

# Canada Book Fund 2013-2014 - Application Guide - Support for Organizations

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More questions? Call the Department.



## **About this guide**

This guide provides information for potential applicants to the Canada Book Fund (CBF), the federal government's primary funding program available to organizations operating in Canada's book publishing industry.

The five types of support available are outlined in section 3:

- 3.1 Marketing
- 3.2 Technology Projects
- 3.3 Professional Development

- 3.4 Strategic Planning
- 3.5 Internships

We encourage applicants, and particularly new applicants or applicants for new projects, to contact the CBF prior to submitting an application.

**Please note:**

The following changes have been made to the Application Guide:

- All projects submitted must meet one of the following deadlines: October 31, 2012 or April 30, 2013. Further details on which date may be appropriate for your organization are provided in section 1.2.
- Organizations submitting two or more projects for one deadline must combine these projects and submit one application for funding.
- The CBF may fund projects through either a grant or contribution.
- Any incomplete applications will be rejected. Moreover, if there are outstanding obligations related to previous funding agreements with this program, the application will not be considered.
- Applicants who already have access to the Flying Squad program of the Canada Council for the Arts for the same activity or type of project are not eligible.
- Applicants who have had a recurring project approved for each of the past three years are invited to submit an application for two editions of the project.



## **1.0 About the funding described in this guide**

### **1.1 Objectives and expected outcomes**

The CBF supports organizations and associations in the Canadian book industry with two key objectives in mind: the marketing of Canadian-authored books; and, the strengthening of the infrastructure and efficiency of the industry in Canada.

Increasing awareness about Canadian-authored books through marketing projects will lead to higher demand for, and sales of, these books in Canada. Strengthening the infrastructure and efficiency of the Canadian book industry, particularly through more effective use of technological tools, will lead to a more competitive, strategic and informed Canadian book industry. Together, these two key areas of activity will help the CBF fulfill its objective of ensuring readers everywhere have access to a diverse range of Canadian-authored titles.

Applicants are invited to submit project proposals related to any of the following five types of assistance: Marketing, Technology Projects, Professional Development, Strategic Planning, and Internships.

## 1.2 Application deadlines

Applicants should be aware that the following schedule applies to all types of assistance available in this guide. To be considered for funding, signed and complete applications must be postmarked or have a fax or email transmission date no later than the deadline dates indicated below. (See Section 2.0 How to apply to the Canada Book Fund).

2013 Project start date	Application deadline
Between April 1, 2013, and August 31, 2013.	October 31, 2012
Between September 1, 2013, and March 31, 2014.	April 30, 2013

Applicants must submit complete applications and are advised to read carefully the application checklist found at the bottom of each application data form. Please contact the CBF in advance of the deadline should questions arise. The CBF continues to reserve the right to request additional information and/or clarifications at any time.



## 2.0 How to apply to the Canada Book Fund

### 2.1 Online application forms

This 2013-2014 Guide and the corresponding application form are available on the [Support for Organizations page](#).

### 2.2 Submitting your application

The application data form includes a common section for all types of assistance (Applicant Information) and a specific appendix for each category of project. **Application data forms must be completely filled out and all supporting documentation must be provided on or before the application deadline.** A checklist of required supporting documents can be found at the bottom of each appendix.

When necessary, financial statements submitted with the application should be recent and cover a financial year ending within the last 18 months.

If a representative of the applicant other than its president or the executive director signs the application form, a letter from the president authorizing that person to submit the application must be provided.

Please note that applicants proceeding with expenditures prior to approval of a CBF grant or contribution do so at their own risk. Canadian Heritage will assume no responsibility for any contractual commitments entered into by applicants prior to the confirmation of financial support from the Department.

## **2.3 Project assessment**

All applications will be assessed using the criteria and priorities below.

All applicants must demonstrate that:

- their project meets the objectives of the CBF and the specific support available; and
- they have the capacity to undertake the project.

