION

The deadline to submit a project grant application for 2025-2026 (Round 8) of the CMSSF is:

- **Friday, November 1, 2024, at 5:00 p.m. (EDT).**

No grant applications will be accepted after this date and time.

11. PROJECT LENGTH AND START DATE

The projects presented can extend for between six (6) and twenty-four (24) months.

The start date of projects in Round 8 must be **between April 1, 2025, and March 31, 2026.**

12. APPLICATION EVALUATION PROCESS

Following a public call for applications, an independent advisory panel responsible for evaluating applications and recommending the allocation of the CMSSF was formed. It consists of four (4) bilingual members from official language minority communities.

The members of the panel possess expertise in media operations, business management, and community development. They are aware of and understand the realities, challenges, and needs of official language minority populations and the eligible community media that serve them.

The members of the panel are responsible for the evaluation of all eligible applications further to the evaluation criteria established and outlined in Article 11 of this guide.

In addition to evaluating project grant applications submitted in Round 8 of the CMSSF, the panel reserves the right to review the applicant media's grant report(s) in earlier rounds of the CMSSF.

The panel's decisions and recommendations are final and without appeal.

13. EVALUATION CRITERIA

The panel members rely on the following criteria to evaluate project grant applications submitted to the CMSSF:

- **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 ultimate results.
- **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 proposed strategic partnerships (e.g., partners' contribution and commitment to the success of the project).

Only project grant applications that obtain a mark of at least 75% will be eligible for CMSSF funding.

Grants will be awarded based on funding priorities, merit, and until the CMSSF available funds are exhausted for round 8.

14. ELIGIBLE AND NON-ELIGIBLE EXPENSES

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

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

A. Eligible expenses

- Salaries of staff responsible for carrying out the proposed project.
 - No salary can be allocated to regular staff of the media outlet.
 - If the media outlet wishes to increase the working hours of part-time staff (24 hours or less) to assign them to the project, a separate 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 25% of the total project budget.**
- Travel expenses (including accommodation and per diem) for the staff or consultants responsible for carrying out the project.
 - **Maximum of 5% of the total project budget** in accordance with the Treasury Board⁶ regulations.
- Promotional expenses for public and targeted project visibility.
 - **Maximum of 10% of the total project budget.**

⁶

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

- Purchase and rental of equipment necessary for the completion of the project (laptop, cell phone, backup equipment for live broadcasting on social media, specialized software, etc.).
 - **Up to a maximum of 10% of the total project 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 regular staff (25 hours or more per week), media outlet regular production expenses unrelated to the project, etc.).
- Deficit reduction.
- Translation and interpretation expenses in a language other than the official minority language of the subsidized media (English in Quebec and French in the 9 other provinces and 3 territories) are not eligible.

If in doubt about the eligibility or non-eligibility of an expense, media outlets may contact the Program Management Team of the CMSSF before preparing their budget:

info@fasmc-cmssf.ca.

15. RATIO OF ELIGIBLE EXPENSES COVERED BY THE CMSSF

Grants issued during Round 8 of the CMSSF may fund up to 100% of all eligible expenses for approved projects.

16. DOCUMENTS TO BE SUBMITTED

In addition to completing a grant application form on the online portal, media outlets must provide the following documents:

- Resume 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 of the grant application for the project 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 and signed by the President.
- A minimum of two letters demonstrating the community’s support for the project.
- A copy of all agreements or memoranda of understanding with all project partners.

- In the case of professional services fees over \$5,000, provide the firm's or consultant's service proposal.
- A copy of all documents the applicant media refers to in their application, for example:
 - Strategic plan (and operational plan)
 - Business (or marketing) plan
 - Market (or feasibility) study
 - Survey or analysis
 - Etc.

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

- If they are not submitted by the applicant media outlet, the application will be considered incomplete by the CMSSF and will be automatically rejected.

17. 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 Consortium of Official Language Minority Community Media.

This agreement sets out the obligations of the grant recipient and must be signed by the primary officer of the business or the President of the Board of Directors of the non-profit organization.

- For non-profit organizations, a copy of the signed agreement will be sent to all members of the Board of Directors as identified in section 2 of the grant application form.

The signature of this agreement will result in a first installment of up to 95% of the total amount of the grant awarded. Further to the recommendations of the independent advisory panel responsible for evaluating applications, the CMSSF may divide the grant into 2 or more installments.

