



A Year in Review: Major steps on the path of funding for community broadcasting

November 2008

It is our pleasure to report to our stakeholders on the first year of operations for the Community Radio Fund of Canada (CRFC). We have been certified by the CRTC, confirmed our first funder, held our first AGM, and elected our first board of directors. Following our first board meeting, we now have a one-year action plan that will see even more activity and milestones reached.

For an historical overview of the development of the CRFC, please see the [Development Consultant Report](#) (September 2008). It will also provide further details on some of our recent activities and will outline some of the key issues the board is currently dealing with.

Appended to that report are other documents that have been adopted by the CRFC Board as policy guidelines, with final versions still to be developed.

Finally, for a detailed breakdown of revenue and expenses, as well as an overview of how we are managing the funding, please see the [Financial Report](#) (November 2008). Our fiscal year runs from September 1 to August 31, however, we have included financials up to October 31, 2008.

In this overview, you will find summaries of current activities in areas of:

- Incorporation and Infrastructure
- The CRTC and Astral Media
- Current Funding Status and the Future

We are happy to receive your questions and comments. Please do not hesitate to contact either Melissa Kaestner or Victoria Fenner.

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Incorporation and Infrastructure

The CRFC was officially incorporated as the Community Radio Fund of Canada Inc. / Le Fonds canadien de la radio communautaire inc. (CRFC/FCRC) in November 2007. Founding directors came from Canada's three largest community radio associations: the National Campus and Community Radio Association (NCRA/ANREC), the Alliance des radios communautaires du Canada (ARC du Canada) and the Association des radiodiffuseurs communautaires du Québec (ARCQ). The purpose of the CRFC is to solicit funding and distribute grants to Canada's community radio broadcasting sector.

The CRFC is a membership-driven non-profit organization. Its members are the community-oriented licenced stations and representing associations it has been set up to serve. Any licenced community broadcaster can apply for membership, as well as any representative association that has at least 20 members. Currently, stations pay \$20/year in membership fees, and stations do not need to be a member of the CRFC in order to apply for and receive funding. As of November 20, 2008, we have 67 members.

The Board of Directors is made up of five to nine regular members as well as three ex officio positions reserved for representatives of each of the founding associations. The regular directors cannot be directors, officer, staff, or active volunteers with any potential recipient. The ex officio directors are non-voting, cannot hold officer positions, and cannot participate in the grant selection process. Their role is offer advice and context when it comes to community broadcasting in Canada. For the first year of operations, the CRFC membership elected five directors and each association appointed their executive directors to sit on the first board:

President: Victoria Fenner (Hamilton, Ontario) - Owner/Creative Director of Sound Out Media

Vice-president: Jean Léger (Halifax, Nova Scotia) - General Manager, Fédération acadienne de la Nouvelle-Écosse

Secretary/Treasurer: Serge Quinty (Ottawa, Ontario) - Communications Director, Fédération des communautés francophones et acadiennes du Canada

Program Committee Chair: Jean-Francois Côté (New Richmond, Quebec) - Agent Senior de Développement des Collectivités, Service Canada

Communications: Ian Pringle (Vancouver, British Columbia) - Education Specialist, Media; Commonwealth of Learning

Ex officio ARC du Canada: François Cote, Secrétaire général par interim

Ex officio ARCQ: Martin Bougie, Directeur général

Ex officio NCRA: Kevin Matthews, Executive Director

The Board held its first meeting in Ottawa from October 28-29, 2008. The minutes and summary one-year strategic plan will be available through our website once they have been approved in December 2008.

In terms of Human Resources, the CRFC Board has appointed Melissa Kaestner as the fund's first **Executive Director**. She was awarded a consultant contract by the founding board at the beginning of the year. From April to October 2008, she created the CRFC's office, established a bank account, created our website (to be launched next month), recruited members, organized our first annual general meeting, and began working generating new revenue for the CRFC. Her current contract is until the end of June 2009, with an option for short-term renewal(s). At that time, the CRFC Board should be ready to launch a full public hiring process.

The CRTC and Astral Media

The first funder of the CRFC is Astral Media. Their contribution comes to us through the Astral Media / Standard Broadcasting transaction approved in August 2007. At that time, the CRTC encouraged Astral Media to support community broadcasting and to work with the founding associations to make it happen. In April 2008, the CRTC approved the funding partnership between Astral Media and the CRFC and officially recognized the CRFC as an eligible recipient for Canadian Content Development Benefits.

The total contribution to the CRFC from Astral is \$1.4 million, spread out over seven years. The funding will be used to distribute grants to station through two programs: the Astral Media Radio Talent Development Program and the Astral Media Youth Internship Program. To date, the CRFC has received \$200,000 from Astral Media for Year 1 of the contribution. The current timeline for distribution is as follows:

December 2008 to January 2009: Finalizing policy and process around the application process by the CRFC Board

End of January 2009: Launch first call for proposals

End of February 2009: Deadline for applications

March to April 2009: Program Committee assesses applications and selects recipients

End of April 2009: Grants distributed to stations

The CRFC is committed to developing agreements and reporting methods to ensure proper management of the grants by the stations and to assess their impact.

Current Funding Status and the Future

With Astral Media's contribution, the CRFC retains and administrative allocation for the purpose of managing the programs and running the fund. As Astral Media is our only current funder, this means we have limited sources of operation revenue, currently averaging at \$43,000 per year. This is to cover all administrative costs, including human resources, our office, and grant management, as well as typical operating activities such as phone, Internet, postage, etc.

Currently, ARC du Canada is donating to us our office space, Internet access, access to their fax machine and photocopier, and general office supplies. The NCRA is also donating office supplies. This is not a sustainable way of operating, however, and the CRFC Board has placed a high priority on revenue generation.

There are three main avenues we will be working on in the coming year regarding revenue generation:

1. Private Broadcasters: Now that we are certified recipients by the CRTC, we are in a good position to work with multiple private broadcasters. In the short term, we will reach out to as many broadcasters as possible to create new connections and forge new funding partnerships. In the long term, the CRFC Board is committed to finding a more stable solution, whether from the private broadcasters or through the CRTC. As the CRFC Board develops its strategic plan, it will keep all stakeholders informed.
2. Canadian Heritage: the CRFC Board is committed to working with the associations as necessary to communicate with Canadian Heritage to secure funding. The associations have been working on this kind of funding for the last four years and will continue their efforts. The work of the CRFC Board is meant to compliment these efforts, at least in the short term.
3. Grant writing: The CRFC Board has already identified a number of possible government and private programs to which the fund could apply for funding. Our goal is to apply for and receive operation funding, but there may be options to apply for funding that is then distributed on to stations, with the CRFC administering the grants to the stations.

Conclusion

The CRFC, its members, and founding associations are excited about all the work that has been done this past year. We've all been working on this since the fall of 2004, and it is amazing to see it come to this point. Everyone excited about the new board and staff and what they will be doing in the coming year. We look forward to working with Astral Media in making these first programs strong, relevant, and meaningful.

This summary represents the key activities of the CRFC over the last year and touches upon what we are looking at for the coming year. As previously mentioned, further details are included in the appended Development Consultant Report. It details work completed around governance, government relations, private sector relations, revenue generation, and the grant distribution process.



Development Consultant Report

Melissa Kaestner

September 2008

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A. Overview

The **Community Radio Fund of Canada/Le Fonds canadien de la radio communautaire (CRFC/FCRC)** has been a work in progress since Fall 2004. From a group of interested individuals to the creation of an implementation committee through to a founding board and contract staff, it has been an amazing four-year journey to get to where we are now. And it is just beginning. The CRFC is just about to elect its first Board of Directors and launch its first call for funding proposals.

The CRFC was created by three member-driven community radio associations: the ***National Campus and Community Radio Association (NCRA)***, the ***Alliance des radios communautaires du Canada (ARC du Canada)***, and the ***Association des radiodiffuseurs communautaires du Québec (ARCQ)***. Within each association, there were dedicated individuals who, among other things, worked together to conduct research, discuss issues, lobby to government officials, and make proposals to private broadcasters.

These three associations, these “three amigos”, have put in considerable time, energy, and resources in creating this fund. There have been some very dedicated individuals over the years that the CRFC would like to thank: Martin Bougie, François Coté, Charles-Eugène Cyr, Brigitte Duchesneau, Julie Foret, Lucie Gagnon, Melissa Kaestner, Evan Light, Lydia Masemola, Mark McLeod, Candace Mooers, Roger Ouellette, Serge Paquin, Magalie Paré, Shelley Robinson, Anderson Rouse, Chad Saunders, Rob Schmidt, John Harris Stevenson, Tristis Ward, and Freya Zaltz.

Initial work began on the CRFC by internal committees to the associations as well as through ad hoc communications between them. As work increased, so did the need for a more structured approach. Originally envisioned in the early Spring in 2006, it was later that Fall that the three associations created the *Comité d’implimentation du fonds/Fund Implementation Committee (the CIF)*. The CRFC was incorporated in November 2007, and as such had its first Founding Board of Directors, comprised of two people from each of the associations. Two of those directors resigned in the early part of 2008, leaving François Coté (ARC du Canada), Charles-Eugène Cyr (ARCQ and CFIM - Iles-de-la-Madeleine), Roger Ouellette (ARC du Canada), and John Harris Stevenson (NCRA and CHUO Ottawa) as founding members. Acting on behalf of Charles-Eugène was Martin Bougie (ARCQ). As the year progressed, and the work of Fund became more administrative, much of the work was done by myself as Development Consultant. I worked quite closely with François and John this summer, as well as with ARC du Canada’s Serge Paquin and NCRA’s Kevin Matthews. Kevin will be joining the CRFC Board this Fall as an ex officio director along with François and Martin.

What follows is a report on the work from the past four years as well as what has been happening since I began working as a consultant in April 2008. In some cases, I have not included all of the details for certain topics simply to keep the report clear and concise. However, if you would like to know more information on any topic, please do not hesitate to contact myself or any one of the people mentioned above. I’d also like to point out that most of the documents appended to this report are in draft form. They will be finalized and approved by the newly-elected CRFC Board of Directors.

Cheers to all of these fine folks mentioned above as well as to you as members. Here’s to wishing us all a great first year for the Community Radio Fund of Canada!

Melissa Kaestner
Development Consultant

B. Historical Timeline of Activities

2004	
Fall	The idea of a fund is proposed at the CRTC through the public process dealing with satellite/subscription radio.
November	Three associations begin discussions as well as meeting with private broadcasters.
2005	
June	CRTC approves licences for satellite/subscription services, which includes a small contribution from one company, XM Canada, to the associations/fund.
October	Three associations meet with CRTC and Canadian Heritage staff to research best structures and practices that will bring about most government support and funding.
November	Three associations solidify partnership and identify key priorities and tasks for developing a national fund as well as methods for communications both internally and externally.
2006	
March	Three associations and various members submit letters to the CRTC regarding the review of the Commercial Radio Policy. As well, they meet with staff at Canadian Heritage regarding first CRFC proposal.
June	Three associations appear at CRTC Commercial Radio Policy Review hearings. They also meet with Canadian Heritage Deputy Minister Judith Laroque to present the CRFC and make a funding request.
June to October	Three associations meet with various ministers/staff at Canadian Heritage to request development funding to get the CRFC off the ground.
Fall	Three associations form its official Fund Implementation Committee (the CIF). Also, Canadian Heritage informs the associations that it cannot issue any financial support but commits to learning more about the sector.
Fall/Winter	CIF attends numerous meetings with government MPs and Senators, including Maka Kotto (Parti Québécois), Charlie Angus (NDP), Andy Scott (Liberal), and Gerald Comeau (Conservative).
December	CRTC announces results of Commercial Radio Policy Review, which includes revised policy regarding Canadian Content Development Contributions (formerly Canadian Talent Development).
2007	
February	CIF begins incorporation process, focusing on establishing structure and finalizing by-laws.
April	CIF pushes to meet with Astral Media regarding its proposed purchase of Standard Radio.
May	Three associations present community radio and the CRFC to the Parliamentary Standing Committee on Canadian Heritage. They also meet with all of the current CRTC Commissioners to discuss community radio issues and solutions.

July	Canadian Heritage announces it will undergo a study of the community media sector and launches a call for bids.
August	CIF appears at Astral/Standard merger hearings at the CRTC, CRTC encourages Astral to support the community sector and to work with the three associations.
October	CIF accepts Astral proposal to manage two granting programs, amounting to \$1.4 million (\$200,000 for seven years). CIF agrees to communicate directly with the CRTC on the matter.
November	Incorporation application is filed with Industry Canada. Fund Board recruitment process begins.
December	CIF submits final proposal to CRTC regarding the management of the two Astral programs.
2008	
January	CTVglobemedia approaches CRFC to manage a diversity-oriented granting program during the development phase of a licence application. As well, the CIF appears at the annual CRTC Industry Consultation and discuss issues and solutions for the sector and the CRFC.
February	CIF/CRFC Board contracts Melissa Kaestner as Development Consultant.
March	Rogers Broadcasting approaches CRFC about managing a news-oriented granting program.
April	CRFC office opens in Ottawa with new contract staff. CRTC approves Fund/Astral partnership and officially certifies the CRFC as an eligible recipient for Canadian Content Development Benefits Contributions.
April/May	Nominations Committee established (François Côté, John Stevenson, third person from external source TBD). Membership recruitment underway.
June	CRFC appears at CRTC hearing supporting CHUM and Rogers applications to discuss potential granting programs
July/August	Nominations committee finalizes shortlist of board candidates and planning for first AGM and Board Elections underway.
September	AGM and Reception

C. The CRFC Office

ARC du Canada is donating the current office of the CRFC. For the moment, they have the extra office for us to use. As the resources grow for the CRFC, so will the potential for securing its own office location, or at least be in the position to pay rent. ARC du Canada is also sharing its Internet connection with us, as well as its fax machine and basic office supplies. The NCRA is also providing similar resources in the way of supplies and its fax/scanner. The CRFC does have its own phone line and laptop.

D. Governance Report

By-laws: The 2007 CRFC By-laws have been available on the Fund's temporary website since Spring 2008. Over the last couple of months, the By-laws have been translated. The bilingual version is not available for a couple of reasons. First, there are still a few outstanding questions for the new Board to consider before finalizing the French terminology. Second, we have discovered a couple of errors in the English version. So, it will be the task of the new Board to finalize the translation and to propose amendments. It is likely that these amendments will be approved at next year's Annual General Meeting (AGM).

Governance Summary: I created a short summary outlining the key structural issues from the By-laws such as the make-up of the Board and descriptions of committees. I have included other information such as an overview of program priorities and key considerations for any selection process. Most of this information has been available, but it is now more complete and fully translated.

Nominations Committee: The mandate and process for the Nominating Committee are outlined in the By-laws. While this committee is to be established by the new Board, the Founding Board used it as a guideline to handle the election of the first Board and established its own committee. Both François Côté and John Stevenson were members, as well as an external member, Erin Barnhardt of the Ontario Council of Folk Festivals. As someone who was recommended as experienced with boards and non-profit member-driven associations, and given that none of us knew her or have any ties to her or her association, she proved to be the perfect person to fill the role.

The first call for board candidates went out by the associations in December 2007. As well, when membership recruitment kits were sent out in April and May, we included a board nomination form for members to use. Members submitted potential candidates to the committee by June. The deliberation process then took about 6 weeks, given various vacations of the committee members. In the end, the Nominations Committee recommended electing five positions out of a possible nine for the first election. They chose this number for two reasons. First, the Fund has very limited financial resources to accommodate travel and other board-related expenses for a large group. Second, it was felt that a smaller number of directors would be more manageable in the first year of the Fund. The new Board may wish to conduct a by-election for one to four members once it gets settled in.

Other Committees: In looking at good governance practices in the non-profit sector, the CIF proposed the creation of both a Governance and Finance Committee. Proposed terms of reference are appended to this report. As well, the CIF drafted terms for the Selection Committee, also appended.