In addition to the eligibility criteria and priorities identified for each type of assistance, projects will be assessed on their merit, level of risk, and alignment with the following considerations, as appropriate:

- Demonstrated industry need for the project;
- Degree to which a previously supported project demonstrates improved or sustained results;
- Scope of the project with respect to language, region, participation, strategic alliances, etc.;
- Commercial impact of the project on the Canadian book industry, including clarity of expected results and performance measures;
- Degree to which the project demonstrates collective efficiencies and partnerships with other industry stakeholders;
- Degree to which a project has assistance or financial commitments from other sources; and
- Justification of the budget in terms of the scale of the project.

## **2.4 Where to send your application**

Complete and signed applications submitted by mail must be postmarked no later than the appropriate deadline of October 31, 2012, or April 30, 2013.

Faxed applications are accepted, but must be complete, signed and have a transmission date of no later than the above mentioned appropriate deadline. Organizations faxing their applications must also mail all original signed and complete application forms to the [Canada Book Fund](#).

Emailed applications are accepted, but must be complete and have a transmission date of no later than the above mentioned appropriate deadline. Organizations emailing their

applications must also mail all original signed and complete application forms to the [Canada Book Fund](#).

## **2.5 How to reach us for further information**

Applicants with questions about CBF procedures are encouraged to [contact us](#) as early as possible in the application process.



## **3.0 Types of support available**

### **3.1 Marketing**

#### **3.1.1 Funding objectives**

The CBF provides funding for collective marketing projects that increase the number of opportunities through which organizations and professional associations can market and showcase Canadian-authored titles. Increased marketing is expected to lead to the development of new and existing markets for Canadian-authored books.

#### **3.1.2 Eligible applicants**

Eligible applicants are Canadian-owned and -controlled, not-for-profit organizations and professional associations whose activities are primarily in the book publishing, distribution, marketing, wholesale or retail sectors or that represent Canadian authors. Applicants must demonstrate how their projects will have an impact on industrial or commercial aspects of the book industry.

#### **3.1.3 Eligible projects**

Eligible projects must meet the following criteria:

- Adopt a collective commercial approach to marketing, advertising and promoting Canadian-authored books;
- Be well targeted;
- Demonstrate that the majority of works being promoted are Canadian-authored books, published by Canadian-owned and controlled firms;
- In the case of funding linked to awards or prizes, be limited to marketing to the public the work of nominees or award-winners for the purpose of increasing the sales of nominated or winning works; and

- Include an evaluation framework with a minimum of three clear and attainable objectives that respond to the objectives of the CBF's marketing support (3.1.1).

Each of the three objectives should:

- include a statement about the expected results; and
- identify the measures that will be used to assess the degree to which each result was achieved. Examples of measures and indicators that should be used by the applicant include the sales of relevant books, in terms of revenues or unit sales, and/or measuring audience attendance numbers, media coverage and new business opportunities.

Priority will be given to projects that:

- demonstrate a *significant* national, regional, sector-specific, or genre impact on the Canadian book industry;
- are submitted by professional organizations that encourage closer ties among the various sectors of the industry;
- offer an innovative approach to the marketing of Canadian-authored books;
- are proposed by associations or organizations representing Aboriginal, official-language minority and/or small-scale, specialized cultural stakeholders;
- in the case of promotional events, trade shows and salons du livre, include activities designed to achieve a measurable industrial or commercial benefit for the Canadian book industry.

Note: Projects that promote the books or authors of a single publisher or affiliated company are not eligible. Projects from a group of individuals are not eligible unless the group takes the form of an organization or a professional association.