The panel of independent experts responsible for the evaluation of grant applications may recommend certain specific provisions to be included in the grant agreement based on the capacity of the media to deliver the activities outlined in the project grant agreement, including a progress report during project implementation.

18. ACKNOWLEDGMENT OF CMSSF SUPPORT

The recipient of a CMSSF grant must publicly acknowledge its source by stating the following:

“This project has been made possible by the Community Media Strategic Support Fund offered jointly by the Government of Canada and the Consortium for Official Language Minority Community Media.”

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

- on any public printed document about the project;
- on the air when the recipient speaks about their project;
- on the recipient media outlet’s website;
- on social media by using the following hashtags:
 - **#CommunityMedia**
 - **#CMSSF**

Proof of these acknowledgments must be attached to the grant final report.

19. GRANT FINAL REPORT

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

The final report must include:

- a comprehensive financial report specifying how the grant was spent along with required supporting documentation.
- supporting documents for the results achieved by the project, in accordance with the information found in the grant project agreement, and for any unexpected results, along with supporting documentation when required.
- proof of acknowledgment of the support by the CMSSF as stipulated in Article 18 of this guide.

Upon approval of a final report, received by the deadline stated in the project grant agreement, the outstanding amount withheld from the grant will be paid to the grant recipient.

20. ANALYSIS OF THE IMPACT OF PROGRAMS UNDER THE RESPONSIBILITY OF THE CONSORTIUM / APPLICANT'S PERMANENT FILE

- **Program impact analysis**

As part of its accountability responsibilities to the federal government as a third-party administrator of public funds, the Consortium is responsible for carrying out ongoing analysis on the impact of the grant programs under its responsibility on the viability of the media of the OLMCM sector.

Media recipients of a CMSSF grant must collaborate fully, when consulted by the Consortium, before, during, and after the grant period.

- **Applicant's Permanent File**

Media outlets wishing to submit an application to the CMSSF, or any other program under the responsibility of the Consortium, must establish and keep up to date their "Applicant's Permanent File" to be able to submit an application.

The complete "Applicant's Permanent File" questionnaire is in Appendix A of this guide.

The "Applicant's Permanent File" will be available via the online portal as of Monday, September 9, 2024.

FOR MORE INFORMATION:

Please contact the Program Management Team:

info@fasmc-cmssf.ca

APPENDIX A

APPLICANT'S PERMANENT FILE QUESTIONNAIRE

Media outlets wishing to submit a grant application to one of the programs under the responsibility of the Consortium of Official Language Minority Community Media must create their applicant permanent file by following the following steps:

- Provide all the required information in the fields provided for this purpose,
- Provide all required documents.

In order to remain eligible for programs offered by the Consortium, media organizations will need to update their permanent file annually.

The information required and the documents provided in this file will allow program managers and members of the independent panel responsible for evaluating applications to confirm, among other things:

- The applicant's eligibility for grant programs administered by the Consortium,
- The capacity of the applicant to deliver the various components of the requested grants,
- The impact of grants awarded to beneficiary media on their viability and profitability, and
- The level of engagement of official language minority communities with their community media.

All information and documents submitted by applicants are treated in accordance with the Consortium's confidentiality and information protection policy.

1. IDENTIFICATION OF THE RESPONSIBLE MEDIA OUTLET

- Legal name of the responsible media outlet
- Incorporation / Registration
 - National
 - Number
 - Registration Date

- Provincial / Territorial
 - Province / Territory
 - Number
 - Registration Date
- Employer registration number with the Canadian Revenue Agency or Revenu Québec

2. CONTACT DETAILS OF THE MEDIA OUTLET

- Street address
- City
- Province/Territory
- Postal Code
- Telephone number
- Website

3. AUTHORIZED REPRESENTATIVE OF THE MEDIA OUTLET

The person identified in this section has received the necessary authorization to act on behalf of the media outlet.

- Name
- Title
- E-mail
- Cell phone number

4. GOVERNANCE

- **NON PROFIT ORGANIZATION OR BUSINESS**

- **Board members or Officers of the business**

Personal contact details for each individual must be provided.

- All officers of a business
- All members of the Board of Directors for non profit organization
- Do not provide the same generic email or legal entity street address for one or more of your officers or board members.