Member and grant eligibility: The three associations have always considered that eligible grant recipients are stations that have CRTC community-oriented licences as well as their representative associations. There has been some discussion in the past about the inclusion of stations with Native-based licences. After much discussion and research, it was determined that no work can move forward on this without bringing these broadcasters to the table. The three founding associations have little or no representation or knowledge of this unique broadcasting sector. There were also questions surrounding existing funding that these stations might already receive and what implications there might be for those Native broadcasters who receive or do not receive this support. Given the lack of information and the highly important necessary representation from the various interests in the Native broadcasting sector, the three associations tabled this issue for the new Board.

As well, there has been some interest from stations that are not yet licenced that would like to be considered eligible. This was a difficult decision to consider, as each of the founding associations have members who are in the process of filing for their licence. But given the fact that we as associations or as a fund cannot predict

whether any licence is going to be awarded, we have not been able to see a solution to this problem. As it stands now, only those stations that are licenced are eligible.

Regarding membership eligibility to the CRFC, there has been interest from individual programmers as well as stations not yet licenced to become members of the Fund. This is an issue that the new Board will need to deal with. And they will need to consider this decision in the context of determining what membership means. As it stands now, stations that want to apply for funding do not have to join the CRFC. But over the last several months, there have been some suggestions that this should be changed so that stations do need to join in order to apply for funding.

Another consideration is that the new Board will need to determine whether or not all applications will need to come solely from stations and associations or whether individual programmers or other similar entities will be eligible. The upcoming call for proposals for the Astral programs do allow for applications from programmers, although they must be in conjunction with a station or association.

Finally, there has been some informal preliminary discussion about the possibility of expanding the CRFC to incorporate other forms of community media, such as television. This would not have any impact on the amount of funding received and distributed to radio stations under broadcasting-related revenue, but there has not been any discussion about how other forms of funding would be distributed or what kind of capacity the CRFC has to deal with this kind of move. But still, it poses some interesting questions and opens up new opportunities. While this is not something the new Board will be ready to look at even in the first year of operations, it may want to keep it in mind as it formalizes the membership requirement when considering non-station and non-association membership status.

E. Membership Recruitment

I began recruiting stations in April. I focused primarily on stations that are currently members of the three founding associations simply because their contact information was more available. As Spring began to turn into Summer, I was able to reach out to some non-association-member stations and am happy to report that we have one or two stations that fit that bill. Perhaps through the CRFC these stations will learn of ARC du Canada, ARCQ and the NCRA and will join up!

As of September 26, we have 55 members. The full list is available on all CRFC-managed websites.

F. Human Resources

Public Relations Consultant: In 2006, the CIF was spending a lot of time and energy on meetings with various government officials to get support for the CRFC. The CIF hoped this would help with efforts to secure start-up funding from Canadian Heritage and, indirectly, bolster our position with the CRTC, who at the time was dealing with a review of the Commercial Radio Policy and upcoming media mergers. At the same time, the Francophone associations were pushing for provincial and federal recognition of the role that community media plays. To help establish connections and secure meetings, the three associations retained consultant Jacques Belanger, who, among other things, was Ed Broadbent's former French press secretary. Jacques got us a few meetings in Ottawa, including Conservative Senator Jim Abbott. He attempted to secure meetings with Quebec provincial leaders, but unfortunately that did not materialize. In the end, the associations could not contribute financially to keeping Jacques as the CRFC's Public Relations Consultant, but they still appreciate the work he did to raise awareness about the CRFC.

Development Consultant: In 2007, the CIF was coming to realize that the development of the CRFC was shifting in terms of the tasks needing to be done and the time and energy needed to do them. At that point,

it had been a three-year commitment for the associations, and it was beginning to take its toll. Through various staff and board changes at each association it was becoming more difficult to keep up the necessary pace. The associations could continue lobbying efforts but it was the detail-oriented tasks that were proving to be difficult to get started and maintain. As well, with the filing of the CRFC's incorporation application, it was difficult to see how the CIF volunteers would be able to run a national office while still involved in their associations. And so, the CIF decided to retain a development consultant to take the committee work to the next level and to start up the Fund office.

For my part, I was interested in the contract as was Serge Paquin. At the time, I was a founding director of the CRFC, and so I resigned my position and worked with Serge to develop a joint proposal. The CIF considered putting out a public call for proposals on the contract, but once Serge and I expressed our interest in bidding for the contract, it decided to review our proposal first before making that final decision. Given the fact that the Fund was newly-incorporated and that we had secured our first funding from Astral Media, combined with the lack of time and resources to orient any new people, the CIF was pleased and relieved to consider internal proposals first. Serge and I submitted our proposal to the CIF and Founding Board in January 2008 and it was approved in February. However, between the time of accepting our combined proposal and our April start date, the CIF and Board came to realize that due to the nature and scope of the contract, it was ideal to contract one person to devote more time rather than splitting the time between two people. Serge indicated he would step back, and so the contract was awarded to me. Serge has made himself available for any sub-contracting we may need, and the CRFC thanks him for that.

G. Government Relations

Canadian Heritage: As mentioned a few times in this report, considerable efforts have been made towards securing support from Canadian Heritage. While there had been several meetings between various association representatives and Canadian Heritage staff, it was not until the CIF met with Deputy Minister Judith Laroque in June 2006 that the efforts became more solidified and concrete. This initial meeting went well and the CIF had every reason to believe that our proposed structure and financial needs were reasonable and possible. However, the CIF received follow-up letters indicating that the department could not commit to supporting us at the time because there was no existing program to manage the support through. The CIF followed up by saying we understood there were no programs but that we sought a small amount of start-up funding that might be distributed through discretionary funding. Their response was that this was not possible because no such program existed, but that the department was committed to learning more about us.

So, in July 2007, Canadian Heritage announced a call for bids for those interested in conducting a survey of the community radio sector. In the end, the company EKOS Consulting was selected to carry out the survey and analysis. Each of the three founding associations were members of an advisory committee for the study, along with representatives from such associations as the Québec Association for Anglophone Community Radio and the Coalition des Radios Universitaires, as well as representatives from the CRTC. We participated at every stage of the survey, from the development of questions, to advising EKOS on how to approach stations, to offering feedback on two draft versions of the report.

The final results of the report have not yet been released. But we do know that report does not reflect a high enough number of stations, nor does it accurately reflect the quantitative information of our sector. Also, some of the information is not entirely accurate because of their analysis of responses that were "not sure" versus "not applicable". But it is a starting point on the road to receiving federal funding. One possible next step is for Canadian Heritage to award a small contract to a small group of people to conduct one-on-one phone interviews with each station with a set of more focused questions. Once the final version of the EKOS report is released, you will be able to get more information from the associations.

CRTC: As mentioned in the timeline above, the CRFC is now certified as an eligible recipient for contributions. But what does this mean?

Canadian Content Development (CCD) Contributions were formerly known as Canadian Talent Development (CTD) Contributions. To fully understand what CCD Contributions are, you should read Broadcasting Public Notice CRTC 2006-158 (paragraphs 97-128), which is the latest version of the Commercial Radio Policy. But essentially,

“... the Commission considers that additional emphasis should be placed on the development and promotion of Canadian talent through financial contributions by broadcasters to the development of audio content for broadcast. Such initiatives will not only help to develop and advance the careers of emerging Canadian artists but will increase the supply of high-quality Canadian music in a variety of genres and the demand for Canadian music by listeners. They will also enlarge the supply of spoken word material for broadcast. Further, the initiatives can also be tailored in a flexible manner that is representative of the programming and revenues of particular stations. **Stations make CCD commitments at the time of licence renewals, when applications for new licences are considered, and as tangible benefits at the time of the transfer of ownership and control of radio undertakings.**” (emphasis added)

The Commission went on to add “a community radio fund” as an eligible recipient for these contributions.

There are a few formulas for private broadcasters when they look at what they need to give, based on whether it is a transaction, new licence, or renewal as well as the size of their budget. But in all cases, the bulk of the money goes towards the Radio Starmaker Fund and to FACTOR or MUSICACTION. The rest is at the discretion of the broadcasters. For many years, the radio associations and the community-oriented stations have attempted to get that funding, sometimes successful, and more often not. But now that the CRFC exists, that challenge has become a bit easier. And the fact the CRTC did list a fund as an eligible recipient following the review was quite a big deal. It wasn't everything we asked for, such as a guaranteed percentage as FACTOR and the others receive, but we continue to make that a reality as well.

When the CRTC was considering the merger of Astral Media and Standard Radio and the CRFC became a proposed recipient for its contributions (discussed further below), the CRTC examined the Fund more closely in terms of governance, accountability, and transparency, as well as administrative allocations taken from that incoming revenue. At the end of a lengthy six-month process involving several letters and a few meetings, the CRTC approved the CRFC as an eligible recipient for both the Astral/Standard transaction as well as for future broadcast transactions, licences, and licence renewals. (Please see my Financial Report for information regarding administrative allocation.)

So, we are now in the position to work with broadcasters as funding partners. But it will be the task of the new Board to ensure that community broadcasters are not hampered in the process, such as working with an applicant seeking to use a frequency already in use by an unprotected Low Power FM community station. For this reason, it may be a good idea to establish best practices regarding communications with at least the members of each of the associations represented in an ex officio capacity on the Board.

H. Private Sector Relations

Overall, building relationships has been a slow but relatively steady process. Current companies we are in contact with include Astral Media, CTVglobemedia, and Rogers Broadcasting. Details are outlined below. Some of the relationships have developed out of genuine interest in the CRFC and seeing it established as an eligible contributions recipient. Other relationships have developed due to strong encouragement from the CRTC.

The past few months have seen a focus on approaching broadcasters about their various CRTC applications, which has not yielded direct results yet. However, it is getting the word out to them about the CRFC, so we should continue these efforts.

An important next step is to attend the annual convention of the Canadian Association of Broadcasters (CAB) in November. It will be a great networking opportunity for the CRFC, and given some of the topics of the workshops, including Digital Media and Distribution, private broadcasters may have the opportunity to learn about our perspective in these matters. The CAB does not offer free access to their convention, but there is room in our budget to pay for two registrations.

As well, the new Board may like to consider joining the CAB as an associate member. In many ways, it is a strange fit, but there may be benefits for us to be considered. The cost to join is \$750/year. First, the annual convention registration fee would drop from \$1125 to \$895 per person. But then also there are weekly updates on CAB activities, regular insider technology-based industry information updates, access to a wide variety of policy and position papers, including interventions (which all may very well be available on the CAB and CRTC websites), and also “welcome exposure” as a new member, which includes sending out an email introducing us as a new member as well as some sort of feature in the CAB Convention guide (which could help us with bringing in more funding to establish new programs). I’m not sure what kind of negative implications this may have for either the CRFC or the associations and stations, so this issue should be carefully discussed before moving forward.

I. Current Funders

Astral Media: As most of you know by now, the CRFC has secured its first funder, Astral Media. It is a great to be able to start off the CRFC with this significant contribution that will help carry us forward for the next seven years for both recipients and the administrative side of the Fund. Appended to this report is the proposed program guidelines as submitted to both Astral Media and the CRTC. I have not had these professional translated at this time as there is likely to be changes, which of course will need to be approved by Astral Media and the CRTC.

It was not an easy road to start on with Astral, though. Several attempts were made at establishing communications by email, phone, and sending letters. And it was frustrating to get no response from them. It was not until Serge Paquin and John Stevenson appeared at the hearing for the Astral/Standard application that we were finally heard, which was nearly a year after we first contacted them. In fact the CRTC wrote into its decision that Astral should consider supporting our sector and work with the associations to do it. That’s actually a fairly big deal, because we as a sector hadn’t seen much of that support from the CRTC before in a decision notice.

So, Astral then reached out to us. And once they met us face-to-face and learned about our mandate and our governance structure, they ended up giving us even more than what the CRTC recommended. And I think as we move forward, this will happen more and more.

J. Possible Funders in the Near Future

CTVglobemedia (also known as CHUM Radio): The CRFC was approached by CHUM in the application process for a new licence for Edmonton to be part of their CCD Contributions plan. CHUM Radio is the first private broadcaster to take the initiative to approach the CRFC during its planning and application process, rather than waiting to be approached by us. This is an important step for the CRFC, and one that we hope is a trendsetter.

The proposal was to manage an “Alberta Cultural Diversity Program,” which would provide funding to assist stations in Alberta to develop and increase culturally diverse programming on the air. Stations would receive grants in the areas of production, infrastructure, and marketing, which would lead to a greater presence in these communities, more opportunities for community members to participate in their local stations, and an increased diversity of programming on the air.

Rogers Broadcasting: Rogers also applied for a station in Edmonton as part of the same proceeding – an all news station. They had actually filed their application indicating they intended to contribute to campus and community broadcasters prior to talking to us as a sector. When the CRTC first contacted them with questions about their application, they asked for further clarification on what that support to our sector was, and if they intended to work with the CRFC. Rogers then approached us to discuss possible news-oriented grants for our stations.

The result was a proposal was to manage a “News Access Program”, which provide funding to assist stations across the country to develop and increase local news and public affairs programming. Stations would receive grants to help with infrastructure, training, and production.

K. Future Funding

So far, I’ve talked about the possibilities with generating revenue through the CRTC’s CCD Contributions mechanism and through Canadian Heritage. There are of course other possible government departments to look to on federal, provincial, and even municipal levels. There has not been a lot of time or energy available to devote to exploring these possibilities. But the CIF has met with the Department of Social Economic Development, and the Francophone associations helped secure recognition from provincial leaders about the important role community-oriented radio plays in fostering, maintaining, producing, and developing culture, arts, and heritage in Canada.

Another possible area to look at for further funding is through existing foundations and agencies committed to supporting arts and culture. Again, with customizable granting programs coupled with the existing and potential service our stations provide, the possibilities are endless. There is a great list posted by the Ontario Trillium Foundation at <http://www.trilliumfoundation.org/cms/en/html/links/links-main.aspx?menuid=33> as well as through CharityVillage at www.charityvillage.com (which is great for lots of other non-profit resources, too!).

At this time, the CRFC is not a registered charity. Based on our research, it seems that if you are a charity you can only support other charities.

It would be beneficial to contact these other funds regarding their own policies and procedures when it comes to fund and grant management.

L. The Funding Process for Stations

After conducting research within various funds in Canada, the Ontario Trillium Foundation process really stands out for me. They have an excellent application and reporting process as well as the reputation for being a highly transparent and accountable organization. I modelled the draft application form after theirs, although I heavily simplified the form as well as the required supporting documents. If the appended form is used at all, they should be contacted. I do have a contact there.

So, in looking at what Trillium does, as well as what some of the other funds around the globe do that support community radio, this is what the overall process would look like.

1. In general, stations will need to fill out an application form and submit it along with any supporting documentation by mail to the CRFC office. As we go through the first year and solidify this process, the CRFC should be able to facilitate online applications. But for now, it's snail mail.
2. Stations that receive funding will be required to sign a funding agreement that outlines payment distribution and reporting requirements.
3. There will be two reporting periods. The first will be at a mid-point of the project/initiative to ensure that recipients are on track. It will not be an onerous report, but simply a summary. There will also be a final report that outlines both the financial aspects as well as the outcome and impact of the project/initiative. These reports will not only benefit the CRFC in terms of measuring the success of funding but will also be used to show external stakeholders all the great things we as a sector are doing with the funding. We hope, of course, that this will bring in more funding, and so the cycle will continue.

M. External Support

AMARC: In 2006, The World Association of Community Broadcasters (AMARC) held its ninth World Conference and General Assembly of community broadcasters in Amman, Jordan. Hosted by www.ammannet.com and other media and journalist groups, AMARC 9 saw approximately 300 community broadcasters from 100 countries and regions. The following resolution was passed:

Resolution unanimously approved by the General Assembly of the World Association of Community Radio Broadcasters (AMARC), on the 16th of November 2006, in Amman, Jordan.

Resolution in support of the Community Radio Fund of Canada

The National Campus and Community Radio Association, l'Association de radiodiffuseurs communautaires du Québec and l'Alliance de radios communautaires represent the vast majority of campus and community broadcasters in Canada. They are working to create an independent funding mechanism for community broadcasting similar to that which exists in many other countries. The Community Radio fund of Canada will be available to all licensed Canadian campus and community broadcasters and will play a key role in allowing this form of media to develop and work in a sustainable manner. It will contribute to such vital needs as core operational funding, technological infrastructure, training and collaboration.