### **3.1.4 Eligible expenses**

The following expenses are eligible:

- Design and distribution of marketing materials (print or digital), such as Web sites, catalogues, promotional magazines and brochures on Canadian publishers, authors and books;
- Purchase, design and placement of advertisements in print and digital media;
- Paying of professional services and honoraria;
- The portion of employees' salaries related to time directly spent on the project (applicants will be required to provide supporting documentation for the salary level and time allocated);
- Collective book sales or marketing activities;
- Research, analysis, and market and feasibility studies directly related to the project;

- Event production costs when a significant expected outcome of the event is to achieve increased sales and promotion of Canadian-authored books;
- Author-related expenses associated with promotional appearances may be eligible if it is expected to lead to sales of Canadian-authored books published by Canadian-owned and -controlled publishers – in this instance, costs related to travel and accommodation of authors will be in line with the federal government’s Travel Directive;
- Rental and management of *collective* stands at book trade shows; and
- General administration costs, up to 15% of eligible expenses (please see section 7 for clarification).

Expenses associated with receptions, banquets, catering services or other similar activities are not eligible.

### **3.1.5 Funding level**

The level of funding is based on the scope of the project, the anticipated benefits for the book industry and the overall funding allocated to the CBF.

The level of funding provided is generally less than 50% of the eligible expenses of the project. The maximum annual contribution per project is generally \$250,000.

### **3.1.6 Reporting requirements**

[Click here](#) or refer to section 4.0.

## **3.2 Technology Projects**

### **3.2.1 Funding objective**

The CBF provides funding for collective technology projects that support the industry in becoming more efficient, viable and adaptable to constantly changing trends.

### **3.2.2 Eligible applicants**

Canadian-owned or -controlled organizations and professional associations whose activities are primarily in the book publishing, distribution, marketing, wholesale or retail sectors.

### **3.2.3 Eligible projects**

Projects must be collectively undertaken to benefit the Canadian book industry as a whole or more than one sector of the industry. The funding must be invested in one or more of the following categories:

- Development and implementation of a communication and distribution infrastructure;

- Improvement to the collection, use and dissemination of information; and
- Training for and development of human and technological resources necessary to adapt to industry changes.

Eligible projects must also meet the following criterion:

- Include an evaluation framework with a minimum of three clear and attainable objectives that respond to the objectives of the CBF's technology projects support (3.2.1).  
Each of the three objectives should:
  - include a statement about the expected results; and
  - identify the measures that will be used to assess the degree to which each result was achieved.

Priority will be given to projects that:

- have a national scope;
- help incorporate digital technologies into the book industry; and
- facilitate the adoption of common standards and practices for the industry's communication and distribution network.

### **3.2.4 Eligible expenses**

The following expenses are eligible:

- Research, including expenses for the collection of information and its analysis and dissemination;
- Acquisition of information technology equipment and software and consultation services to support the creation, supply and maintenance of communication and information networks;
- Acquisition of information technology equipment and software and consultation services to develop and implement standardized mechanisms for sharing electronic documents;
- Development of resources, standards and utilities necessary to implement strategies for improving the technology infrastructure of the book industry;
- Provision of services necessary to implement strategies for improving the technology infrastructure of the book industry;
- Training;
- The portion of employees' salaries related to time directly spent on the project (applicants will be required to provide supporting documentation for the salary level and time allocated); and
- General administration costs, up to 15% of eligible expenses (please see section 7 for clarification).

Eligible expenditures do not include expenditures such as dividends, bonuses, or extraordinary compensation to company shareholders or proprietors.

### **3.2.5 Funding level**



The funding level is based on the scope of the project, the anticipated benefits for the Canadian book industry and the overall funding allocated to the CBF.

The maximum annual contribution is generally 50% of eligible expenses up to a maximum of \$325,000 per project.

### **3.2.6 Reporting requirements**

[Click here](#) or refer to section 4.0.

## **3.3 Professional Development**

### **3.3.1 Funding objectives**

The CBF provides funding for professional development projects that will help Canadian book industry professionals acquire skills and knowledge about the book industry. Professional development is expected to enhance innovation and sharing of best practices in the Canadian book industry, leading to greater overall industry competitiveness. Projects may include the delivery of formal training, workshops, mentoring and other innovative, information-sharing opportunities.