All fields are mandatory.

- Name
- Title
- Election Date (for non profit organization only)
- Complete address
- Email
- Cellular

5. INFORMATION ON COMMUNITY MEDIA UNDER THE RESPONSIBILITY OF THE LEGAL ENTITY

Please provide all required information for each of the media under the responsibility of the media outlet.

You must complete one form per media.

● NEWSPAPER or RADIO

NEWSPAPER

- **Name of newspaper**
- **Founding date**

- **Territory served**
 - **Provincial/Territorial**
 - What is the total official language minority population in your province/territory according to data from the latest [Statistics Canada census \(2021\)](#)?
 - What proportion of the total official language minority population in your province/territory is served by your newspaper?
 - 1% - 25%
 - 26% - 50%
 - 51% - 75%
 - 76% - 100%

 - **Regional**
 - What is the total official language minority population in your region according to data from the latest [Statistics Canada census \(2021\)](#)?
 - What proportion of the total official language minority population in your region is served by your newspaper?
 - 1% - 25%
 - 26% - 50%
 - 51% - 75%
 - 76% - 100%

- **Local**
 - What is the total official language minority population in your municipality according to data from the latest [Statistics Canada census \(2021\)](#)?
 - What proportion of the total official language minority population in your municipality is served by your newspaper?
 - 1% - 25%
 - 26% - 50%
 - 51% - 75%
 - 76% - 100%

- **Other (Please specify)**
 - What is the total official language minority population in your area according to data from the latest [Statistics Canada census \(2021\)](#)?
 - What proportion of the total official language minority population in your area is served by your newspaper?
 - 1% - 25%
 - 26% - 50%
 - 51% - 75%
 - 76% - 100%

- **Human Resources**
 - Full-time employees (25 hours or more / week)
 - Part-time employees (24 hours or less / week)
 - Freelancers (journalists, columnists, etc.)
 - Paid
 - Volunteers
 - Subcontractors
 - Volunteers
 - to the board of directors
 - for activities and events
 - for administrative support

- **Readership and Engagement Statistics**
 - Print subscriptions
 - E-subscriptions
 - Web traffic per month (Google Analytics report)
 - Newsletter subscriptions

- Social media followers:
 - Facebook
 - X (Twitter)
 - Instagram
 - LinkedIn
 - Bluesky
 - Other (Please specify)
- Other (Please specify)

RADIO

- Name of radio and call letters
- Founding date

- Territory served
 - Provincial/Territorial
 - What is the total official language minority population in your province/territory according to data from the latest [Statistics Canada census \(2021\)](#)?
 - What proportion of the total official language minority population in your province/territory is served by your radio?
 - 1% - 25%
 - 26% - 50%
 - 51% - 75%
 - 76% - 100%
 - Regional
 - What is the total official language minority population in your region according to data from the latest [Statistics Canada census \(2021\)](#)?
 - What proportion of the total official language minority population in your region is served by your radio?
 - 1% - 25%
 - 26% - 50%
 - 51% - 75%
 - 76% - 100%
 - Local
 - What is the total official language minority population in your municipality according to data from the latest [Statistics Canada census \(2021\)](#)?

- o What proportion of the total official language minority population in your municipality is served by your radio?
 - 1% - 25%
 - 26% - 50%
 - 51% - 75%
 - 76% - 100%

- **Other (Please specify)**
 - o What is the total official language minority population in your area according to data from the latest [Statistics Canada census \(2021\)](#)?
 - o What proportion of the total official language minority population in your area is served by your radio?
 - 1% - 25%
 - 26% - 50%
 - 51% - 75%
 - 76% - 100%

- **Human Resources**
 - o Full-time employees (25 hours or more / week)
 - o Part-time employees (24 hours or less / week)
 - o Freelancers (journalists, columnists, hosts, etc.)
 - Paid
 - Volunteers
 - o Subcontractors
 - o Volunteers
 - to the board of directors
 - for activities and events
 - for administrative support

- **Ratings and Engagement Statistics**
 - o Regular listeners on air or on the Web (Stats Radio report or equivalent)
 - o Web traffic per month (Google Analytics report)
 - o Social media followers:
 - Facebook
 - X (Twitter)
 - Instagram
 - LinkedIn
 - Bluesky
 - Other (Please specify)
 - o Number of Members
 - o Other (Please specify)