Be it resolved that AMARC hereby supports these organizations in their efforts to create the Community Radio Fund of Canada with or without the cooperation of the federal government of Canada and the Canadian Radio-Television and Telecommunications Commission.

Other radio funds: Throughout the development of the CRFC, we have conducted research in a number of areas, including looking at funding in other countries. We have made contact with some of these funds, which have shared internal information around policies and procedures around governance and distribution. The funds we worked with the most were the Community Broadcasting Foundation in Australia (www.cbf.com.au), which receives government funding, and the Community Radio Fund in the United Kingdom (http://www.ofcom.org.uk/radio/ifi/rbl/commun_radio/Communityfund/), which is actually run by their regulator, Ofcom (Office of Communications). Other funds that exist include:

- France: Fonds de soutien à l'expression radiophonique (FSER), Direction du développement des medias - http://www.ddm.gouv.fr/rubrique.php3?id_rubrique=40
- Ireland: Community Radio Support Scheme, Community Radio Forum of Ireland - <http://www.bci.ie/initiatives/crss.html>

- Netherlands: Commissariaat voor de Media - <http://www.olonprogrammabank.nl/publiek/200407953.html>
- New Zealand: NZ on Air - http://www.nzonair.govt.nz/radio_detail.php?pid=408&sid=400
- United States: Radio Community Service Grants, Corporation for Public Broadcasting - <http://www.cpb.org/stations/>

N. Marketing and Communications

In this first year of operations, with limited resources, we chose to focus on developing a website and logo for the CRFC. We looked at various web design firms and individuals in Ottawa, Winnipeg, and Montreal. We met with six companies/individuals in person, who all submitted detailed proposals. We chose a small locally-owned company in Ottawa, MarketAccess. At the time of this report, the website is still under construction, but all elements have been approved. We expect to go live with the site in approximately one month. In the meantime, we created a site using WordPress as a temporary solution.

The new website will be built using an open source content management system; in this case it is Joomla. This allows us to maintain the website on our own in terms of both content and site administration. And for those who might be interested, we are using a company called DreamHost for our hosting. It is a company that is owned by its employees. It is a “green” company and is certified as carbon neutral. And they were named as one of the twenty-five most democratic workplaces in the world by WorldBlu Organization. It would be great to continue this trend of working with companies that reflect some of the mandates of our stations.

Thanks for reading!



ABOUT THE CRFC

À PROPOS DU FCRC

Canadians have access to an ever-growing number of media choices from around the world. Ironically, programming that reflects local communities and their concerns from both commercial and public broadcasters are declining. Canada's non-commercial campus and community broadcasters, mandated to present community-oriented programming and access, struggle to maintain operations and respond to the increasing demands of their local communities. Despite having a large and diverse community radio sector, Canada is one of the few industrialized countries that has no mechanism in place at the national level to support local community broadcasting.

The National Campus and Community Radio Association (NCRA/ANREC), the Alliance des radios communautaires du Canada (ARC du Canada) and the Association des radiodiffuseurs communautaires du Québec (ARCQ) have created this funding body, the Community Radio Fund of Canada (CRFC), to help address these issues with a clear mandate to support the development of local Canadian community radio.

Mandate

The goal of CRFC is to assist community broadcasting to reach its full potential as a well-resourced, independent, diverse, vibrant, and accessible Canadian media sector.

The CRFC will is an arms-length, not-for-profit funding organization that solicits and distributes funds for the development and maintenance of local community radio broadcasting in urban and rural Canada. The CRFC will promote an open dialogue between stakeholders within the community broadcasting sector and government while maintaining its independence. The activities of the CRFC will reflect the commitment of the community radio sector to principles of localism and access, respect for and promotion of the official languages of Canada, diversity and multiculturalism, high quality programming and innovation, and social justice.

Les Canadiens et canadiennes ont accès à un nombre grandissant de services venant de partout dans le monde. Ironiquement, la programmation locale chez les diffuseurs privés et publics est en déclin. Les radios étudiantes et communautaires non commerciales canadiennes, qui ont le mandat d'offrir une programmation locale reflétant les préoccupations de leur auditoire, ont de la difficulté à se maintenir à flot alors que la demande des communautés est de plus en plus grande. Malgré l'importance et la contribution du tiers secteur de la radiodiffusion, le Canada est l'un des seuls pays industrialisés qui n'a pas de mécanisme de soutien aux radios étudiantes et communautaires.

L'Association nationale des radios étudiantes et communautaires (NCRA/ANREC), l'Alliance des radios communautaires du Canada (ARC du Canada) ainsi que l'Association des radiodiffuseurs communautaires du Québec (ARCQ) ont créé un organisme nommé Fonds canadien de la radio communautaire (FCRC), destiné à aborder ces problèmes avec le mandat de soutenir le développement des radios communautaires au Canada.

Mandat

Le but du Fonds canadien pour la radio communautaire est d'aider la radiophonie communautaire à atteindre son plein potentiel en tant que secteur médiatique canadien bien financé, indépendant, diversifié, vibrant et accessible.

Le Fonds canadien de la radio communautaire est un organisme sans but lucratif qui sollicitera et distribuera des fonds pour le développement et le maintien de la programmation locale dans les radios étudiantes et communautaires tant en zone urbaine qu'en milieu rural. Le FCRC encouragera un dialogue ouvert entre les représentants du gouvernement et les parties prenantes du secteur de radios communautaire, tout en conservant son indépendance. Les activités du FCRC reflèteront l'engagement de ce secteur dans la programmation locale, l'accès à la communauté, le respect et la promotion des langues officielles.

The CRFC is available to all non-commercial, community and community-based broadcasters in Canada (as set out in Public Notices CRTC 2000-12 and 2000-13).

The NCRA/ANREC, ARCQ, and ARC du Canada have identified the need to discuss how the CFRC would seek to: cooperate with Aboriginal radio stations and broadcasting organizations in areas of mutual interest; create partnerships between Aboriginal broadcasters and the CFRC where appropriate; and work toward common strategies for the development of Native broadcasting. These efforts must recognize the diverse philosophical and cultural orientations of the many Canadian Aboriginal nations, as well as the absolute necessity of Aboriginal leadership in the development of Native broadcasting. The three associations will work with the CRFC at the appropriate time on these matters.

Support for Community Broadcasting

The CRFC will provide the not-for-profit community broadcasting sector with the resources needed to continue providing local programming and community access, as well as for the development and enrichment of this vital component of the Canadian broadcasting system. This support will focus on those areas that are both essential and often very difficult to fund from other sources.

The CRFC will support projects for the development of community radio in the following four areas:

1. Local news, public affairs, arts, and community access and outreach programming, including training and production.
2. Programming and projects that contribute to Canadian talent development and promote artists from emerging, under-represented, and diverse genres.
3. Planning and implementation of systems to support emerging programming distribution technologies, including digital, satellite, Internet, and wireless network delivery.
4. Sustainability and capacity-building activities, including such core competencies as governance, management, programming, volunteer support, community relations, technical infrastructure, and fundraising.

Le FCRC met ses services et ses fonds au service de toute station qui détient une licence de radio communautaire ou de radio de étudiante/communautaire (avis publics CRTC 2000-12 et 2000-13).

Les organismes NCRA/ANREC, ARCQ, et ARC du Canada ont convenu de se pencher conjointement sur la manière dont le FCRC pourrait : coopérer avec les stations de radio et les organismes de radiodiffusion communautaires autochtones dans des domaines d'intérêt commun; créer, lorsque pertinent, des partenariats entre les radiodiffuseurs autochtones et le FCRC; enfin, travailler à élaborer des stratégies communes en vue du développement de la radiodiffusion autochtone. Ces efforts devront tenir compte de la diversité philosophique et culturelle des nombreuses nations autochtones ainsi que de l'absolue nécessité d'un leadership aborigène dans le développement de la radiodiffusion autochtone.

Support pour les radios communautaires

Le FCRC fournira au secteur de la radio communautaire sans but lucratif les ressources nécessaires pour continuer à offrir une programmation locale de qualité, l'accès communautaire ainsi que le développement et l'enrichissement de ce secteur crucial du réseau canadien de radiodiffusion. Ce soutien sera concentré sur les besoins considérés essentiels et souvent difficiles à financer à partir d'autres sources.

Le fonds soutiendra des projets destinés au développement de la radio communautaire dans les quatre domaines suivants:

1. Les nouvelles locales, les affaires publiques, les arts, ainsi que l'accès communautaire et le travail de proximité, y compris la formation et la production.
2. La programmation et les projets qui contribuent au développement de talents canadiens et qui mettent en valeur les artistes de diverses tendances émergentes et sous-représentées.
3. La planification et la mise en oeuvre de nouvelles technologies de diffusion telles que la diffusion numérique, la diffusion satellitaire, l'Internet et les réseaux sans fils.
4. Les activités de construction de la continuité et de la capacité de la radio communautaire, incluant l'acquisition de compétences fondamentales telles que la gouvernance, la gestion, la programmation, le soutien aux bénévoles, les relations communautaires, les infrastructures techniques et la collecte de fonds.

The CRFC will ensure that support for the sector is well-targeted, used efficiently, and delivered in a cost effective manner. Applications for funding will be judged on a combination of individual need and merit.

Funding

Support for the CRFC will be solicited from governments, private broadcasters, and other donors. The goal of the CRFC will be to distribute funds nationally through grants and on a station-by-station basis to accommodate significant improvements in the sector within five years of establishment.

The CRFC will need an annual investment of \$18 million, of which \$5 million would come from commercial radio. The estimated number of potential beneficiaries in 2006 is approximately 140 stations.

Le FCRC s'assurera que les contributions aux radios étudiantes et communautaires seront bien ciblées, utilisées efficacement et octroyées avec efficacité. Les demandes de subventions seront jugées au mérite selon les besoins exprimés et les critères établis.

Financement du fonds

Le Fonds canadien de la radio communautaire sollicitera le support des gouvernements, des radios commerciales et d'autres donateurs pour son financement. Le but du FCRC sera de distribuer des fonds au niveau national par l'octroi de subventions qui permettront une amélioration significative du secteur de la radio communautaire et de campus communautaire dans les cinq années suivant la mise sur pied du Fonds.

Le FCRC nécessitera un investissement annuel de 18 millions de dollars dont 5 millions proviendraient des radios commerciales. Nous estimons le nombre de bénéficiaires en 2006 à environ 140 stations.



SUMMARY OF GOVERNANCE

SOMMAIRE DES RÈGLES DE GOUVERNANCE

Mission Statement

The purpose of the Community Radio Fund of Canada (CRFC) is:

- (a) to facilitate the development of high quality and accessible community-oriented and not-for-profit audio programming and related services for all Canadians;
- (b) to contribute to a sustainable community media sector in Canada that reflects the diversity of the communities it serves by building the capacity of community radio stations, broadcasters, producers, and distributors;
- (c) to solicit and distribute grants and other forms of support to producers and distributors of Canadian community-oriented and not-for-profit audio programming, and for such other purposes that support the aims of community broadcasting in Canada; and
- (d) to promote the engagement of Canada's community media sector with listeners, communities, government, and other stakeholders, and develop community media as an essential Canadian cultural institution.

Governance Structure

The structure is such that will allow for accountable and transparent decision-making while allowing for input from all stakeholders. Those who are making the decisions will not have any affiliation with any potential funding recipient and therefore can avoid any conflict of interest, while the recipients will still have the opportunity to nominate and vote on board members and review annual reports and other business. With respect to director terms and elections, the CRFC will use a rotating-board system to ensure continuity.

Énoncé de mission

La raison d'être du Fonds canadien de la radio communautaire (FCRC) s'énonce comme suit :

- (a) faciliter l'établissement et la mise au service de tous les Canadiens d'une programmation radiophonique communautaire à but non lucratif et de services afférents;
- (b) contribuer à l'essor à travers le Canada d'un secteur médias communautaires reflétant la diversité des communautés qu'il dessert, en accroissant le potentiel des stations de radio communautaire ainsi que celui des diffuseurs, producteurs et distributeurs qui y évoluent;
- (c) solliciter et distribuer des subventions et toute forme de soutien destiné aux producteurs et distributeurs de programmation radiophonique communautaire à but non lucratif, ou à d'autres activités susceptibles de soutenir la radio communautaire au Canada; et enfin
- (d) promouvoir les liens entre le secteur médias communautaires du Canada et les auditeurs, les communautés, les gouvernements et autres parties prenantes, ainsi que favoriser l'essor des médias communautaires en tant qu'institution culturelle essentielle au Canada.

Structure de l'autorité

Le Fonds est structuré de manière à permettre la transparence et l'imputabilité dans les prises de décisions, tout en intégrant les parties prenantes dans le processus décisionnel. Afin d'éviter tout conflit d'intérêt, les décideurs devront n'avoir aucun lien avec de potentiels bénéficiaires de subventions. Par contre, les bénéficiaires auront la possibilité de proposer des candidats au CA et de voter en faveur de leur nomination et ils auront aussi droit de regard sur les rapports annuels et autres affaires du Fonds. En ce qui a trait aux mandats des administrateurs et aux élections, le Fonds a opté pour un CA renouvelable par tranches, afin d'assurer sa continuité.

Members: Every community-oriented radio station (as designated by their licence) or representative association is eligible to be an equal member of the CRFC. These members attend the CRFC's Annual General Meeting (AGM), receive/vote on annual reports, and elect directors for the board. Members do not manage the corporation. Stations or associations do not need to be members in order to apply for or receive funding. Members who are not able to attend the AGM in person will be able to participate by proxy.

Directors: The Board of Directors shall be comprised of both regular and ex officio directors. With the exception of the founding directors, no regular director will be a director, officer, employee, or active volunteer with any member. Directors will serve without remuneration.

- (a) Regular directors: There will be five to nine regular voting directors who are nominated and/or elected by the board and membership. They will specialize in such areas as governance, accounting, fundraising, communications, law, broadcasting, culture, and CRTC and Industry Canada matters. Among other standard board responsibilities, they will ensure effective management of the CRFC, create policies and practices regarding fund distribution, board elections, and program management.
- (b) Ex officio directors (community radio associations): Each representative community radio association will appoint one representative (primarily the executive director) as an ex officio director. These non-voting positions are intended to offer expertise and advice with respect to matters concerning community radio broadcasting. These ex officio directors will not participate in decisions regarding the distribution of funding.
- (c) Possibility of Ex officio directors (long term funders): Each long term stable funding agency or sector (such as the Department of Canadian Heritage or private radio broadcasters) could appoint one representative as an ex officio director. These non-voting positions would add to our goal of ensuring clear and transparent management of the funding we receive.. These ex officio directors would not participate in decisions regarding the distribution of funding. This is currently not included in the by-laws.

Les Membres : Toute station de radio communautaire (redevance radiophonique faisant foi) ou organisme représentatif est admissible comme membre à part entière du Fonds. Ces membres assistent à l'Assemblée générale annuelle (AGA) du Fonds, reçoivent son rapport annuel et votent son adoption, et participent à l'élection des membres du CA. Ceux qui ne peuvent se rendre à l'AGA peuvent y participer par procuration. Les membres ne sont pas des gestionnaires du FCRC. Les stations ou organismes de radio communautaire peuvent demander et recevoir des subventions sans avoir le statut de membre.

Administrateurs : Le conseil d'administration sera composé d'administrateurs réguliers et d'office. À l'exception des administrateurs fondateurs, aucun administrateur régulier ne pourra être administrateur, dirigeant, employé ou bénévole actif au sein d'un organisme membre du Fonds. Les administrateurs ne seront pas rémunérés.