### **3.3.2 Eligible applicants**

Canadian-owned and -controlled organizations and professional associations whose activities are primarily in the book publishing, distribution, promotion, wholesale and retail sectors. Organizations representing Canadian authors and Canadian teaching institutions, with a specialization in the book industry, are also eligible.

Organizations representing Canadian authors must demonstrate that the proposed professional development projects will have an industrial or commercial focus, for example courses on negotiating author contracts.

### **3.3.3 Eligible projects**

Eligible projects must meet the following criteria:

- Develop new skills and knowledge;
- Promote the adoption of industry best practices;
- Meet identified industry needs; and
- Include an evaluation framework with a minimum of three clear and attainable objectives that respond to the objectives of the CBF's professional development support and the targeted professional development goals of the applicant. Each of the three objectives should:
  - include a statement about the expected results; and
  - identify the measures that will be used to assess the degree to which each result was achieved.

Priority will be given to projects that:

- pertain to digital technologies that can be applied in the book industry or that help professionals in the book industry develop concrete ways to incorporate innovative technology into the design, production, marketing or distribution of Canadian-authored books;
- are expected to impart a significant national, regional, or sector-specific impact on the Canadian book industry;
- foster innovative approaches to the marketing of Canadian authors and books;
- foster the acquisition and application of skills relating to the publishing, marketing or promotion of books;
- provide opportunities to publishing professionals from Aboriginal, official-language minority communities or those engaged in small-scale, specialized, cultural activities;
- contribute to the development of succession plans within the book industry.

### 3.3.4 Eligible expenses

The following expenses are eligible:

- Expenses related to organizing and providing a training program (honoraria paid to specialists, travel for specialists, renting rooms, training, etc.) conducted by professional associations and teaching institutions;
- Registration or tuition fees for courses offered by specialized teaching institutions relevant to the book industry;
- Expenses for travel and accommodations for participants taking courses or seminars, up to a maximum to be set by the CBF (applicants must demonstrate that the principal reason for the travel is to attend the professional development event). Costs related to travel and accommodation must be in line with the federal government's Travel Directive;
- Expenses related to course materials;
- The portion of employees' salaries related to time directly spent on the project (applicants will be required to provide supporting documentation for the salary level and time allocated); and
- General administration costs, up to 15% of eligible expenses (please see section 7 for clarification).

Expenses associated with receptions, banquets, catering services or other similar activities are not eligible.

Eligible expenses do not include expenditures such as dividends, bonuses, or extraordinary compensation to company shareholders or proprietors.

### 3.3.5 Funding level

The funding level is based on the scope of the project, the anticipated benefits for the Canadian book industry and the overall funding available for professional development

projects. The funding level is generally 50% of the eligible expenses of the project up to a maximum annual contribution of generally \$150,000 per project.

When a project includes the reimbursement of expenses for participants, a maximum of two employees from any given firm or organization may receive a reimbursement for attending the same professional development event.

### **3.3.6 Reporting requirements**

[Click here](#) or refer to Section 4.0.

## **3.4 Strategic Planning**

### **3.4.1 Funding objective**

The CBF supports planning projects for organizations and professional associations in the book publishing industry that assist them in adopting strategic approaches to key challenges. By meeting these challenges, recipients can take advantage of the opportunities they present and ensure their ongoing development.

### **3.4.2 Eligible applicants**

Eligible applicants are Canadian-owned and -controlled organizations and professional associations whose activities are primarily in the book publishing, distribution, promotion, wholesale or retail sectors. Such organizations representing Canadian authors may also be eligible if they demonstrate that their strategic planning projects have a commercial/industrial focus.