6. DOCUMENTS TO BE SUBMITTED

- **Incorporation documents of the responsible legal entity.** (Incorporation or Business Registration Certificate, letters patent, etc.).
- **By-laws of the media outlet** (for NPOs only).
- **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 who are under the administration of a legal entity operating multiple business divisions, please provide only the financial statements with the financial data of the applicant media.
- **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 applicant media is required.
- **Proof of insurance coverage** of a minimum of \$2 million as a guarantee against civil liability of all its agents or authorized representatives to act for the benefit of the Recipient Media Outlet, such as, but not limited to, its officers, employees, volunteers, and external suppliers.
- **Human Resources Policy - Anti-harassment, intimidation and discrimination**
 - Or compliance with the Consortium's generic policy.
- **If you are a community radio only :**
 - 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 URL or upload the digital version of your first publication dates for the following four (4) months of the last twelve (12) month publication period:
 - January
 - May
 - September
 - December

- **If you are a digital written press media:**

- Provide website address
- Weekly, on average :
 - How much original journalistic content is produced by the journalists (employees, freelancers or volunteers) of your media and published on your website?
 - How much journalistic content from other sources does your media outlet publish on its website?

7. ATTESTATION OF THE AUTHORIZED REPRESENTATIVE OF THE MEDIA OUTLET

I, undersigned, attest that I am the authorized representative of the media outlet and certify that all information and documents provided are accurate and complete.

- Date
- Name of media outlet
- Name of authorized officer
- Title of authorized officer
- Signature of authorized officer

APPENDIX B

COMMUNITY MEDIA STRATEGIC SUPPORT FUND (CMSSF)

PROJECT GRANT APPLICATION QUESTIONNAIRE (ROUND 8 - 2025-2026)

SECTION 1 – YOUR PROJECT

This section allows you to explain your project, its objectives, its activities as well as expected results and impacts.

The CMSSF supports projects that produce lasting results and have significant impacts.

1A – Project Title

- Give a title which grasps the essence of the project.

1B - Length of project

- Your project can extend from between six (6) to twenty-four (24) months.
 - NOTE: For projects lasting between 13 and 24 months, a media outlet must receive preliminary approval from the independent panel responsible for evaluating applications (Please refer to Article 9 of the Grant Application Guide).
- Projects can begin between **April 1, 2025, and March 31, 2026.**
- Start and end dates of the project
 - Start Date (MM-DD-YYYY)
 - End Date (MM-DD-YYYY)

1C – Person responsible to lead the project

- Identify the person who is already part of the team of your media (employee, Board member, etc.) and who will be responsible to lead the project.
- Describe how their related experience and expertise will ensure the success of your project.
- The resume of the Project Lead will need to be provided in section 5 - Supporting documents for your CMSSF application.
 - Name of the person responsible for the project
 - Email
 - Cell phone number

- o **Summary of the experience and expertise related to the project (250 words maximum).**

1D – Project description

- In 250 words or less, describe the project.
 - o *What do you want to do?*
 - o *What is your vision?*
 - o *Why is this project important for your media and the community you serve?*

1E - Current challenges of your media and main project objectives

- NOTE: Your project should be a solution to the challenges you describe below.
 - o In other words, your project must resolve partially, or completely, the challenges that you identify in this application.
 - o You must make a direct link between these challenges and the objectives of your project.
- **Please provide :**
 - o **up to a maximum of three (3) challenges your media is facing,**
 - o **the precise objectives of your project that are a response to the challenges identified.**
- Here are some examples of challenges and corresponding objectives:
 - **Challenge:** Lost revenues are threatening the sustainability of my community media.
 - o **Objective:** Develop new markets and increase revenues from advertising and sponsorship sales to ensure the viability and sustainability of my media.
 - **Challenge:** My radio is having difficulty prioritizing its actions and maximizing the efficiency of my small team. The team members are swamped, can't stay focused, and don't get the results they should achieve.
 - o **Objective:** Strategic planning exercise for the implementation of a new structure and organizational model with clear priorities and achievable results.

1F – Project timeline and work plan

- A project timeline and work plan are essential to understand and plan the steps leading to the successful completion of the project.
- **Provide a monthly project implementation schedule with a full description of the planned activities and the required resources as per the following example.**

The following is an example of a clear and complete work plan:

- The proposed 6-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 and work plan might look like the following example.