- (a) Administrateurs réguliers : Il y aura entre cinq et neuf administrateurs réguliers, nommés et/ou élus par le CA et les membres du Fonds. Ils seront affectés à des tâches telles que la gouvernance, la comptabilité, la collecte de fonds, les communications, le droit, la diffusion, la culture ainsi que les questions concernant le CRTC et Industrie Canada. Entre autres responsabilités courantes, ils auront à gérer efficacement le Fonds, élaborer des politiques et des pratiques concernant l'octroi de subventions, voir à l'élection des administrateurs et assurer la gestion des programmes.
- (b) Administrateurs d'office : (organismes de radio communautaire): Chaque organisme de radio communautaire se nommera un(e) représentant(e) en tant qu'administrateur d'office du Fonds, qui n'aura pas droit de vote mais dont les fonctions consisteront à fournir une expertise et des conseils concernant la radio communautaire. Ces administrateurs ne participeront pas aux prises de décisions quant à l'octroi de subventions.
- (c) Possibilité (à l'étude) d'inclure des administrateurs d'office nommés par des bailleurs de fonds à long terme : Dans cette éventualité, tout bailleur de fonds constant (exemple: le ministère du Patrimoine canadien ou un diffuseur privé) pourrait nommer un de ses représentants en qualité d'administrateur d'office du FCRC. Ces postes d'administrateurs non-votants auraient pour fonction d'assurer la transparence dans la gestion des fonds, mais sans participation aux décisions concernant l'octroi des subventions. Ce projet n'est pas présentement inscrit dans les règlements en vigueur.

Committees

Executive Committee: The Executive Committee oversees the routine activities of the CRFC. This committee will normally be comprised of the officer positions of the Board, including the president, vice-president, treasurer, and secretary. Their precise authority and mandate will be determined by the Board of Directors.

Governance Committee: The Governance Committee is responsible for overseeing and assessing the functioning of the board, its committees, and individual directors. The committee oversees the development, implementation and assessment of effective corporate governance principles and guidelines.

Finance Committee: The Finance Committee is to oversee and administer the finances of the organization. It also assists the board in fulfilling its oversight responsibilities. It also ensures that proper reporting is done to the board, membership, auditor, and any other relevant internal or external stakeholders as required.

Nominating Committee: In addition to members having the opportunity to nominate potential board members, the Board of Directors will also strike a nominating committee:

- (a) to ensure proper management of the nominations and elections processes;
- (b) to determine the necessary selection criteria for elections, such as the qualifications and skills required on the board for any given election; and
- (c) to recommend potential directors to the board and membership, including identifying candidates who have the requisite elements of competencies, skills, integrity, diversity, knowledge, experience, and judgement to meet the selection criteria.

Selection Committee(s): The purpose of the Selection Committee is to evaluate all grant proposals with the goal of determining who should receive funding. It is a committee of, and will report to, the CRFC Board of Directors. Upon completion of any evaluation process, the committee will submit its final recommendations to the CRFC Board for approval. The committee is responsible for maintaining summary notes and meeting minutes, which will be submitted to the CRFC director once the board has made its final approval.

Les Comités

Comité exécutif : Le comité exécutif supervise les activités quotidiennes du FCRC. Il sera normalement composé des directeurs de l'Association, dont le président, le vice-président, le trésorier et le secrétaire. Leur degré d'autorité et leurs mandats respectifs seront déterminés par le CA.

Comité de gouvernance : Ce comité aura la responsabilité de superviser et d'évaluer le fonctionnement du CA, de ses comités et de chacun de ses administrateurs. Il supervisera l'élaboration, la mise en oeuvre et l'évaluation de principes de gouvernance et de directives efficaces.

Comité des finances Le mandat du Comité des finances consistera à superviser et à gérer les finances de l'Association. Il aidera aussi le CA à s'acquitter de ses responsabilités de direction. Il verra aussi à ce que des comptes soient rendus au CA, aux membres de l'Association, aux vérificateur ainsi qu'à toutes les parties prenantes internes ou externes, lorsque requis.

Comité des candidatures: En plus de fournir aux membres l'occasion de proposer des candidatures à des postes au CA, celui-ci instituera un Comité des candidatures qui aura pour fonction :

- (a) d'assurer une saine gestion des candidatures et des processus électoraux;
- (b) d'élaborer les critères d'éligibilité des candidats, tels que les qualifications et les compétences requises pour un poste en particulier au CA; et
- (c) de recommander au CA et aux membres des candidatures à haut potentiel, ceci incluant la tâche d'identifier des candidats possédant les qualifications, les compétences, l'expérience, l'intégrité, les connaissances et le bon jugement requis, tels que prescrits dans les critères de sélection d'un poste.

Le(les) Comité(s) de sélection : La raison d'être du Comité de sélection consiste à évaluer toutes les demandes de subventions dans le but de déterminer à qui les subventions devraient être octroyées. Il s'agit d'un comité nommé par le CA du FCRC et qui relève directement de celui-ci. Suite à l'achèvement d'un processus d'évaluation, le comité soumettra ses recommandations à l'approbation du CA. Le comité a la responsabilité de rédiger des résumés de ses délibérations ainsi que des procès verbaux qui seront remis au président du CA, suite à l'approbation d'une demande.

Program Administration and Accountability

Reporting of CRFC activities will include full outside auditing of accounts and regular reporting on individual funding programs. The next CRTC reviews of campus and community radio policies will provide an opportunity to review the medium-term effectiveness of the CRFC as a whole.

The Fund will be administered by full-time program administrators who will manage the application process and evaluate projects. Program Administrators will not be employees of any community radio association or station.

Administration expenditures for the CRFC will be comparable to such costs for other similar funding organizations, and will vary depending on the Fund's level of support. This expense line will include Board process, office costs, salaries for program administrators, financial administration, and auditing. The Fund will conduct its activities in both of Canada's official languages.

Distribution of funding

The Board of Directors is responsible for establishing the principles, policies, and practices that govern the decision making process. While this will be the responsibility of the first seated regular directors, we have already identified the following.

- (a) As the Board of Directors is comprised of regular directors not involved with any potential recipient, they will be responsible for the creation of policy and criteria.
- (b) Whether through restricted or unrestricted contributions, funding will be received and distributed under one of the four main program areas:
 - local news, public affairs, arts, and community access and outreach programming, including training and production;
 - programming and projects that contribute to Canadian talent development and promote artists from emerging, under-represented, and diverse genres;
 - planning and implementation of systems to support emerging programming distribution technologies, including digital, satellite, Internet, and wireless network delivery; and

Administration du programme et reddition de comptes

Le FCRC rendra compte de ses activités en les soumettant entièrement aux inspections d'un vérificateur externe et en fournissant des rapports réguliers sur ses programmes de subventions. Les prochaines évaluations du CRTC concernant les politiques des radios étudiantes et communautaires fourniront une occasion d'évaluer l'efficacité globale du FCRC à moyen terme.

Le Fonds sera administré par des administrateurs à temps plein qui géreront le processus de demandes de subventions et évalueront les projets soumis. Ces administrateurs ne seront les employés d'aucune station ou d'aucun organisme de radio communautaire.

Les dépenses administratives du FCRC seront comparables à celles d'autres organismes subventionnaires et seront en fonction du degré de soutien accordé par le Fonds. Le budget des dépenses comprendra les activités du CA, les frais de bureau, les salaires des administrateurs de programmes ainsi que la vérification. Le Fonds exercera ses activités dans les deux langues officielles du Canada.

Attribution des subventions

Le conseil d'administration a la responsabilité d'établir les principes, les politiques et les pratiques régissant les processus décisionnels. Bien que ceci relèvera de la compétence des premiers administrateurs qui siégeront au CA, les fondateurs ont d'ores et déjà énoncé les principes suivants.

- (a) Le CA étant composé d'administrateurs réguliers n'ayant aucun lien avec de potentiels bénéficiaires, ceux-ci auront la responsabilité d'établir les politiques et les critères en matière d'octroi de subventions.
- (b) Qu'ils proviennent de contributions comportant ou non des restrictions, les fonds seront reçus et redistribués dans le cadre des quatre programmes suivants:
 - nouvelles locales, affaires publiques, arts, ainsi que programmation d'accès communautaire et d'assistance publique, incluant la formation et la production;
 - programmations et projets qui contribuent au développement de talents canadiens ainsi qu'à la promotion d'artistes s'inscrivant dans des tendances émergentes, sous-représentées et diversifiées;

- sustainability and capacity-building activities, including such core competencies as governance, management, programming, volunteer support, community relations, technical infrastructure, and fundraising.
- (c) The board will develop a list of factors to be considered, such as stations with less funding be given higher priority in capacity building programs, or stations with fewer multicultural shows be given higher priority in diversity and/or content building programs.
- (d) In the area of administration, the Board of Directors will establish standardized methods for working with private broadcasters, such as:
- Establishing a set administrative percentage for all incoming contributions, such as 12% (except for those related to CRTC Benefits).
 - Establishing a set percentage of distributed funds for local/regional versus national when revenues are arising from new applications for private stations in local markets, such as a 50/50 split.
- la planification et la mise en oeuvre de systèmes destinés à soutenir des technologies émergentes de diffusion, y compris la diffusion numérique, par satellite, par Internet et par réseaux sans fil; et
 - activités susceptibles de construire la continuité et la capacité de la radio communautaire, y compris des compétences fondamentales telles que la gouvernance, la gestion, la programmation, le soutien aux bénévoles, les relations avec les communautés, les infrastructures techniques et la collecte de fonds.
- (c) Le CA élaborera une liste de facteurs à considérer, par exemple qu'on accorde aux stations les moins nanties financièrement la priorité en ce qui a trait aux programmes de construction de capacité; ou encore, qu'une priorité soit accordée aux stations diffusant le moins de programmes multiculturels, en ce qui a trait aux programmes destinés à promouvoir la diversité de la programmation et/ou l'élaboration de contenu.
- (d) En matière d'administration, le CA établira des méthodes normalisées de travail avec les diffuseurs privés, telles que :
- l'établissement d'un prélèvement administratif préétabli (12%, par exemple) sur toutes les contributions entrantes, sauf celles qui sont reliées au CRTC.
 - l'établissement d'un partage préétabli (exemple, 50/50) concernant la redistribution des fonds vers les organismes locaux/régionaux par rapport aux organismes nationaux.

PROGRAM PRIORITIES

LES PROGRAMMES PRIORITAIRES

The goal of the Community Radio Fund of Canada (CRFC) is to provide not-for-profit community radio with support for local programming and other core activities, as well as for the development of the sector as a whole.

Support from the CRFC will focus on areas that are both essential and often difficult to fund from other sources. The needs of community radio stations will change over time; what follows are examples of current needs, prioritized by the CRFC Implementation Committee.

1. Sustainability and Capacity-Building

Skills and knowledge central to the ability of community radio stations to effectively serve their local communities.

- Station staff education, and assistance to stations in crisis, in areas of core competency including governance, management, programming, volunteer support, community relations, technical infrastructure, and development.
- Assistance to national community radio associations to provide key support services and resources to local stations.
- Development of community radio in areas underserved by existing media, particularly rural areas.

2. Local Community News and Access

Local news, public affairs, arts, and community access and outreach programming, including training and production.

- Support for production of local news and community affairs programs, and assistance to community news production staff at the local level.
- Assistance to stations to digitize and distribute spoken word and news programming to other with

Le mandat du Fonds est d'apporter aux stations de radios communautaires à but non lucratif un appui à la production d'émissions locales et autres activités essentielles, tout en contribuant au développement du mouvement en tant que tel.

L'appui du FCRC ciblera les secteurs qui sont à la fois essentiels et pour lesquels, il est souvent difficile de trouver du financement. Les besoins des stations de radios communautaires évolueront avec le temps. Voici une description des besoins présents, tels que soulignés par le comité d'implémentation du Fonds.

1. Pérennité et renforcement des capacités

Les compétences et les connaissances inhérentes à la capacité des stations de radios communautaires d'offrir un service efficace à leur communauté.

- Formation des employés de la station et aide aux stations en situation problématique, dans des secteurs de compétences essentielles, incluant la gestion, la programmation, l'appui aux bénévoles, les relations avec les communautés, les infrastructures techniques et le développement.
- Aide aux associations de radios communautaires nationales qui offrent des services d'appui essentiels aux stations locales.
- Développement des radios communautaires dans des secteurs non desservis par les médias existants, particulièrement dans les secteurs ruraux.

2. Nouvelles locales communautaires et accès

Nouvelles locales, affaires publiques, arts, accès à la communauté et programmation dédiée à tous, incluant la formation et la production.

- Appui pour la production de programmes de nouvelles locales et d'affaires communautaires et assistance à l'équipe de production de nouvelles communautaires locales.
- Aide aux stations pour la numérisation, la distribution

campus and community radio stations.

et l'échange d'émissions de contenu vocal et/ou d'information aux autres stations de radios communautaires et de campus.

3. Community Music and Expression

Programming and projects that highlight and promote local and emerging music and musicians of all genres, and community expression of all types.

- Support to stations for local artist outreach, music acquisition, and music libraries.
- Assistance to stations to record, digitize, and distribute recordings from local artists to other with campus and community radio stations.
- Support for programming focusing on local music, including live events, and sharing of this programming with other community radio stations.

4. Emerging Distribution Technologies

Planning and implementation of systems to support new program delivery technologies, including digital, satellite, Internet, and WiMAX distribution.

- Study of digital distribution techniques appropriate for community radio content.
- Support for essential station computer technology and connectivity.

3. Développement du talent musical local et de la relève

Programmation et projets qui font la promotion de la musique locale et des musiciens de tous genres ainsi que le développement des talents locaux.

- Appui aux stations afin de stimuler leurs relations avec les artistes locaux et de faciliter l'acquisition de matériel sonore pour leurs discothèques
- Aide aux stations pour l'enregistrement, la numérisation et la distribution des enregistrements d'artistes locaux aux autres stations de radios communautaires et de campus.
- Appui à la programmation de musique locale, incluant les événements en direct et le partage de cette programmation avec d'autres radiodiffuseurs communautaires.

4. Émergence des technologies de distribution

Planification et implantation de systèmes pour appuyer les nouvelles technologies de distribution de programmes, incluant les modes suivants: numérique, satellite, Internet et distribution *WiMAX*.

- Étude des modes de distribution numériques appropriées à la programmation des radios communautaires et de campus.
- Appui à une informatisation de base et à la connectivité.



FINANCE COMMITTEE

COMITÉ DES FINANCES

Overview

The purpose of the Finance Committee is to oversee and administer the finances of the organization. It also assists the board in fulfilling its oversight responsibilities by reviewing the Fund's accounting framework; financial and performance information; internal controls and risk tolerance; and compliance with financial legislation and regulations. It also ensures that proper reporting is done to the board, membership, auditor, and any other relevant internal or external stakeholders as required. The committee is responsible for maintaining summary notes and meeting minutes as required.

It is expected that all organization, all staff, volunteers and members will also adhere to the following guidelines for budgetary expenditures and other financial business.

Committee membership

The committee will be comprised of at least three members, who will also be the signing authorities of the Fund. The minimum three members are the treasurer, executive director, and at least one other board member, preferably the secretary or president. Additional members may be appointed as determined by the finance committee or board of directors. All members are restricted to actions as directed by the bylaws and of the financial policy of the Fund, the Corporations Act, and other directives recognized by the Board of Directors. It is expected that committee members have the ability to read and understand a set of financial statements and be familiar with financial and performance reporting practices.

Exposé général

Le mandat du Comité des finances consiste à superviser et à gérer les finances du Fonds. Il aide aussi le CA à s'acquitter de ses responsabilités de direction, en analysant et en dressant des compte-rendus: de ses états financiers; des données relatives aux finances et au rendement; des contrôles internes et de la tolérance au risque; ainsi que de la conformité du Fonds aux lois et aux règlements financiers en vigueur. Il s'assure également de dûment rendre des comptes au CA, aux membres, au vérificateur ainsi qu'à toute autre partie prenante interne ou externe, lorsque requis. Le Comité a la responsabilité de rédiger des comptes récapitulatifs et des procès verbaux de ses réunions, tel que requis.

Il est escompté que tous les organismes, tout le personnel, tous les bénévoles ainsi que tous les membres du Fonds se conformeront aux directives ci-après énoncées concernant les dépenses budgétaires et autres affaires financières.

Composition du comité

Le Comité sera composé au minimum de trois membres qui seront de ce fait les signataires autorisés du Fonds. Les trois membres obligatoires seront le trésorier, le directeur général et au moins un autre administrateur, de préférence soit le secrétaire, soit le président. D'autres membres pourront y être nommés soit par le Comité des finances, soit par le CA. L'action des membres de ce comité s'inscrira dans le cadre des Règlements administratifs et des politiques financières du Fonds et de la Loi sur les corporations canadiennes. Cette action sera soumise à toutes autres directives homologuées par le CA. Il est escompté que tous les membres du comité auront la capacité de lire et de comprendre des états financiers et seront au fait des pratiques de communication de l'information financière et du rendement.