### **3.4.3 Eligible projects**

Eligible projects must meet the following criteria:

- Contribute to the development of a strategic plan related to targeted initiatives, for example, the exploration of new markets, or a strategy to implement technologies that can be applied to the Canadian book industry;
- Include an evaluation framework with a minimum of three clear and attainable objectives that respond to the objective of the CBF's strategic planning support and the strategic goals of the applicant. Each of the three objectives should:
  - include a statement about the expected results; and
  - identify the measures that will be used to assess the degree to which each result was achieved.

Priority will be given to projects that:

- are designed to improve the performance and capacity of a book industry organization or professional association in a significant way;

- examine new technologies that can be applied in the book industry or that aim to implement these technologies;
- are proposed by associations and organizations representing Aboriginal, official-language minority and/or small-scale, specialized cultural stakeholders.

### **3.4.4 Eligible expenses**

The following expenses are eligible:

- Expenses associated with research and analysis conducted by an independent consultant;
- Other expenses related to the development of a business or strategic plan; and
- General administration costs, up to 15% of eligible expenses (please see section 7 for clarification).

Eligible expenses do not include expenditures such as dividends, bonuses, or extraordinary compensation to company shareholders or proprietors.

### **3.4.5 Funding level**

The funding level is based on the scope of the project, the anticipated benefits for the organization or association and the overall funding allocated to the CBF.

The funding level is generally 50% of the eligible expenses of the project up to a maximum annual contribution of \$50,000 per project.

### **3.4.6 Reporting requirements**

[Click here](#) or refer to section 4.0.

## **3.5 Internships**

### **3.5.1 Funding objective**

The CBF supports internships that provide valuable on-the-job training, thereby contributing to the development of the next generation of Canadian book industry professionals. In turn, these individuals will accomplish useful tasks that the host organization might not otherwise have the resources to carry out.

### **3.5.2 Eligible applicants**

Eligible applicants are Canadian-owned or -controlled organizations and professional associations (national and regional) whose activities are primarily in the book publishing, distribution, promotion, wholesale or retail sectors.

Proposed interns should either be registered in or recent graduates of post-secondary educational programs in a field relevant to the book industry, or have relevant work experience. The intern must not be or have been employed by the applicant in the past.

In cases where the intern has not yet been identified, information will need to be provided to the Program as soon as he/she will be recruited.

The recruitment and hiring of an intern is the sole responsibility of the applicant.

### **3.5.3 Eligible projects**

Eligible projects must meet the following criteria:

- Demonstrate the capacity of the applicant to provide a productive training environment for the intern;
- Provide opportunities for the intern to contribute to the development of the organization or association;
- Assign the intern useful roles that the applicant organization could not otherwise undertake due to a lack of human or financial resources;
- Provide the intern with structured professional development and training (and in the case of interns focused on digital technologies, include a strategy for knowledge transfer); and
- Include an evaluation framework with a minimum of three clear and attainable objectives that respond to the objective of the CBF's support for internships and the intern's own career goals. Each of the three objectives should:
  - include a statement about the expected results; and
  - identify the measures that will be used to assess the degree to which each result was achieved.

Priority will be given to projects that:

- propose a technology-related focus to the internship;
- provide internship opportunities for candidates from Aboriginal or official-language minority communities; or
- are located in an area (rural, regional, specialized, etc.) where human resources are limited.

To provide more new professionals with internship opportunities, the duration of projects will usually be limited to one year. To maximize the benefit of the support across the industry, priority will be given to recipients who did not benefit from this type of support in the previous funding year.

### **3.5.4 Eligible expenses**

The following expenses are eligible:

- The intern's salary; and
- For interns from Aboriginal, or official-language minority communities, in addition to salary, expenses for the intern's

participation in professional development or book industry events, including registration fees, travel and accommodation.

Eligible expenses do not include expenditures such as dividends, bonuses, or extraordinary compensation to company shareholders or proprietors.

### **3.5.5 Funding level**

Applicants should contact the CBF for details concerning acceptable intern salaries, which should reflect industry norms.

The maximum annual contribution is generally 50% of the eligible expenses up to \$15,000 per project. However, for interns from Aboriginal or official-language minority communities, the maximum CBF contribution is generally 75% of the project's eligible expenses up to \$22,500. Expenses related to travel and accommodation for participation in professional development and industry events are subject to the federal government's Travel Directive. We invite you to communicate directly with CBF staff when determining budget costs associated with travel.

### **3.5.6 Reporting requirements**

[Click here](#) or refer to Section 4.0.



## **4.0 Types of Payments and reporting**

The CBF provides contributions and grants, depending on the level of project risk and recipient history with the program.

### **4.1 Contribution agreement**

#### **Contributions**

A contribution is a conditional payment made for a specific purpose. The program and the recipient agree on a budget and outcomes for which the recipient is held accountable, as set out in the contribution agreement.

Once the project is approved for funding, the recipient receives by mail a contribution agreement to sign. The recipient must submit the signed contribution agreement within 30 days of receipt.

The recipient must read the agreement in full and pay particular attention to its obligations, especially those pertaining to the timing of payments and reporting.

## Grants

Should a grant be awarded, the CBF will send you the conditions for receiving a grant in the form of a signed declaration. This declaration serves as the official agreement between the recipient and the Minister.

## 4.2 Payments and reporting

### Contribution

The CBF and the recipient work together to develop a payment and reporting schedule, which is then outlined in the contribution agreement.

Payment schedules are determined by the recipient's cash flow requirements, the total contribution amount and the duration of the project. Appendix B of the contribution agreement outlines the recipient's payment schedule.

A minimum holdback of 10% is withheld until the project is successfully completed and the final report is submitted and approved by the CBF.

### Grant

The use of a grant allows the program to approve the payment as a single annual payment, from the time of project approval.

Please note that recipients are required to submit a final report on the results of the project within 90 days from the date of completion of activities. Otherwise, your organization may be considered ineligible for future funding from the CBF.

### 4.2.1 Release of first payment for a contribution

The first payment for an approved project will be issued once the following documents are received and approved by the CBF:

- A signed contribution agreement;
- A quarterly cash flow forecast.

Note: Prior to the release of the first payment of a new contribution agreement, recipients must submit any outstanding reports to the Department and/or make any outstanding repayments to the Receiver General.



## 5.0 General conditions of government assistance

## 5.1 Applicable legislation

In the event of a project approval, any person lobbying on behalf of the recipient shall be registered pursuant to the *Lobbyists Registration Act*, R.S., 1985, c. 44 (4<sup>th</sup> Supp.). Please see the [Office of the Commissioner of Lobbying of Canada](#) for further guidance.

Applicants are required to confirm that current or former public office holders or public servants are in compliance with the *Values and Ethics Code for the Public Service* or the *Conflict of Interest and Post-employment Code for Public Office Holders*.

## 5.2 Public information

All recipients must be prepared to assist the Department of Canadian Heritage in preparing public announcements or promotional events about their project.

When funding is approved, the amount, the purpose for which the funds were provided, and the names of the recipients, are considered public information. This information is disclosed without consulting recipients.

The CBF will make public a list of all recipients and their funding amounts on an annual basis.

Where a recipient's activities address a public composed of both official-language groups, or could have an impact on the bilingual character of Canada, domestically or internationally, the applicant should ensure that the proposed budget includes related costs to address measures required to meet the language needs of the public in this regard.

## 5.3 Acknowledgement of government support

All funding recipients must recognize the financial support provided by the Government of Canada by ensuring the Canada wordmark appears in all Web sites and printed material about the project, for example, public announcements, news releases, advertising, etc. The policies regarding the wordmark are available at [www.pch.gc.ca/logos](http://www.pch.gc.ca/logos).

Where possible, recipients should also print a statement acknowledging the support of the Government of Canada on all products generated for the project.