MONTHLY WORK PLAN EXAMPLE		
Month	Activities	Dedicated Human Resources
<i>April 2025</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>May 2025</i>	<ul style="list-style-type: none"> • <i>Development of survey and consultation documents and lists;</i> • <i>Community consultations.</i> 	<ul style="list-style-type: none"> • <i>Consultant responsible for the implementation with the support of the Director and the Board.</i>
<i>June 2025</i>	<ul style="list-style-type: none"> • <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>July 2025</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>Hiring of the sales representative.</i> 	<ul style="list-style-type: none"> • <i>Consultant with support from the Director or the Board;</i> • <i>Sales representative.</i>
<i>August 2025</i>	<ul style="list-style-type: none"> • <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 stemming from the business plan and development of potential client and partner lists.</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>

September 2025	<ul style="list-style-type: none"> • Delivery of final sales tools and development of lists of customers and targeted partners; • Implementation of the sales representative's action plan as well as quarterly targets. 	<ul style="list-style-type: none"> • Consultant with support from the Director and the Board; • Administrative assistant; • Sales representative; • Graphic designer.
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SECTION 2 - RESULTS AND IMPACT OF YOUR PROJECT

2A - 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.

IMPORTANT: Your results must also clearly demonstrate the return on investment of your project and the increased stability of your media after the project.

- In other words, your results will allow your media to continue the activities planned in your project after the CMSSF grant period.

You must indicate a minimum of three (3) expected results.

- This data will be used in the final report to determine whether or not you have achieved your goals.

You must provide measurable and comparative results; therefore, use current versus target numbers you want to achieve by the end of your project.

- The CMSSF will request proof of results achieved.

The following are examples of expected results and the metrics used to determine if they have been achieved:

RESULTS	TARGETS
Increase in the number of digital edition subscriptions	50% increase in digital subscriptions Current - October 2024 - 1,000 X \$50 = \$50,000 / year Target - March 2026 - 1,500 X \$50 = \$75,000 / year

<i>Increase revenue from ad sales.</i>	<i>30% increase in advertising sales Current - October 2024 - \$78,000 / year Target - March 2026 - \$101,400 / year</i>
<i>Increased traffic to the newspaper's website</i>	<i>Website: increase single visits/month by 50% Current - October 2024: 1,000 single visits/month Target - March 2026: 1,500 single visits/month</i>
<i>Stabilization of human resources</i>	<i>Current - October 2024 - 1 FT position and 2 PT positions Target - March 2026 - 3 FT positions</i>
<i>New community partnerships established</i>	<i>Current - October 2024 - 3 community partners Target - March 2026 - 8 community partners</i>
<i>Employee training - Increased revenue from fundraising (bingo, lotteries, donations, etc.)</i>	<i>Current - October 2024 - 1 employee trained = \$5,000 in fundraising/year Target - March 2026 - 3 employees trained = \$25,000 in fundraising/year</i>

2B – Sustainability of the project after the funded period

Projects approved by the CMSSF must be sustainable, profitable, and continue after the CMSSF grant.

- The profitability of a project is defined as being the result of the relationship between the income obtained and the resources used during its implementation.

Keeping in mind the expected results you want to achieve in Section 2A of your grant application, please explain, in 250 words or less :

- **What will be the return on investment for your media outlet?**
- **How will the activities stemming from your project will continue after the project?**
- **As a result of the project, which new resources will your media outlet be able to count on?**

2C - Impact on the financial sustainability of the media

Your project must have a direct impact on the short and medium-term financial sustainability of your media.

- Financial sustainability is achieved when an entity's revenues are sufficient to cover its current and future expenses.

- In light of the expected results indicated in Section 2A, in 250 words or less, explain how your project will have a direct impact on the financial viability of your media.

2D - Impact of the project on the vitality of the Official language minority population served

As the CMSSF is an initiative under the Action Plan for Official Languages, it is important to assess the impact of your project on the vitality of the Official language minority populations you serve.

- Which Official language minority populations do you currently serve? (province, regions, municipalities, etc.)
 - What are the main characteristics of these populations?
- Which new Official language minority populations does your media wish to serve through this project? (province, regions, municipalities, etc.)
 - Why does your media want to serve these new populations? How was the need identified?
- 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 (or, if applicable, the new Official language minority populations that you wish to serve with this project).

