



Ce programme est aussi disponible aux périodiques de langue française. Veuillez consulter *La brigade volante : Programme d'aide aux périodiques d'art et de la littérature*.

A separate program is available for French-language applicants. Please refer to *La brigade volante : Programme d'aide aux périodiques d'art et de la littérature*.

## Assistance Program for Literary and Art Magazines

All eligible magazines and associations are invited to apply for the 2009 Flying Squad Program.

The Flying Squad program awards funding that can be applied to consultants and projects that address internal organizational challenges, explore growth opportunities and chart future developmental directions.

### Objectives and Criteria

The program has been designed to:

- assist literary and art magazines in targeted organizational development
- assist publishers and other magazine professionals to develop skills, networks and support systems within the publishing community and the community at large
- assist groupings of magazines and magazine associations that propose innovative organizational development activities

### Magazines may apply for:

Component 1 - Consultancy for Organizational Research and Planning

Component 2 - Mentorship

Component 4 - Professional Development

### Associations may apply for:

Component 3 - Collaborative Initiatives

Please note: Magazines may apply for Components 1 OR 2, along with the other components, but may not submit applications for Components 1 AND 2 in the same competition.

### Eligibility

Applications may be made for research, planning, professional development, mentoring or collaborative initiatives assistance in the following areas of magazine publishing:

- Advertising (sales strategies, value-added packages, media kits, readership surveys, online sales, etc.)
- Brand Extensions (reprints, merchandising, licensing, source books, special events, trade/consumer, etc.)
- Circulation (renewals, subscription promotions, fulfillment, newsstand, digital marketing, etc.)
- Design (covers, layout, page hierarchy, design components, etc.)
- Editorial Administration (improving copy flow, stretching budgets, increasing readership, etc.)
- Financial Management (cash flow, budgets, financial tracking strategy, general business management, etc.)
- Fundraising (direct marketing, donations, events, major gifts, etc.)
- Governance (strategic planning, board of directors role, direction, leadership and not-for-profit management, etc.)
- Human Resources (staff issues [paid, intern, volunteer] around recruitment, compensation, policies and procedures, etc.)
- Production (scheduling, pre-print and print coordination, negotiations, etc.)
- Web Content (repurposing editorial and graphics, postings, rights, timing, etc.)
- Web Development (design and management, marketing strategies, digital opportunities, etc.)

The eligibility criteria, as well as the expense guidelines, differ somewhat for each component. Please see the detailed eligibility and expense guidelines in the application package for each component. Should you decide to apply, please read through the application package carefully.

All eligible applications will be reviewed and assessed based on the following:

- The Magazine or Association's analysis of its organizational needs
- Suitability of chosen mentor/consultant/professional development program
- Quality of the work plan
- Impact of the project

FOR MORE INFORMATION CONTACT OUR FLYING SQUAD COORDINATORS  
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Telephone: 416.504.0274 • Fax: 416.504.0437 • magazinescanada.ca  
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## Assistance Program for Literary and Art Magazines

### Component 1 • Consultancy for Organizational Research & Planning

Under Component 1, magazines may apply for research and planning projects that will address the magazine's organizational development. The Flying Squad program awards Canada Council Writing and Publishing Section grant recipients funding to a maximum of \$10,000 each (\$8,000 plus \$2,000 travel) for eligible projects.

To be eligible to apply, your magazine must have received an operating grant from the Canada Council Writing and Publishing Section in 2007, 2008 or 2009.

#### Successful applicants are required to:

1. Notify Magazines Canada in writing of any changes to the terms of approved projects (timing, personnel, scope, etc.). Magazines Canada will review the progress of the project.
2. Submit a final project report to Magazines Canada within 30 days of the project's completion.
3. Acknowledge the program support of the Canada Council for the Arts in all project-related written materials.

Failure to comply with these requirements may result in your organization being ineligible to apply for future competitions.

#### Before applying you must:

1. Read and review all program materials.
2. Contact Edra Sefton (see below) to discuss proposed project submissions.
3. Complete the application form clearly and mail it to Magazines Canada (see below) before October 15, 2009.