### **The English-language text is:**

We acknowledge the financial support of the Government of Canada through the Canada Book Fund (CBF) for this project.

### **The French-language text is:**

Nous reconnaissons l'aide financière du gouvernement du Canada par l'entremise du Fonds du livre du Canada (FLC) pour ce projet.

## 5.4 Limits on government assistance

If funding is provided to for-profit organizations, total government assistance cannot exceed 75% of total project expenses.



For organizations from Aboriginal or official-language communities seeking support for marketing, professional development, strategic planning or technology projects, the limit on total government assistance may increase to up to 90% of project expenses.

In the case of not-for-profit organizations, government assistance may be provided up to a maximum of 100% of total project expenses.

## 5.5 Protection of information

To protect the privacy of each recipient's business information, reporting will be done on an aggregate, not individual, basis. For example, should the Department provide comparative reports to recipient organizations, these organizations will have access to the business information of other organizations in aggregate form only.

However, in a strictly confidential manner and for program planning and assessing requests, the CBF may sometimes provide information concerning funding requests to representatives from other funding organizations in the book industry sector. In this event, the Department will ask permission from the applicants.



## 6.0 Definitions

### Aboriginal organization

An organization owned and controlled by members of the Aboriginal peoples of Canada, which includes Status and Non-Status Indians, Métis and Inuit peoples.

### Book publishing

Professional activity involving the selection, development and editing of manuscripts; contractual agreements with authors or copyright holders; production and marketing of printed books under the imprint of the firm; and the assumption of the risks associated with these activities.

### Canadian

- a. A citizen within the meaning of the *Citizenship Act* who is ordinarily resident in Canada;
- b. A permanent resident within the meaning of the *Immigration and Refugee Protection Act*;
- c. A Canadian corporation;
- d. A not-for-profit organization in which 75% of its members are persons referred to in paragraphs a) or b); or
- e. A partnership, trust or joint venture in which a person or any combination of persons referred in paragraphs a), b), c), or d)

beneficially own or control, directly or indirectly, interests representing in value at least 75% of the total value of the assets of the partnership, trust or joint venture, as the case may be.

### **Canadian-owned and -controlled firm**

A firm:

- a. That is a sole proprietorship, partnership, cooperative or a corporation, for profit or not-for-profit, established under the laws of Canada or a province;
- b. Whose activities are based primarily in Canada;
- c. Whose chairperson or presiding officer, and at least 75% of whose directors and other similar officers are Canadian citizens or permanent residents within the meaning of the *Immigration and Refugee Protection Act*;
- d. That is a corporation with share capital, of which Canadians beneficially own or control, other than by way of shares held only as security, directly or indirectly, in the aggregate at least 75% of all the issued and outstanding voting shares representing at least 75% of the paid-up capital; or
- e. That is a corporation without share capital, of which Canadians beneficially own or control, directly or indirectly, interests representing in value at least 75% of the total value of the assets.

If at any time one or more persons that are not described in any of paragraphs a) to e) of the definition "Canadian" have any direct or indirect influence through a trust, an agreement, an arrangement or otherwise that, if exercised, would lead to control in fact of the publishing firm, the firm is deemed not to be Canadian-owned.

### **Contribution**

A contribution is a conditional transfer payment to an individual or organization for a specified purpose pursuant to a contribution agreement that is subject to being accounted for and audited.

### **Directives for travel**

The directives for travel permit the establishment of maximum rates allowed in respect of lodging, including hotels and other accommodations related to lodging, transportation by car, train, or plane, meals including breakfast, lunch, and dinner, as well as incidental costs. These rates vary depending on the destination, duration of travel, and the time of the year. Costs associated with the project will be evaluated within the guidelines of this policy.

### **Employee**

Full- and part-time paid staff working directly for the applicant entity. Owners are considered employees unless they have no active role at the firm. Independent contractors are not considered employees.