Reporting and Responsibilities

The treasurer is responsible for reporting revenue and expense matters of the organization. They shall ensure that the organization maintains itself within its budget. To this end, the treasurer shall have contact with paid staff on a regular basis for the purpose of processing finances. As one of the signing authorities, the treasurer shall sign expense and payroll cheques (unless geographically limited), as well as review and approve all accompanying documentation. The treasurer shall present a financial report consisting of a year-to-date budget vs. actual report and a balance sheet at each board meeting/conference call. Written versions of these documents shall be presented one week prior to the conference call. A general ledger printout shall be provided on request. The treasurer is also responsible for presenting the annual financial report to the membership at the AGM, and, if necessary, the audited financial statements. The treasurer shall also work with the executive director to develop the annual budget for approval. The treasurer should have accounting or related financial management experience.

The executive director is responsible for the day-to-day operations of the Fund, as outlined in the job description. They are responsible for adhering to the approved budget. In terms of reporting, the executive director shall make monthly reports to the treasurer consisting of at least an income statement, balance sheet, reconciliation report (including credit card), aging payables, and aging receivables. They are one of three signing authorities for the organization. Unless otherwise determined by the finance committee, the executive director shall be the authority and holder of the organization credit card. The executive director also works with the treasurer to develop the annual budget as well as ensuring the annual audit is performed within six months of the fiscal year-end.

Decision making:

1. The executive director may authorize budget expenditures up to \$200, with the exception of such regular budgeted expenses as rent, utilities, and payroll.
2. For items between \$200 - \$500, prior to payment and/or reimbursement, requests shall be submitted to the treasurer for approval, who may authorize non-budgeted expenses up to \$500.
3. Any expense above \$500 must be approved through a motion of the Board of Directors.

Devoir de rendre des comptes

Le trésorier aura la responsabilité de faire rapport sur les revenus et les dépenses du Fonds et de faire en sorte que celle-ci respecte son cadre budgétaire. Pour ce faire, le trésorier entretiendra des liens constants avec le personnel rémunéré du Fonds afin de tenir à jour les finances. En tant que signataire, le trésorier signera les chèques de dépenses et de salaires (à moins d'inaccessibilité géographique) et il comptabilisera et approuvera toutes les pièces justificatives. Il présentera à chaque réunion du CA ou des membres du Fonds un rapport financier composé d'un comparatif entre les budgets et les dépenses réelles ainsi qu'un bilan. Des versions imprimées de ces documents seront fournies aux membres du CA une semaine avant la date de convocation de la réunion. Une sortie sur imprimante du grand livre général sera fournie sur demande. Le trésorier sera aussi responsable de présenter les états financiers annuels du Fonds à ses membres lors de l'AGA ainsi que, si nécessaire, les états financiers vérifiés. Le trésorier travaillera aussi de concert avec le directeur général à l'élaboration du budget annuel qui sera soumis à la sanction du CA. Le trésorier devrait posséder des compétences en comptabilité ou des équivalences en matière de gestion financière.

Le directeur général aura la responsabilité des affaires quotidiennes du Fonds, tel que stipulé dans la description de son poste. Il aura la responsabilité de respecter les budgets approuvés. En ce qui a trait à la reddition de comptes, le directeur général fournira mensuellement au trésorier un rapport financier comportant l'état des recettes, un bilan, un rapport de rapprochement (incluant la carte de crédit), ainsi qu'un rapport des dettes et des créances en souffrance. Le directeur général sera l'un des trois signataires autorisés ainsi que le garant et le détenteur de la carte de crédit du Fonds.

Décisions financières:

1. Le directeur général pourra autoriser des dépenses budgétaires jusqu'à concurrence de 200 \$, à l'exception des dépenses régulières telles que le loyer, les services publics et le service de la paie.
2. Pour les sommes entre 200 \$ et 500 \$, une requête de paiement et/ou de remboursement sera adressée au trésorier, qui sera autorisé à approuver des dépenses non-budgetisées jusqu'à concurrence de 500 \$.
3. Toute dépense au-delà de 500 \$ devra être approuvée par résolution du CA.

Committee Objectives

To fulfill the mandate bestowed upon it by the board, the committee will:

1. Recommend to the board the external auditor to be nominated for the purpose of preparing or issuing an auditor's report, or performing other audit or review services for the fund. The committee will recommend the compensation of the external auditor. The committee must pre-approve all non-audit services to be provided by the external auditor. It will also ensure the independence of the external auditor and monitor possible conflicts of interest between the external auditor and the Fund. In conjunction with the executive director, the committee will oversee the work of the external auditor engaged for the purpose of preparing or issuing an auditor's report or performing other services for the fund. The committee will determine the scope of planned audits, areas of special emphasis to be addressed in the audits, and other issues that are appropriate in the view of the committee or an external funder or regulator.
2. Thoroughly review financial information and management's certifications of it in the annual financial statements and other financial reports to determine whether the statements are accurate and, when appropriate, recommend their approval to the Board.
3. Review all annual and interim reports to funders and regulators, as well as media releases that contain financial information, before the Fund publicly discloses this information.
4. Review with management changes to accounting policies, disclosures, practices, key estimates, and judgements to determine whether they are fair, accurate, and prudent. The committee will resolve any disagreements between management and the external auditor regarding financial reporting.
5. Ensure that sufficient procedures are in place to receive and handle complaints or concerns received by the Fund about accounting, internal accounting controls, and audit matters, including those submitted anonymously by employees of the Fund, and receive regular reports on such procedures, complaints, and concerns received.
6. Review with management the identification and assessment of any significant financial risks to the

Objectifs du Comité

Afin de s'acquitter du mandat qui lui sera dévolu par le CA, le Comité des finances:

1. Recommandera au CA la nomination d'une firme de vérificateurs externes qui assumera la tâche de préparer et de publier un rapport de vérification ainsi que de réaliser d'autres vérifications ou analyses financières. Le Comité recommandera le montant des honoraires qui seront payés à la firme de vérificateurs. Le Comité devra approuver à l'avance tous les services autres que la vérification à être exécutés par ladite firme. Il s'assurera aussi de la neutralité des vérificateurs et sera à l'affût de toute possibilité de conflit d'intérêt entre ceux-ci et l'Association. De concert avec le directeur général, le Comité supervisera le travail des vérificateurs dont les services seront retenus par le CA. Le Comité déterminera l'étendue des vérifications planifiées, les points sur lesquels les vérificateurs devront mettre l'accent ainsi que les autres questions sur lesquelles le Comité jugera pertinent que les vérificateurs, ou tout autre organisme de financement ou de contrôle, se penchent.
2. Passera minutieusement en revue dans ses états financiers annuels tous les renseignements financiers et les autorisations administratives qui s'y rapportent ainsi que tout rapport financier qui pourrait servir à confirmer leur exactitude et, lorsqu'il sera pertinent de le faire, recommandera leur approbation par le CA.
3. Révisera tous les rapports financiers annuels et intérimaires destinés aux bailleurs de fonds et aux organismes de contrôle, avant de les rendre publics.
4. De concert avec l'administration, révisera tout changement aux politiques et aux pratiques comptables, aux estimations-clés, aux politiques de divulgation et aux jugements financiers, afin de déterminer s'ils sont équitables, précis et prudents. Le Comité agira comme arbitre entre l'administration et les vérificateurs externes en ce qui concerne les rapports financiers.
5. Fera en sorte que des mécanismes suffisants soient mis en place pour permettre au Fonds de recevoir et de traiter toutes plaintes ou constats de fait qui pourraient lui être adressés concernant sa comptabilité, ses contrôles financiers internes et les questions de vérification (y compris ceux qui pourraient être exprimés anonymement par ses employés) et de recevoir aussi des rapports réguliers

Fund, to identify and monitor measures taken to control risk exposures within acceptable tolerance levels.

7. Periodically review the sufficiency of internal controls and any significant deviations from them with the treasurer.
8. Review and, when appropriate, make recommendations to the board on the Fund's compliance with financial legislation, regulations, and policies.
9. Undertake any other duties that the board may delegate to the committee.

Reimbursements

Board members (and sometimes staff) are expected to make significant contributions of time for which they are not reimbursed. Board members are frequently asked to pay for expenses incurred in their duties. When possible, and when within budget, the CRFC will honour submitted reimbursements for expenses such as: long distance, travel, office supplies, etc. No costs can be reimbursed unless they are made entirely in the interests of the Fund. All costs should be confirmed with the treasurer and/or executive director prior to purchase. If outside these parameters, costs may be reimbursed where approved by the board of directors.

When submitting requests:

1. All receipts shall be submitted for reimbursement within 60 days of the expense.
2. A Reimbursement Request Form (RRF) shall accompany all receipts. Receipts shall be originals unless noted by submitter in supporting documents.
3. All reimbursements shall be paid within 30 days or placed on the agenda for the next board call.

sur l'état de ces mécanismes ainsi que des plaintes et des constats exprimés.

6. De concert avec l'administration, passera en revue l'identification et l'évaluation de tout risque financier que le Fonds pourrait encourir, afin de préciser et faire le suivi des mesures prises pour minimiser tels risques et s'assurer qu'ils demeurent en deçà de limites acceptables.
7. Vérifiera périodiquement s'il y a suffisance de contrôles internes et analysera avec le trésorier toute déviance significative par rapport à ces contrôles.
8. Révisera, et fera des recommandations au CA si nécessaire, la conformité des pratiques comptables du Fonds en regard de la Loi ainsi que des règlements et politiques en vigueur.
9. S'acquittera de toute responsabilité qui pourrait lui être déléguée par le CA.

Remboursements

Il est escompté que les membres du CA (et parfois du personnel) feront des contributions importantes de temps de travail pour lesquelles il ne recevront aucun remboursement. Les administrateurs seront souvent requis de défrayer des dépenses reliées à leurs fonctions. Lorsque possible et prévu au budget, le FCRC honorera des demandes de remboursement pour des dépenses encourues telles que: des frais d'interurbain, de voyage, de séjour ou des achats de fournitures de bureau etc. Cependant, aucune dépense ne sera remboursée à moins qu'elle n'ait été faite dans l'intérêt du Fonds. Telles dépenses devront être soumises au trésorier ou au directeur général pour approbation, avant l'achat. Au-delà de ces paramètres, toute dépense remboursable devra être approuvée par le CA.

Lors de la soumission d'une requête de remboursement:

1. Toutes les pièces justificatives devront être sounises dans les 60 jours suivant ladite dépense.
2. Un formulaire de requête de remboursement (FRR) devra accompagner les pièces justificatives et celles-ci devront être des pièces originales, à moins d'être accompagnées d'une note explicative du requérant.
3. Tous les remboursements devront être exécutés dans les 30 jours ou alors portés à l'ordre du jour de la prochaine réunion du CA.

Other Considerations

1. Directors may not charge for time or be contractually engaged by the Fund itself.
2. Directors are expected to take the initiative to be financially creative on behalf of the Fund wherever and whenever possible, such as investigating sponsorships and donations to cover budgeted expenses as well as funding opportunities. These can be in the areas of food sponsors for meetings or securing private donations from businesses.

Autres considérations

1. Les administrateurs ne pourront pas facturer leur temps au Fonds ni être engagés contractuellement par celle-ci.
2. L'on s'attend des administrateurs qu'ils prennent l'initiative d'être, autant que faire se peut, financièrement proactifs en faveur du Fonds et d'être à l'affût de possibles commandites ou de dons ainsi que de nouvelles sources de financement afin couvrir les dépenses budgétisées, pourvoir au financement global. À titre d'exemples, l'on pourrait penser à des commanditaires qui fourniraient un buffet lors des réunions ou à la recherche de donations auprès d'entreprises privées.



SELECTION COMMITTEE

COMITÉ DE SÉLECTION

Overview and Responsibility

The Community Radio Fund of Canada (CRFC) will help deliver tangible benefits to both the community-oriented radio broadcasting sector as well as the Canadian broadcasting system as a whole. When awarding grants to the sector, the CRFC will ensure that the funding is well-targeted and used efficiently, while being flexible responsive to the various needs of stations and programmers.

The purpose of the Selection Committee is to evaluate all grant proposals with the goal of determining who should receive funding. It is a committee of, and will report to, the CRFC Board of Directors. Upon completion of any evaluation process, the committee will submit its final recommendations to the CRFC Board for approval. The committee is responsible for maintaining summary notes and meeting minutes, which will be submitted to the CRFC director once the board has made its final approval.

Committee membership

The committee will be comprised of three to five members, one of which must be a CRFC board member. As with board members, committee members must not have affiliation with any potential grant recipient, whether board, staff, officer, or active volunteer. The committee will also look to at least one outside member for advice and feedback, such as through the community radio associations, but these advisors must not participate in the final decision making process so as to ensure transparency and accountability while avoiding conflict of interest. Finally, the committee should rotate its membership on a regular basis, whether according to program category or based upon timeline. The rotating mechanism will be determined by CRFC Board, who may choose to defer to the committee. Ultimately, the committee should strive for diversity as well as awarding experience, and where possible, have working and/or volunteer experience in the community-oriented

Exposé général et responsabilité

Le Fonds canadien de la radio communautaire (FCRC) contribuera à procurer des avantages tangibles tant au secteur de la radio étudiante et communautaire qu'au réseau de radiotélévision canadien dans son ensemble. En ce qui a trait à l'octroi de subventions au secteur communautaire, le FCRC s'assurera que ces subventions sont bien ciblées et utilisées efficacement, tout en demeurant souple et réceptif aux divers besoins des stations et des programmeurs.

La raison d'être du Comité de sélection consiste à évaluer toutes les demandes de subventions dans le but de déterminer à qui les subventions devraient être octroyées. Il s'agit d'un comité nommé par le CA du FCRC et qui relève directement de celui-ci. Suite à l'achèvement d'un processus d'évaluation, le comité soumettra ses recommandations à l'approbation du CA. Le comité a la responsabilité de rédiger des résumés de ses délibérations ainsi que des procès verbaux qui seront remis au président du CA, suite à l'approbation d'une demande.

Composition du comité

Le comité sera composé de trois à cinq membres, dont l'un sera membre du CA. Tel qu'il en est pour les membres du CA, les membres du comité ne devront avoir aucun lien avec de potentiels bénéficiaires de subventions, qu'ils soient administrateurs, cadres, membres du personnel ou bénévoles actifs. Le comité verra à se procurer les conseils et les réactions d'au moins un membre externe (par exemple, par l'entremise d'une association de radio communautaire), afin d'assurer la transparence et l'imputabilité des décisions. Cependant, pour éviter tout conflit d'intérêt, ces conseillers ne participeront pas au processus décisionnel final. Enfin, le comité procédera à un roulement périodique de ses membres, fondé soit sur les catégories de programmes, soit sur la chronologie. Le mécanisme de roulement sera dicté par le CA du FCRC, qui pourra toutefois choisir de s'en remettre au comité. En fin de compte, le comité devrait tendre vers la diversité et l'expérience en matière d'octroi de subventions et, autant

broadcasting sector.

Decision making

The Selection Committee will meet as required to examine applications and award grants. Grants will be awarded through established programs that fall under the four main priority programs: capacity, technology, music programming, and spoken word programming.

Each granting program will have its own eligibility criteria, primarily based on types of projects, activities, and/or expenses as well as geographical location. It should be noted, however, that applicants will not be able to recover any percentage of grant revenue for the purpose of administration. In some cases there may be administrative costs that are covered as part of the grant, and that will be indicated in the criteria within the respective programs.

In general, the Selection Committee will consider a variety of factors in making its recommendations, but ultimately, applications will be judged equally on a combination of individual need and merit. Extenuating factors for stations and/or individuals may or may not include:

- The availability of generating other funding, such as small population bases leading to limited listener donations and/or advertising
- Access to other funding grants and bursaries, such as provincial subsidies or local levies
- Existing revenue versus self-identified needs
- Where applicable, sustainability of project/resource upon end of grant agreement
- History of grants received from the CRFC, including number of grants, reporting, and project success

que possible, l'expérience de travail ou de bénévolat dans le secteur de la radio étudiante et communautaire.

Processus décisionnels

Le Comité de sélection siégera autant que l'exigera l'examen de demandes et l'octroi de subventions. Celles-ci seront accordées conformément aux cadres des programmes établis, qui s'inscrivent dans le cadre général de quatre programmes prioritaires, soit: la capacité, la technologie, la programmation musicale et la programmation à contenu verbal.

Chaque programme de subventions aura ses propres critères d'admissibilité, fondé principalement sur les types de projets, les activités et/ou les dépenses prévues ainsi que sur la géographie. Il est à noter, cependant, que les demandeurs ne pourront affecter aucune partie des subventions consenties à l'administration de leur organisme. Certaines subventions pourraient comporter des dépenses administratives mais celles-ci seront clairement indiquées dans les critères du programme de subvention.

En général, le Comité de sélection tiendra compte d'une variété de facteurs dans ses recommandations mais en bout de ligne les demandes seront évaluées sur un pied d'égalité, en considération des besoins individuels et du mérite des demandeurs. Les circonstances atténuantes concernant les stations et/ou les individus pourraient, ou non, inclure :

- La disponibilité (ou non) d'autres formes de financement. Exemple: petits bassins de population limitant les possibilités de dons ou de revenus publicitaires
- L'accès (ou non) à d'autres subventions ou bourses, telles que des subsides provinciaux ou des collectes de fonds locales
- Les revenus existants versus les besoins exprimés par le requérant
- Le cas échéant, la continuité du projet ou de la ressource après l'échéance de la subvention
- L'historique des subventions reçues du FCRC , incluant le nombre de subventions, les rapports et le succès des projets.



GOVERNANCE COMMITTEE

COMITÉ DE GOUVERNANCE

Mission of the committee

The governance committee is responsible for overseeing and assessing the functioning of the board, its committees, and individual directors. The committee oversees the development, implementation and assessment of effective corporate governance principles and guidelines.

Committee membership

The governance committee will be comprised of a minimum of three directors from the board. The members of the governance committee for the upcoming fiscal year will be appointed by resolution of the Board at the first meeting of the full board immediately following the annual general meeting. The president may appoint a director to fill any vacancies arising during the year, and will inform the board of that appointment at its next scheduled meeting.

Committee Objectives

To fulfill the mandate bestowed upon it by the Board, the committee will:

1. Develop and recommend to the board a set of corporate governance principles applicable to the CRFC. The committee will consider the board's role in the management and direction of the CRFC and recommend from time to time, as considered necessary or advisable, policies and procedures to enable directors to carry out their duties and comply with all legal requirements. In this regard, the committee will monitor compliance with any rules, regulations, procedures or guidelines promulgated by regulatory authorities having jurisdiction over the CRFC relating to corporate governance.
2. Develop and recommend to the board governance guidelines and principles, and review these guidelines and principles at least annually, recommending changes as necessary.

Mandat du comité

Le Comité de gouvernance aura la responsabilité de superviser le fonctionnement du CA et de ses comités ainsi que le travail des individus qui les composent. Le Comité supervisera l'élaboration, la mise en vigueur et l'évaluation de principes de gouvernance et de directives efficaces.

Composition du Comité

Le Comité de gouvernance sera composé au minimum de trois membres du CA. Les membres du Comité de gouvernance seront nommés pour la prochaine année fiscale par résolution du CA, lors de la première réunion du CA complet suivant l'assemblée générale annuelle. Le président pourra nommer un administrateur pour combler toute vacance survenue durant l'année et devra informer le CA d'une telle nomination dès sa prochaine réunion.

Objectifs du Comité

Afin de s'acquitter du mandat qui lui sera assigné par le CA, le Comité :

1. Élaborera et recommandera au CA un ensemble de principes de gouvernance applicables au FCRC. Le Comité se penchera sur le rôle du CA dans la direction et la gestion du FCRC et, lorsque jugé nécessaire ou judicieux, recommandera au CA des politiques et des directives propres à permettre aux administrateurs de s'acquitter de leurs tâches, tout en se conformant aux dispositions de la Loi. À cet égard, le Comité contrôlera la conformité à toutes les règles, règlements, procédures ou directives relatives à la gouvernance, tels que promulgués par toute autorité compétente ayant droit de regard sur le FCRC.
2. Élaborera et recommandera au CA des principes et des directives de gouvernance, qu'il révisera au moins annuellement, afin d'y apporter des changements lorsque nécessaire.

3. Develop and recommend to the board appropriate qualifications and criteria for the selection of independent directors.
 4. Assist in the orientation of newly elected and appointed directors, including orienting directors to governance processes, and encouraging continuing education opportunities for all members of the board.
 5. Develop and oversee a process to allow each director to assess the effectiveness and performance of the board as a whole, its officers, its committees and their respective chairs, and themselves as directors. The committee will also review with the board the results of these assessments.
 6. Review and approve as necessary the fund's approach and policy with respect to privacy legislation.
 7. Monitor and review the succession plans relating to the positions of president, executive director, and other senior positions and make recommendations to the board with respect to the selection of individuals to occupy these positions.
 8. Overseeing the fund's policies concerning business conduct, ethics, public disclosure of material information, social and environmental sustainability, and other matters.
3. Élaborera et recommandera au CA des critères de sélection ainsi que des définitions de compétences requises pour la nomination d'administrateurs indépendants.
 4. Prendra part à l'accueil des administrateurs nouvellement élus ou nommés au CA, aidera à familiariser ceux-ci avec les processus de gouvernance et encouragera tous les administrateurs à se prévaloir des occasions de formation continue qui se présenteront.
 5. Élaborera et supervisera un processus permettant à tous les administrateurs d'évaluer l'efficacité et le rendement du CA dans son ensemble, de ses administrateurs, de ses comités et de leurs membres respectifs ainsi que d'eux-mêmes en tant qu'administrateurs. Le Comité passera en revue avec le CA les résultats de ces évaluations.
 6. Révisera et approuvera lorsque requis l'approche et les politiques du FCRC relatives aux lois sur la vie privée.
 7. Contrôlera et révisera les processus de succession aux postes de président, de directeur général et autres postes de haute direction et fera des recommandations au CA en ce qui a trait à la sélection de candidats à ces postes.
 8. Supervisera les politiques du FCRC concernant les relations d'affaires, l'éthique, la divulgation de renseignements, la responsabilité sociale ainsi que toute autre question d'intérêt.



CRFC Grant Application Form

(Astral Media program name)

Please read the program guidelines before completing this application form.

Answer all of the application questions. Answers may vary in length depending on the nature of your request. Do not bind or cover your application, as we will need to make additional copies of your proposal. Simply use a clip to hold each copy together. If you are completing your application by hand and require more space to answer certain questions, you may provide your answers on a separate page. Please ensure you identify the number of the question you are answering.

Send your application and attachments to:
Community Radio Fund of Canada
325 Dalhousie, 2nd Floor
Ottawa, Ontario K1N 7G2

Deadline for applications: Midnight (in your time zone)

For individual programmers: Your application must be submitted through a partner community-oriented licenced broadcaster. You may complete the application and manage your proposed, but the station must submit the application on your behalf and will be the recipient of the funding. You should include a letter from the station that indicates it endorses the application, outlines the nature of your partnership, and that it accepts responsibility for all communications with the CRFC.

For partnerships among stations, associations, and/or programmers: Two or more stations and/or programmers may submit an application to achieve a common goal. However, one of the applicants must be designated as the lead member and will therefore sign and submit the application. This lead member will be responsible for all communications with the CRFC. You should include a document that lists all members and a brief biographical description of each one. Where possible, you should also include a “collaborative agreement” signed by all collaborative members (faxed and digital signatures acceptable) that indicates the role and responsibility of each member, indicates how decisions will be made, how the grant will be spent and accounted for, and who will prepare the reports.

All applicants should include the following documents with your application:

- Proof of eligibility, such as a copy of the first page of your most recent licence
- Financial statements for the most recent completed fiscal year (If gross annual revenues are in excess of \$250,000 for the two most recent completed fiscal years, you must submit financial statements that have been audited by a licensed public accountant. If gross annual revenues are between \$100,000 and \$250,000 for the two most recent completed fiscal years, we prefer that you submit financial statements that have been audited or reviewed by a licensed public accountant. If these are not available, you may submit internally prepared financial statements that include both a statement of revenues and expenses and a balance sheet. If gross annual revenues are less than \$100,000 for the two most recent completed fiscal years, you may submit

internally prepared financial statements. Your internal financial statements must include a statement of revenues and expenses and a balance sheet.)

- Current operating budget
- Biographical information on your station
- Project budget (please include revenue and expenses where applicable, including in-kind contributions)
- Letters of reference from individuals and/or organizations you have worked with (This is not required but is recommended.)
- Your most recent annual report (if available)

1. Language preferred for correspondence:

English French

2. Type of application (please select one):

- Community Type A/B radio station
- Community-based Campus radio station
- Campus Instruction radio station
- Association
- Other (please explain) _____

3. If you are applying as a partnership, please provide the following information:

Name of collaborative:

Number of years working together:

Number of groups in the collaborative:

4. Address and contact information:

Organization name (in English and French, if available):

Previous name (if changed in the last five years):

Street address:

P.O. Box:

City:

Province:

Postal Code:

Telephone:

Fax:

Website:

Contact person's name:

Title:

Telephone:

E-mail:

5. Tell us about you. What is your mandate and mission? What are your typical activities outside of programming?

Who takes part in your station/organization (such as balance of student vs. community volunteers, balance of paid staff vs. volunteers, any affiliations with community/student groups, etc.)

6. What major challenges and successes has your organization experienced recently?

How did your organization respond to these challenges and successes?

7. How many active volunteers and staff are involved in operating your organization?

Volunteers:

Full-time staff:

Part-time staff:

8. What is your current operating revenue? Please indicate how much of that is restricted project revenue.

9. What is your current operating expense amount? Please indicate how much of that is restricted project expenses.

10. Total amount of funding requested:

11. Is there anything else you would like to say about you?

About your proposed project/initiative

12. Name of project/initiative:

13. Description and mandate:

14. How is this relevant/important to your station and/or the community it serves? (Clearly state how it fills a gap, meets a need, develops a skill, builds on an opportunity, solves a problem, etc. If available, provide research or statistics that demonstrate interest in or a need for your proposal.)

15. Who will benefit from your project/initiative and how? (such as your volunteers, people in the community, groups of people in areas of training/education, outreach, building capacity, etc.)

16. What is your timeline of activities? Please include major dates and tasks. You may be as detailed as you wish.

17. Describe how you will carry out the activities and achieve the goals of your proposal.

18. How many volunteers and volunteer hours will be involved in this project/initiative. How many staff and staff hours?

19. How will you know if your project/initiative achieved its goals or how it has been successful?

20. Is there anything else you would like to say about your project/initiative?

Declaration

I confirm that the information contained in this application and the accompanying documents is true, accurate and complete. I acknowledge that if this application is approved, I will be required to enter into a formal, legally binding agreement with the Community Radio Fund of Canada that will outline the terms and conditions of the grant.

Name:

Title:

Signature:

Date:



Programme Astral Media pour le
développement des talents
radiophoniques

Astral Media Radio Talent Development
Program

Programme Astral Media de stage
radiophonique pour les jeunes

Astral Media Youth Internship Program



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1. Le Fonds canadien de la radio communautaire (FCRC)

À propos du Fonds

Les Canadiens et canadiennes ont accès à un nombre grandissant de services venant de partout dans le monde. Ironiquement, la programmation locale chez les diffuseurs privés et publics est en déclin. Les radios étudiantes et communautaires non commerciales canadiennes, qui ont le mandat d'offrir une programmation locale reflétant les préoccupations de leur auditoire, ont de la difficulté à se maintenir à flot alors que la demande des communautés est de plus en plus grande. Malgré l'importance et la contribution du tiers secteur de la radiodiffusion, le Canada est l'un des seuls pays industrialisés qui n'a pas de mécanisme de soutien aux radios étudiantes et communautaires.

L'Association nationale des radios étudiantes et communautaires (NCRA/ANREC), l'Alliance des radios communautaires du Canada (ARC du Canada) ainsi que l'Association des radiodiffuseurs communautaires du Québec (ARCQ) ont créé un organisme nommé Fonds canadien de la radio communautaire (FCRC), destiné à aborder ces problèmes avec le mandat de soutenir le développement des radios communautaires au Canada.

Mandat

Le but du Fonds canadien pour la radio communautaire est d'aider la radiophonie communautaire à atteindre son plein potentiel en tant que secteur médiatique canadien bien financé, indépendant, diversifié, vibrant et accessible.

Le Fonds canadien de la radio communautaire est un organisme sans but lucratif qui sollicitera et distribuera des fonds pour le développement et le maintien de la programmation locale dans les radios étudiantes et communautaires tant en zone urbaine qu'en milieu rural. Le FCRC encouragera un dialogue ouvert entre les représentants du gouvernement et les parties prenantes du secteur de radios communautaire, tout en conservant son indépendance. Les activités du FCRC reflèteront l'engagement de ce secteur dans la programmation locale, l'accès à la communauté, le respect et la promotion des langues officielles.

Le FCRC met ses services et ses fonds au service de toute station qui détient une licence de radio communautaire ou de radio de étudiante/communautaire (avis publics CRTC 2000-12 et 2000-13).

1. The Community Radio Fund of Canada (CRFC)

About the Fund

Canadians have access to an ever-growing number of media choices from around the world. Ironically, programming that reflects local communities and their concerns from both commercial and public broadcasters are declining. Canada's non-commercial campus and community broadcasters, mandated to present community-oriented programming and access, struggle to maintain operations and respond to the increasing demands of their local communities. Despite having a large and diverse community radio sector, Canada is one of the few industrialized countries that has no mechanism in place at the national level to support local community broadcasting.

The National Campus and Community Radio Association (NCRA/ANREC), the Alliance des radios communautaires du Canada (ARC du Canada) and the Association des radiodiffuseurs communautaires du Québec (ARCQ) have created this funding body, the Community Radio Fund of Canada (CRFC), to help address these issues with a clear mandate to support the development of local Canadian community radio.

Mandate

The goal of CRFC is to assist community broadcasting to reach its full potential as a well-resourced, independent, diverse, vibrant, and accessible Canadian media sector.

The CRFC is an arms-length, not-for-profit funding organization that solicits and distributes funds geared toward the development and maintenance of local community radio broadcasting in urban and rural Canada. The CRFC will promote an open dialogue between stakeholders within the community broadcasting sector and government while maintaining its independence. The activities of the CRFC will reflect the commitment of the community radio sector to principles of localism and access, respect for and promotion of the official languages of Canada, diversity and multiculturalism, high quality programming and innovation, and social justice.

The CRFC is available to all non-commercial, community and community-based broadcasters in Canada (as set out in Public Notices CRTC 2000-12 and 2000-13).

2. Programme Astral Media pour le développement des talents radiophoniques

Préambule

Les deux programmes d'Astral Media sont, à la demande de cette dernière, gérés par le Fonds canadien de la radio communautaire et découlent de la Décision de radiodiffusion CRTC 2007-359.

Ces deux programmes visent, entre autres, l'atteinte des objectifs énoncés dans la politique du CRTC sur le développement du contenu canadien et se lit comme suit : « ... les contributions au titre du [développement du contenu canadien] (DCC) doivent soutenir des projets et des activités qui produisent un contenu sonore de radiodiffusion de grande qualité et toutes les initiatives à cet égard doivent impliquer des dépenses directes et se consacrer au soutien, à la promotion, à la formation et au rayonnement des talents canadiens tant dans le domaine de la musique que de la création orale, y compris des journalistes ».

Grandes lignes du programme

Ce programme offre des bourses à des particuliers, groupe de particuliers, organisme sans but lucratif ou station de radio communautaire ou de campus communautaire. Le but de ce programme est de développer des émissions de création orale d'intérêt local.

Pour être admissible, l'émission doit être diffusée sur les ondes d'au moins une radio communautaire ou de campus communautaire. Les demandeurs doivent être recommandés par un professeur, la direction des programmes ou encore la direction générale d'une station de radio communautaire ou de campus communautaire.

Format

Il n'y a aucune limite de temps ou encore de nombre d'émissions imposés pour les émissions de création orale. Toutefois, le projet doit s'échelonner sur une période maximale de 16 semaines. Elles doivent être préenregistrées ou encore être diffusées en direct à condition de recevoir au préalable l'approbation de diffusion d'une station de radio communautaire ou de campus communautaire. Le programme acceptera, pour les émissions de création orale de plus de 15 minutes, des pauses musicales à condition que ces dernières n'excèdent pas 50 % de la durée totale de l'émission. Entre autres formats, le programme acceptera des émissions d'affaires publiques, entrevues, tables rondes, forum de discussion, documentaires, chroniques radiophoniques, incluant le genre vox pop.

2. Astral Media Radio Talent Development Program

Preamble

Following Broadcasting Decision CRTC 2007-359, Astral Media has requested that the Community Radio Fund of Canada manage two of its programs.

These two programs aim to, among other goals, achieve the objectives set forth in the CRTC policy on the development of Canadian content, which reads as follows: « ... [Canadian Content Development] CCD contributions should be dedicated to initiatives that will provide high quality audio content for broadcast. » It further states that all CCD initiatives must involve direct expenditures, and must be allocated to the support, promotion, training and development of Canadian musical and spoken word talent, including journalists.

Program Overview

The goal of this program is to develop local interest programming. It will be open to individuals, groups of individuals, non-profit organizations, or community-oriented radio stations.

To be eligible, the programming must be broadcast on a community-oriented station, and the applicants must be recommended by a professor or the program director/station manager of a community-oriented station.

Format

There is no time limit for any individual program, nor is there a set requirement of how many shows must be produced. However, the project must not exceed 16 weeks. Radio programs will be pre-recorded and may be broadcast live on the condition that they are previously approved by a campus or community radio station. For programs lasting more than 15 minutes, musical content will be accepted, but it may not make up more than 50% of any individual piece or program. Types of programming may include news, public affairs, documentaries, interviews, roundtables, panels and open lines.

Contenu	Content
<p>Le contenu de l'émission, ou de la série d'émissions, doit être d'intérêt pour la collectivité desservie par la station et être directement en lien avec les produits et services auxquels les citoyens ont raisonnablement accès. Sans être exhaustif, les sujets suivants sont admissibles : jeunesse, environnement, santé, éducation, développement durable, services à la collectivité, immigration, économie, affaires municipales, employabilité, etc.</p>	<p>The content must be of interest for the community served by the station and, where applicable, can only include links to local departments, services, products, etc. (for example, you cannot be in New Brunswick and feature news about Toronto). Subjects could be in such areas as: youth, environment, health, education, sustainable development, services with the community, immigration, economy, municipal business, employment, etc.</p>
<p>3. Quelques exemples d'émissions de création orale</p>	<p>3. A few examples of spoken word content</p>
<p>Les sujets de contenu verbal sont à la fois très diversifiés et multiples. Par exemple, un projet de création d'une série de capsules informatives sur la justice pourrait être admissible. Les auditeurs pourraient être informés de leurs droits à obtenir un procès dans la langue officielle de leur choix. Les capsules pourraient dresser un bref historique, expliquer quelques règles de procédures, etc.</p>	<p>Spoken word content subjects are both multiple and diversified. For example, a project to produce a series of factual capsules on justice could be eligible. It could aim at informing the audience of everyone's right to a trial in one of Canada's official languages. Capsules could present brief historical backgrounds, explain a few rules of procedure, etc.</p>
<p>Autre exemple, on pourrait produire des chroniques sur la faune ou la flore. Les capsules pourraient s'intéresser particulièrement à l'écosystème de la région où elles sont diffusées. Il est facile de s'imaginer une série de douze capsules toutes de sujets différents : les espèces menacées, la flore et la faune autochtone, les mesures de recyclage et de récupération en place localement, le climat et ses changements, etc.</p>	<p>Another example would be a series of documentaries on flora and fauna. Capsules could focus particularly on the ecosystem within the broadcast area. One could easily imagine a series of twelve capsules on different topics: threatened species, autochthonous flora and fauna, local recycling and salvage efforts, local climate versus climate changes, etc.</p>
<p>Quand aux formats d'émissions, la formule de table ronde peut toucher une multitude de sujets. Réunissant quelques intervenants se penchant sur un sujet en particulier, les participants débattent et enrichissent la discussion de leurs expériences et de leurs observations. On peut facilement s'imaginer un directeur d'école, une enseignante, un parent d'enfant d'âge scolaire, un pédiatre et une éditrice de livres éducatifs discuter ensemble du phénomène de décrochage scolaire. Songeons au débat qui aurait lieu si on invitait un écrivain, une chanteuse populaire, un animateur radiophonique, un poète, un linguiste et une comédienne à échanger autour d'une même table sur la qualité du français.</p>	<p>As to program formats, round tables can cover a myriad of subjects. Various experts, contributors and laypersons could be brought together to discuss a subject, and participants would enrich the discussions with their own knowledge, experience and observations. One can well imagine a school principal, a teacher, a schoolchild's parent, a pediatrician and a schoolbook publisher discussing the school dropout phenomenon. And let's think of the debate that could take place between a writer, a popular singer, a radio host, a poet, a linguist and an actor sitting around a table discussing the general quality of spoken English.</p>
<p>Par exemple, une demande pourrait traiter du problème des sans-abri au centre-ville et être diffusé, pour fin d'information et de sensibilisation, sur une période de 24 heures. Cette émission spéciale pourrait également servir de levée de fonds pour l'organisme humanitaire qui vient en aide aux sans-abri de cette municipalité.</p>	<p>Another application may deal with the problem of homeless people in a downtown area, which could be broadcast around the clock to create awareness of the situation. Such a special program could also serve as a fundraising event for the local humanitarian organization providing relief to the town's homeless.</p>
<p>Le forum de discussion, ouvert au public, permet de laisser la parole aux auditeurs et d'éventuellement faire réagir les membres d'un panel constitué d'experts. Là encore, les sujets de discussion sont forts nombreux, voire infinis.</p>	<p>Public open lines allow the audience to have a say and to prompt the reactions of one or several experts. There again the list of possible topics is endless.</p>

4. Programme Astral Media de stage radiophonique pour les jeunes

Grandes lignes du programme

Ce programme s'adresse aux jeunes canadiens de moins de 30 ans qui veulent réaliser un stage de perfectionnement pratique en radiodiffusion au sein d'une radio communautaire ou de campus communautaire. Le programme offre une aide financière aux radios éligibles dans le but d'accueillir, de former et d'encadrer de jeunes stagiaires. La durée du stage se situe entre six (6) semaines à huit (8) mois.

Ce programme vise à augmenter la capacité et la productivité des stations par la rétention de jeunes animateurs de radios talentueux tout en créant des opportunités d'emploi.

Le programme accordera une attention particulière aux demandes qui proviennent des petits marchés (population totale de la zone de desserte de moins de 100 000 habitants) ou encore des stations en région éloignée. Toutefois, le programme sera accessible à des stations dans des plus grands centres urbains opérant avec des budgets et un auditoire limités.

Format

Les stagiaires seront responsables de produire des émissions radiophoniques avec un minimum de 15 % de contenu verbal à caractère local. Les stagiaires devront également respecter les politiques de programmation de la station hôte de même que les politiques relatives à la radio communautaire et de campus communautaire du CRTC.

Contenu

Le programme va privilégier des émissions qui mettront en valeur des artistes canadiens émergents ou de la relève incluant des groupes de musiciens, dans divers styles musicaux. À titre d'exemple, ces émissions peuvent contenir des entrevues avec les artistes, témoignages, avis de divers experts de l'industrie musicale ou tout autre élément en lien avec le ou les artistes.

5. Critères

Admissibilité

Les deux programmes s'adressent aux :

- « citoyens canadiens » au sens de la Loi sur la citoyenneté;
- « résidents permanents » au sens de la Loi sur l'immigration et la protection des réfugiés;
- « organismes » ou les « associations » sans but lucratif.

4. Astral Media Youth Internship Program

Program Overview

This program is addressed to young Canadians under the age of thirty who want to carry out a practical advanced training course in broadcasting within a community-oriented radio station. Grants are available to eligible stations for orientation and training of these interns for a period of 6 weeks to 8 months.

Its goal is to increase capacity and productivity through recruitment and training of young talented radio programmers while creating employment opportunities.

All community-oriented stations are encouraged to apply, but the program will give special attention to the requests that come from small towns and cities (total population 100,000 or less) or from the stations in rural and remote areas and stations in larger urban centres operating with limited budgets and audience.

Format

Interns will be responsible to produce radio broadcasts with a minimum of 15% of locally-focused spoken word content. Interns will also be expected to comply with the host station's programming policies and with the CRTC's Campus and Community Radio Policies.

Content

We encourage programming geared towards Canadian musical talent development in various genres. Examples of programming elements include, but are not limited to, artist interviews and testimonies as well as opinions of various music industry experts or any other artist-related element.

5. Criteria

Eligibility

Both programs are intended for:

- « Canadian citizens » as described in the Canadian Citizenship Act;
- « Permanent Residents » as described in the Immigration and Refugee Protection Act;
- Nonprofit « Organizations » or « Associations ». The

Ces derniers doivent être dûment enregistré au Canada et tenir ses activités principalement et majoritairement au Canada.

Chaque individu, groupe d'individus, association, organisme, radio communautaire ou radio de campus communautaire ne peut déposer plus d'une demande par année. Les demandes pluriannuelles ne sont pas admissibles.

Pour les organismes, associations et les radios, ces dernières doivent fournir, en appui à leur demande, les documents suivants :

1. Documents constitutifs;
2. États financiers vérifiés de la plus récente année fiscale;
3. Liste des membres du conseil d'administration;
4. Résolution du conseil d'administration autorisant le dépôt de la demande.

Évaluation

Chaque demande sera jugée au mérite par le comité de sélection. Prendre note que ce comité est formé de personnes qui n'ont aucun lien direct avec une radio communautaire ou de campus communautaire ou encore avec les associations qui représentent leurs intérêts. Sans être complet, voici quelques critères d'évaluation :

1. La pertinence de la demande en fonction des buts et objectifs du programme;
2. La qualité de la présentation;
3. Les appuis à la demande;
4. Le co-financement et les contributions en nature;
5. L'originalité de la demande;
6. La disponibilité des fonds.

Date limite

Le Fonds canadien de la radio communautaire acceptera des demandes au mois de mai de chaque année. Les demandes sont analysées en juin et les projets devront se dérouler entre le mois de juillet et novembre de chaque année.

6. Considérations financières

Montants admissibles

L'aide financière ou la bourse se situe entre 500 \$ et 6 000 \$. Toute demande qui excède 6 000 \$ sera automatiquement refusée,

Dépenses admissibles

Veuillez clairement indiquer, aux prévisions budgétaires, toute contribution en nature ou en argent d'un ou d'une tiers partie(s). Voici quelques exemples de dépenses admissibles reliées au projet ou à l'activité :

latter must be duly registered in Canada and hold their activities predominantly in Canada.

Each individual, group of individuals, association, organization, campus radio station or community radio station may apply for a grant no more than once per year. Long term applications are not allowed.

Organizations, associations and radio stations must submit the following documents with their applications:

1. Charter documents;
2. Audited financial statements of the last fiscal year;
3. List of Board members;
4. A passed resolution of the Board authorizing the application.

Assessment

Each application will be judged on merit by the Selection Committee. Please note that this committee is made up of persons who have no direct link to a campus or community radio station, nor with any association representing such.

Although incomplete, here is a list of assessment criteria:

1. Relevance of the application in terms of the goals and objectives of the program
2. Quality of presentation
3. Support for the application
4. Co-financing and contributions in kind
5. Originality of the application
6. Availability of funds

Deadline date

The Community Radio Fund of Canada will accept applications in the month of May of each year. Applications will be assessed in June and projects will be implemented between July and November of each year.

6. Financial Considerations

Eligible amounts

Financial support or grants will be between \$500 and \$6,000 Any application exceeding \$6,000 will be automatically rejected.

Eligible expenditures

Please specify clearly in your budget forecasts any pecuniary or in kind contributions of any third parties. Here are a few examples of eligible expenditures related to a project or activity:

admissibles reliées au projet ou à l'activité :

1. Honoraires du ou des participants;
2. Frais de location de studio;
3. Cachet de diffusion;
4. Frais reliés à la formation;
5. Fournitures techniques;
6. Activités sur le Web ;
7. Frais de déplacement et de séjour si justifié.

Note : le comité de sélection a le privilège d'accepter ou de refuser toute dépense jugée non conforme aux buts et objectifs des programmes.

Dépenses non admissibles

1. Dépense financée par un autre programme, peu importe la source;
2. Achat d'équipement;
3. Publicité et matériel promotionnel;
4. Frais encourus pour préparer la demande;
5. Toute dépense payée comptant ou qui ne figurent pas aux prévisions budgétaires lors du dépôt de la demande;
6. Frais de vérification, frais légaux ou frais d'infraction;
7. Taxes récupérables, cotisations, ou frais connexes;
8. Frais d'intérêt sur les retards de paiement.

Modalités de paiement

Un premier versement, correspondant à 75 % de la valeur totale de la contribution sera versé lors de la signature et de la réception de l'engagement de la partie requérante. Le solde, soit 25 % de la valeur totale de la contribution, sera versé lors de la réception et de l'acceptation du rapport final.

7. Dépôt d'une demande

- Le demandeur doit soumettre, dans la mesure du possible, le formulaire de demande, les annexes ainsi que la déclaration par courriel à l'adresse suivante : info@frc-crf.ca. Tout autre document afférent à la demande qui n'est pas disponible en version électronique doit être acheminé par la poste à l'adresse indiquée.
- Le demandeur doit soumettre toute la documentation nécessaire à l'évaluation de sa demande. Dans le cas contraire, le FCRC pourrait ne pas considérer une demande incomplète.
- Le demandeur doit soumettre les prévisions budgétaires du projet. Outre les honoraires, toute dépense estimée à plus de 500 \$ nécessite un estimé d'au moins un fournisseur.
- Pour les radios, associations et organismes, vous devez acheminer les documents relatifs à l'entreprise décrits à

1. Participant fees;
2. Studio rental;
3. Broadcasting fees;
4. Training fees;
5. Technical supplies;
6. Web activities;
7. Travel expenses, if justified.

Note: The Selection Committee reserves the right to accept or reject any expense not compliant with the goals and objectives of the programs.

Non-eligible Expenditures

1. Any expenditure which is financed by another program no matter the source;
2. Equipment acquisitions;
3. Advertising and promotion material;
4. Expenses incurred in preparing of the application;
5. Any expenditure paid cash or not written into the application's budget forecasts;
6. Auditing or legal fees, or fines;
7. Recoverable taxes, tuitions or related fees;
8. Interest fees on late payments.

Payment schedule

A first installment, corresponding to 75% of the total allotted amount, will be paid upon signature and reception of the applicant's commitment. The remaining 25% of the total amount of the grant will be paid upon receipt and acceptance of the final report.

7. Submitting an Application

- The applicant must submit the application form, appendices and commitment statement by email if feasible, at the following address: info@frc-crf.ca. Any other application-related document which is not available in digital version must be forwarded via the postal service to the address mentioned in the form.
- The applicant must submit all documents required for the assessment of the application. Failing to do this may entail the rejection of the application on the grounds that it is incomplete.
- The applicant must include a budget forecast for the project. Besides any fees, any expenditure exceeding \$500 will require an estimate from at least one (1) supplier.
- All radio stations, associations and organizations must submit the documents described in section 5 (Eligibility) above.

la section 5. Critères – Admissibilité.

8. Rapport final

- Compléter, signer et expédier par la poste le formulaire pour le « Rapport final ».
- Acheminer le rapport final avec les pièces justificatives et les documents décrit au formulaire « Rapport final ».
- Pour le Programme Astral Media pour le développement des talents radiophoniques, veuillez acheminer les enregistrements sonores de l'émissions ou de la série d'émissions par courriel ou par la poste.
- Acheminer le bilan financier avec les copies des factures ou autres pièces justificatives relatives à la réalisation du projet.

8. Final Report

- The final report form must be filled in, signed and forwarded by mail .
- All vouchers and supporting documents requested on the final report form must be forwarded with the final report.
- With regard to the Astral Media Radio Talent Development Program, sound recordings of the program or program series will be forwarded either by email or through the postal service.
- A financial statement covering the overall project implementation, complete with invoices and other vouchers, must also be forwarded.



Financial Report

Melissa Kaestner
November 2008

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- A. Banking Information
- B. Accounting and Bookkeeping
- C. Fiscal Year and Auditing
- D. Budget
- E. Financial Statements
- F. Notes (based on Budget and Income Statement)

APPENDICES

- 1. Budget
- 2. Balance Sheet
- 3. Income Statement

A. Banking information

The CRFC has opened an account with Caisse Populaire (Desjardins) in Ottawa. It is a cooperative rather than a traditional private bank. Currently we have a standard operating account that does not incur charges on many transactions and allows us to earn interest. Once we understand our needs in terms of cash flow, we will be looking at investments to help us earn more interest. Our account currently includes a \$5,000 line of credit and credit card (VISA), also with a limit of \$5,000.

B. Accounting and Bookkeeping

All accounting and bookkeeping is currently being done by Melissa Kaestner. ARC du Canada's Financial Consultant Maurice St-Pierre has helped her out in areas of setting up Simply Accounting, establishing budget forecast documents, and answering accounting-related questions. This has all been done at no expense to the CRFC, and we are grateful for ARC du Canada's contribution.

We are using the deferral method of accounting. As you will see on the CRFC's balance sheet, both the funding to be distributed as well as the remainder of the operating revenue has been set up as a liability. As we need to pay expenses relating to those deferred revenues, such as issuing funding cheques to stations, the amounts will be restated as income, or "earned", in the 2008-2009 fiscal year.

C. Fiscal Year and Auditing

Our fiscal year is September 1 to August 31. As our first year of operations involved transactions for five months, we will not be conducting an audit. However, we will begin conducting annual audits as of the end of the 2008-2009 fiscal year. Two of the founding associations use the firm Marcil Lavallée in Ottawa for their own audits (NCRA and ARC du Canada). However, it will be up to the Board to research and propose an auditor it is happy with.

D. Budget

The three founding associations drafted a budget in April 2008 in order to gain a sense of what it should be spending. This budget was approved by the CRFC Board in September 2008 and is appended to this report. It covers 17 months rather than one year. Future budgets, however, will be for a 12-month period. In kind contributions are not currently noted but will be reflected in future budgets and statements.

F. Financial Statements

A balance sheet and income statement has been appended to this report. While they are not audited, Our financial consultant has reviewed the financial statements and made all necessary year-end adjustments, including deferring the administration allocation and calculating depreciation.

G. Notes (based on Budget and Income Statement)

Revenue

Contributions for Disbursement

- Astral Media: The budget reflects payments for Year 1 and Year 2 (out of seven years) arising from the Astral/Standard transaction. As we received Payment 1 for Year 1 but did not distribute grants, the amount (minus administrative allocations) has been deferred (see Balance Sheet).

- CTV/CHUM: CTV/CHUM was awarded a conditional licence for the Edmonton market in October 2008. Their licence application was approved providing they can find a suitable frequency. If CTV/CHUM is successful, the CRFC will receive \$700,000 over seven years to manage the CTV/CHUM Alberta Cultural Diversity Program.

Revenue for Operations

- Administrative Allocations: Currently reflects allocations for two years as per our agreement with the CRTC.
 1. Astral contribution at \$200,000/year: \$40,000/year (20% allocation on first \$200,000 received).
 2. Provisional CTV/CHUM contribution at \$100,000/year: \$5,000/year (5% allocation on all amounts above \$200,000)
- Membership Fees: Community-oriented stations join the CRFC at \$20/year. Given the current memberships at the three founding associations as well as an outreach plan to stations that are not members of those association, we estimate we can get at least 75 stations to join by August 2009. As of August 31, 2008, we had 45 members. As of November 7, 2008, membership is at 66.
- Fundraising and Donations: While we did not budget any amount here nor did we raise any funding as of August 31, this is an important aspect of CRFC operations. Once the CRFC Board develops its fundraising strategy and plan, it will be able to provide an amount for this line.
- Interest Revenue: Based upon interest earned through our operating account (Prime minus three) and investments. We are planning to make our first investment by December 2008, most likely in the way of a cashable GIC with no penalties for partial or full withdrawal.

Expenses

Grant Disbursements

- Astral – Radio Talent Development Program: \$80,000/year, budget reflects Year 1 and 2. Current CRFC Board Plan forecasts grants to be distributed in April and August 2009.
- Astral – Youth Internship Program: \$80,000/year, budget reflects Year 1 and 2. Current CRFC Board Plan forecasts grants to be distributed in April and August 2009.
- CTV/CHUM – Alberta Cultural Diversity Program: \$95,000/year if approved.

Operating Expenses

- Wages and Salaries/EI & CPP Expenses: No amounts were spent as of August 31. For the budget, these figures reflect an annual salary of \$32,000 for one part time person (21 hours/week), pro-rated to 10 months. Melissa Kaestner was appointed as the interim Executive Director in November 2008 and is currently contracted to remain so until June 27, 2009 (8-month contract). The Board will revisit this issue and will either extend her interim contract on a short-term basis or launch a full public hiring process.
- Benefits: While nothing is budgeted in this line, it is recognized that this is important to plan for staff.
- Business Fees & Licences: Currently reflects annual filing with Corporations Canada (\$30/year for non-profit entities)
- Audit: Auditor is not yet determined, figure is based upon Marcil Lavallée figures for other associations with comparable budgets and transactions.
- Consultants: Melissa Kaestner was brought on as Development Consultant from April 1 to October 31, 2008. Her contract was for \$20,000 based upon payments for certain deliverables. The remaining deliverables have been re-assigned to her interim executive director contract. Melissa was able to complete 80% of her contract, and so a total of \$16,000 was paid out by October 31, which is reflected in the budget. There is no plan to bring on any other consultants at this time.
- Professional & Legal Services: To cover any possible fees relating to accounting, legal, etc.

- Interest & Bank Charges: Yearly fees for Business Freedom Solutions/AccèsD and Caisse Populaire Membership
- Depreciation Expense: Depreciation on current computer equipment (laptop).
- Insurance: This is an estimate for board liability insurance, which is not yet secured.
- Rent: Our office space is currently being donated by ARC du Canada (estimated value \$10,000/yr).
- Repair & Maintenance Equipment: Currently no amount budgeted, but we recognize this is an important line for things like computer and office equipment maintenance.
- Telephone: Reflects connection fees as well as monthly bill (currently at \$77/month, including fixed \$20/month rate for all North American long distance)
- Fax: Currently being donated by ARC du Canada (estimated value \$600/yr).
- Internet: Currently being donated by ARC du Canada (estimated value \$600/yr).
- Website: This includes one-time design costs at approximately \$8,200 (built on Joomla CMS) as well as hosting (\$13/month through DreamHost) and yearly domain registrations.
- Printing & Photocopying: For items such as business cards and brochures, as well as printing application information to send out to stations.
- Courier & Postage: standard mailing activities
- Translations: Includes by-laws, all website texts, public relations materials, and AGM documents
- Office Supplies: standard office supplies, including a filing cabinet. Many office supplies have been/are being donated by both ARC du Canada and the NCRA.
- Advertising and Promotions: To place job postings on CharityVillage in both languages for Executive Director position.
- Annual General Meeting: Costs related to first AGM and reception
- Meetings and Travel: Covers annual CRFC in-person board meeting as well as possible program/selection committee meetings and staff travel.
- Conference Fees: one and half representatives at CAB Convention
- Professional Development: While nothing is budgeted in this line, it is recognized that this is an important benefit for CRFC staff.
- Miscellaneous Expenses – Sales taxes: In first setting up our books, we were noting both GST and PST paid on expenses in the case that we were eligible for refunds. Upon further research, we have learned that we are not eligible for receiving any GST refund as we do not receive any government funding. Should this change, we will begin recording GST paid on purchases.
- Contingency (both current and provisional): amount left to cover unexpected expenses.

Community Radio Fund of Canada
Budget (17 months)
 April 1, 2008 to August 31, 2009

REVENUE		EXPENSES	
Contributions for Disbursement		Grant Disbursements	
CCD Benefits - Astral Media	320,000.00	Astral - Radio Talent Development Program	160,000.00
<i>CCD Benefits - CTV/CHUM (provisional)</i>	<i>95,000.00</i>	Astral - Youth Internship Program	160,000.00
Total Contributions for Disbursement	415,000.00	<i>CTV/CHUM - Diversity Program (provisional)</i>	<i>95,000.00</i>
		Total Grant Disbursements	415,000.00
Revenue for Operations		Operating Expenses	
Administrative Allocations	80,000.00	Wages & Salaries (10 months)	26,461.00
<i>Administrative Allocations (provisional)</i>	<i>5,000.00</i>	El Expense	641.00
Membership Fees	1,500.00	CPP Expense	1,167.00
Fundraising and Donations	0.00	Benefits	0.00
Interest Revenue	3,100.00	Business Fees & Licenses	60.00
Miscellaneous Revenue	0.00	Audit	3,000.00
Total Revenue for Operations	89,600.00	Consultants	16,000.00
		Professional & Legal Services	1,000.00
TOTAL REVENUE 2008-2009	504,600.00	Interest & Bank Charges	167.50
		Depreciation Expense	400.00
		Insurance	1,000.00
		Rent	0.00
		Repair & Maintenance Equipment	0.00
		Telephone	1,360.00
		Fax	0.00
		Internet	0.00
		Website	8,500.00
		Printing & Photocopying	400.00
		Courier & Postage	400.00
		Translations	10,000.00
		Office Supplies	1,200.00
		Advertising and Promotions	530.05
		Annual General Meeting	1,500.00
		Meetings and Travel	8,000.00
		Conference Fees	2,000.00
		Professional Development	0.00
		Miscellaneous Expenses - Sales taxes	166.62
		Contingency	646.83
		<i>Contingency (provisional)</i>	<i>5,000.00</i>
		Total Operating Expenses	89,600.00
		TOTAL EXPENSES 2008-2009	504,600.00
		NET 2008-2009	0.00

Community Radio Fund of Canada
Balance Sheet
as of October 31, 2008

ASSET

Current Assets

Caisse Populaire (Chequing)	<u>170,447.59</u>	
Total Cash		170,447.59
Investments		0.00
Accounts Receivable	0.00	
Payroll Advances	<u>0.00</u>	
Total Receivable		<u>0.00</u>
Total Current Assets		<u>170,447.59</u>

Capital Assets

Computer Equipment	1,205.71	
Depreciation - Computer Equip.	<u>-200.95</u>	
Net - Computer Equipment		<u>1,004.76</u>
Total Capital Assets		<u>1,004.76</u>

Other Non-Current Assets

Computer Software		<u>0.00</u>
Total Other Non-Current Assets		<u>0.00</u>

TOTAL ASSET 171,452.35

LIABILITY

Current Liabilities

Accounts Payable	149.06	
VISA Payable	2,350.73	Board in-person meeting expenses
Vacation payable	0.00	
EI Payable	0.00	
CPP Payable	0.00	
Federal/Prov. Income Tax Payable	<u>0.00</u>	
Total Receiver General		0.00
Deferred Astral Media	160,000.00	Grant Revenue not spent in Year 1 carried to 08/09
Deferred Administrative allocations	<u>0.00</u>	Admin. allocations not spent in Year 1 carried to 08/09 (was \$23565.42 Aug 31)
Total Deferred Revenue		<u>160,000.00</u>
Total Current Liabilities		<u>162,499.79</u>

TOTAL LIABILITY 162,499.79

EQUITY

Retained Earnings

Retained Earnings - Previous Year	0.00
Current Earnings	<u>8,952.56</u>
Total Retained Earnings	<u>8,952.56</u>

TOTAL EQUITY 8,952.56

LIABILITIES AND EQUITY 171,452.35

Community Radio Fund of Canada
Income Statement
 April 1 to October 31, 2008

REVENUE

	Apr. 1, 08 to Aug. 31, 08	Sep. 1, 08 to Oct. 31, 08	Total	Budget	Difference
Contributions for Disbursement					
CCD Benefits - Astral	0.00	0.00	0.00	320,000.00	-320,000.00
Total For Disbursement	0.00	0.00	0.00	320,000.00	-320,000.00
Revenue for Operations					
Administrative Allocations	16,434.58	23,565.42	40,000.00	80,000.00	-40,000.00
Membership Fees	900.00	400.00	1,300.00	1,500.00	-200.00
Fundraising and Donations	0.00	0.00	0.00	0.00	0.00
Interest Revenue	206.92	449.22	656.14	3,100.00	-2,443.86
Miscellaneous Revenue	0.00	0.00	0.00	0.00	0.00
Total Revenue for Operations	17,541.50	24,414.64	41,956.14	84,600.00	-42,643.86
TOTAL REVENUE	17,541.50	24,414.64	41,956.14	404,600.00	-362,643.86

EXPENSE

Grant Disbursements

Astral - Radio Talent Dev't Program	0.00	0.00	0.00	160,000.00	-160,000.00
Astral - Youth Internship Program	0.00	0.00	0.00	160,000.00	-160,000.00
Total Disbursements	0.00	0.00	0.00	320,000.00	-320,000.00

Payroll Expenses

Wages & Salaries	0.00	0.00	0.00	26,461.00	-26,461.00
EI Expense	0.00	0.00	0.00	641.00	-641.00
CPP Expense	0.00	0.00	0.00	1,167.00	-1,167.00
Employee Benefits	0.00	0.00	0.00	0.00	0.00
Total Payroll Expense	0.00	0.00	0.00	28,269.00	-28,269.00

General & Administrative Expenses

Business Fees & Licenses	30.00	0.00	30.00	60.00	-30.00
Audit	0.00	0.00	0.00	3,000.00	-3,000.00
Consultants	10,750.00	5,250.00	16,000.00	16,000.00	0.00
Professional Services	0.00	0.00	0.00	1,000.00	-1,000.00
Banking Fees	10.00	0.00	10.00	167.50	-157.50
Depreciation Expense	200.95	0.00	200.95	400.00	-199.05
Insurance	0.00	0.00	0.00	1,000.00	-1,000.00
Rent	0.00	0.00	0.00	0.00	0.00
Repair & Maintenance	0.00	0.00	0.00	0.00	0.00
Telephone	349.73	232.93	582.66	1,360.00	-777.34
Fax	0.00	0.00	0.00	0.00	0.00
Internet	0.00	0.00	0.00	0.00	0.00
Website - Design and Hosting	2,259.35	4,468.30	6,727.65	8,500.00	-1,772.35

Community Radio Fund of Canada
Income Statement (cont.)
 April 1 to October 31, 2008

EXPENSE (cont.)

	Apr. 1, 08 to Aug. 31, 08	Sep. 1, 08 to Oct. 31, 08	Total	Budget	Difference
General & Administrative Expenses (cont.)					
Printing & Photocopying	0.00	76.13	76.13	400.00	-323.87
Courier & Postage	0.00	11.00	11.00	400.00	-389.00
Translations	3,175.00	2,360.00	5,535.00	10,000.00	-4,465.00
Office Supplies	599.85	352.04	951.89	1,200.00	-248.11
Advertising & Promotions	0.00	0.00	0.00	530.05	-530.05
Annual General Meeting	0.00	664.79	664.79	1,500.00	-835.21
Meetings and Travel	0.00	3,387.71	3,387.71	8,000.00	-4,612.29
Conference Fees	0.00	1,181.25	1,181.25	2,000.00	-818.75
Professional Development	0.00	0.00	0.00	0.00	0.00
Miscellaneous Expenses - Sales Taxes	166.62	0.00	166.62	166.62	0.00
Contingency	0.00	0.00	0.00	646.83	-646.83
Total General & Admin. Expenses	17,541.50	17,984.15	35,525.65	56,331.00	-20,158.52
TOTAL EXPENSE	17,541.50	17,984.15	35,525.65	404,600.00	-369,074.35
NET INCOME	0.00	6,430.49	6,430.49	0.00	6,430.49