Applicants will be notified by mail no later than January 15, 2010. Successful applicants will receive their grant in one single installment.

To apply to this program, please return a complete application **postmarked no later than October 15, 2009**.

FOR MORE INFORMATION CONTACT OUR FLYING SQUAD COORDINATORS  
Telephone: 416.504.0274 • Fax: 416.504.0437 • [magazinescanada.ca](http://magazinescanada.ca)  
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## Assistance Program for Literary and Art Magazines

### Component 1 • Consultancy for Organizational Research & Planning

Applications submitted after October 15, incomplete applications and applications submitted by fax or email will not be accepted.

Magazine: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Position: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ Province/Territory: \_\_\_\_\_ Postal Code: \_\_\_\_\_

Telephone: \_\_\_\_\_ Ext: \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_

Brief description of project (maximum of 25 words):

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Name of consultant: \_\_\_\_\_

Consultant's company: \_\_\_\_\_

Please attach to this application form:

1. A one-page explanation of your challenges, how will they be met by this project and why you have chosen this consultant.
2. A schedule of the project that includes timelines, activities and expected results.
3. A list of staff with job titles who will participate in the consultation.
4. A biography of the consultant.



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# Assistance Program for Literary and Art Magazines

## Component 1 • Consultancy for Organizational Research & Planning

### Financial Information

Specify the costs of the project (according to the guidelines provided in the expense guideline sheet):

**A. For the consultant:**

Off-site research, planning and report writing ( \_\_\_\_ of days x daily fee\*) \$ .....

On-site time spent working directly with the client ( \_\_\_\_ of days x daily fee\*) \$ .....

*Note: Maximum daily fee is \$600*

**Total A** (maximum of \$8,000) \$ .....

**B. Travel costs for the consultant:**

Travel (if from out of town, economy rate—please specify) \$ .....

..... \$ .....

Accommodation (if from out of town—please specify) \$ .....

..... \$ .....

Per diem ( \_\_\_\_ of days x \$50, if from out of town) \$ .....

**Total B** (maximum of \$2,000) \$ .....

Minus: Your contribution and other sources of funding (specify) \$ - .....

**Total grant requested** (A + B, maximum of \$10,000) \$ .....

I wish my Flying Squad application to remain confidential (see note below)

**Declaration**

- I am an employee of a magazine/organization that has received operating support from the Canada Council for the Arts Writing and Publishing section in 2007, 2008 or 2009.
- I have carefully read the program information.
- I agree to abide by Magazines Canada’s decision.
- The consultants will recommend measures or a plan of action, and will leave the full responsibility for implementing the recommended changes with the magazine. I agree that Magazines Canada and the Canada Council for the Arts are not responsible for the advice given by the consultant.

Signature: ..... Date .....

AN ORIGINAL SIGNATURE IS REQUIRED

Please note: Organizations that wish their application to remain confidential must specifically request confidentiality. By checking above, you are ensuring that your application, projected outcomes and final report remain confidential. The name of the applicant, application component, the amount requested and amount awarded is not covered by this confidentiality. Unsuccessful applications, consultants’ reports and conversations with the Flying Squad coordinators are automatically considered confidential.



## Assistance Program for Literary and Art Magazines

### Component 1 • Consultancy for Organizational Research & Planning

#### Expense Guidelines

##### Consulting Fees

The Flying Squad supports consultants' fees for off-site research, planning and report writing, and on-site meetings and activities to a maximum of \$600 per day.

Consultants must provide a breakdown of billable time, which will be used in assessing the application.

##### Travel Expenses

Component 1 allows a maximum of \$2,000 for travel expenses to cover the cost of the consultant's economy travel and accommodation, which includes a per diem of \$50 for out of town consultants.

##### Ineligible Expenses

1. Retroactive funding for an existing project. Magazines may only apply for support for activity that takes place after the published deadline of the competition.
2. Miscellaneous expenses related to the project (alcohol, entertainment, photocopying, long distance charges, etc.).
3. Implementation of plans and recommendations (only the planning and research phase is eligible).
4. Ongoing operational costs.



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