## **Fiscal year**

The Government fiscal year runs from April 1 to March 31.

## **Grant**

A grant is a transfer payment made to an individual or organization, which is not subject to being accounted for or audited but for which eligibility and entitlement may be verified or for which the recipient may need to meet pre-conditions.

## **Official-language minority community**

A French-language community located outside of Quebec or an English-language community located in Quebec.

## **Sector**

Sector refers to the collective interests of various professional groups within the book industry including publishers, associations, distributors, wholesalers, retailers, etc.

## **Total government assistance**

The sum of funding provided to the recipient by all orders of government (federal, provincial, territorial, and municipal for the project.



## **7.0 Frequently asked questions**

### **1. What if the organization I represent needs to spend more money in one category of my budget than planned? May I simply reduce spending in another category? Do I need approval?**

In the case of a grant, you may transfer funds from one category to another without prior authorization or justification.

In the case of a contribution, you can move up to 20% of funds in a budget category to another eligible category without seeking approval. For amounts greater than 20%, you need to contact your program officer and send the officer a revised budget with a justification for your requested change. The officer will approve or not approve this request to you in writing. If you do not obtain approval beforehand, you are at risk that the change will not be approved and that you will be required to pay back the difference.

### **2. What is the evaluation framework?**

The evaluation framework is a qualitative and quantitative (percentage/numeric change) reporting tool whereby a program can measure the ability of a project to meet its objectives by aligning and comparing the original expected results with the results achieved.

Recipients are required to set objectives regarding the project’s success and the growth of the organization and then identify the indicators that will be used to measure the degree to which the expected results were achieved. Indicators and expected results are usually expressed in terms of change (increase, reduction, improvement, etc.).

Example of an evaluation framework:

<b>Objectives</b>	<b>Indicators and expected results</b>
<p>To build the profile of new Canadian-authored books by showcasing new works at promotional event X.</p>	<p><b>Expected results:</b></p> <p>Increase in sales of the titles promoted.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• the number of Canadian-authored books promoted; and</li> <li>• the sales generated (objective to increase the number of copies and revenue by 5% compared with last year).</li> </ul>
<p>To provide Canadian publishing industry stakeholders with the opportunity to acquire tangible knowledge and techniques for improving their businesses.</p>	<p><b>Expected results:</b></p> <p>Increase in the number of professionals (local and outside) at networking activities (objective to increase by 10% compared with last year).</p> <p>Increase in the level of participant satisfaction at professional activities.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• the number of participants (local and outside) at networking activities (expected result: 50 participants); and</li> </ul>

	<ul style="list-style-type: none"> <li>in response to a survey, the percentage of participants satisfied and very satisfied with the activity (expected result: 90% satisfaction).</li> </ul>
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At the final report stage, the recipient will be required to report on the results achieved in comparison with the expected results.

### 3. How is general administration calculated?

General administration costs include up to 15% of eligible expenses, excluding administration expenses.

Example of the general administration calculation when the CBF contribution is 50% of eligible expenses:

	<b>Total proposed budget</b>	<b>Eligible costs</b>	<b>CBF contribution (50%)</b>
<b>Expenses excluding administration costs:</b>			
Expense 1	\$5,000	\$5,000	\$2,500
Expense 2	\$3,000	\$3,000	\$1,500
Expense 3	\$2,000	\$2,000	\$1,000
Expense 4	\$8,000	\$0	\$0
Total expenses excluding administration costs	\$18,000	\$10,000	\$5,000
<b>Administration costs:</b>			
Projected administration costs	\$2,000 (a)		
Eligible administration costs calculated by the CBF: 15% of total eligible expenses, excluding administration costs \$10,000 X 0.15 =		\$1,500 (b)	

Contribution related to eligible administration costs: lesser of (a) or (b) at 50% $\$1,500 \times 0.50 =$			\$750
Total contribution based on the contribution agreement	\$20,000	\$11,500	\$5,750