SECTION 3 –CMSSF FUNDING PRIORITIES

Refer to section 4 of the 2025-2026 CMSSF Grant Application Guide for the description of each of the 5 funding priorities.

You may choose one or more priorities if it applies to your project.

- The project falls under which CMSSF funding priority(ies)?
 - Strengthening financial sustainability;
 - Building capacity;
 - Strategic development;
 - Managing transitions;
 - Creating collaboration initiatives.
- In 100 words or less, explain how the project relates to each priority chosen while ensuring that the link between the project and the objectives is clearly stated.

SECTION 4 — PROJECT BUDGET

Please keep the following in mind before preparing your project budget:

- **The CMSSF does NOT support regular activities, operations, or infrastructure of eligible media.**
- No salary costs can be allocated to regular staff of the media outlet working 25 hours or more a week and for 40 weeks or more per year.
 - If the media outlet wishes to increase the schedule of its part-time staff (24 hours or less) to assign them to the project, a distinct employment contract, for the additional hours, must be signed with the employee and submitted to the CMSSF.
- Service proposals for consulting services of \$5,000 or more must be submitted with your application.
 - The CMSSF reserves the right to request additional service proposals if multiple consulting fees of less than \$5,000 are requested.
- Funds received from the CMSSF funds must be allocated exclusively to the project.
- Any equipment purchase or rental expenses must be solely linked to the implementation of the project submitted.
- The approved budget, according to the categories in the example below, will be part of the project grant agreement signed between the recipient media and the Consortium.
 - Supporting documents will be required to confirm approved expenditures when submitting the final report, and the preliminary report (if required).

BUDGET EXAMPLE

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 25% of the total project budget)	(Project supervision, accounting fees, auditing fees, additional rent, etc.) <ul style="list-style-type: none"> ● Cost breakdown not required 	\$11,500
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 10% 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
Amount requested from the CMSSF	The total expenses must equal the amount requested.	\$63,380

SECTION 5 — SUPPORTING DOCUMENTS REQUIRED

The required documents listed below are used to assess the eligibility of the media and the various components of the grant application. They are also used by the independent panel of experts to assess :

- (a) the applicant's ability to carry out the project and
- (b) the impact of the project on the sustainability of the media.
- (c) the level of engagement of the official language minority community to your media and your project.
 - **Resume of the lead of the project** as identified in Section 1C 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 and signed by the President of the Board of Directors
 - **A minimum of two letters demonstrating the community's support for the project** (school board, municipal council, cultural centre, other media, community associations, etc.).
 - **If there are one or more partners involved with the project**, provide a copy of the MOU or letter of agreement signed for each partnership.
 - **If the project budget includes expenses for professional consulting fees**, please provide a service proposal for any expense of \$5,000 or more.
 - **Any other supporting documents supporting the project.** (For example: strategic plan, business plan, market research, feasibility study, survey, analysis, etc.)

All documents submitted by requesting media are processed in accordance with confidentiality policies of the Consortium of Official Languages Minority Community Media.

SECTION 6 - COMMITMENT OF THE MEDIA OUTLET

In this section, before signing and submitting the grant application, the person authorized to sign it for your media must attest to the following:

6A - Authorized representative and certification of information provided

- I am authorized to sign this grant application by the responsible authorities of the media outlet submitting this application.
- I certify that all information provided in this application is accurate and complete.

6B - Commitment of the authorized representative

If the project presented is funded by the CMSSF, on behalf of my media outlet, I commit to:

- deliver it according to the grant proposal submitted and in compliance with the CMSSF guidelines and terms of the project grant agreement that will be signed between my media outlet and the Consortium of Minority Official Language Community Media,
- acknowledge the support of the CMSSF and the Government of Canada in compliance with the requirements of Section 18 of the 2025-2026 CMSSF Grant Application Guide,
- submit a final report, in compliance with the CMSSF guidelines and the project grant agreement that will be signed, no later than 30 days after completion of the project.

6C - Signature of the authorized representative

- NAME OF THE AUTHORIZED REPRESENTATIVE:
- TITLE:
- EMAIL:
- CELLULAR PHONE NUMBER:
- SIGNATURE OF AUTHORIZED REPRESENTATIVE: