

# 2021-22 INDUSTRY DEVELOPMENT PROGRAM GUIDELINES

## Business Development and Capacity Building

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Ontario Creates understands that COVID-19 has created many challenges across the creative industries. Please note:

- Projects may address necessary COVID-19 responses, in keeping with the program objectives. Companies will be permitted to budget funds for operations-related costs, including salaries. Project outcomes should account for these types of necessary expenses;
- As the COVID-19 situation evolves, successful applicants will be permitted to make activity changes as necessary;
- Please contact your program consultant in advance to discuss the specifics of your circumstances and projected deliverables.

The **Ontario Creates Industry Development Program** provides support to Ontario’s established trade and event organizations to offer initiatives, events and activities that stimulate the growth of the cultural media industries.

The Industry Development Program will provide funding to eligible organizations that are engaging in strategic initiatives with long-term impacts on growth and sustainability in the book, magazine, film, television, and interactive digital media sectors.

Successful Industry Development Program applicants will receive funding for activities that expand skills, business capacity, market share, sales, and innovation. Activities must demonstrate the potential for measurable results for Ontario companies that create and sell content in the book, magazine, film, television, and interactive digital media sectors, and/or any combination of these sectors.

Funding is provided in the form of direct grants towards the costs of eligible activities. Contributions are non-refundable. Funding may not exceed 75% of the total approved budget.

Applicants must demonstrate clear, sustainable outcomes which align with the objectives of the applicable Industry Development Program stream.

Ontario Creates values and supports diversity and gender parity at all levels and business roles within creative industries. We acknowledge that many communities continue to face systemic barriers, preventing them from participating meaningfully in these industries. Ontario Creates applies a lens of diversity, equity, and inclusion to the evaluation criteria for this program, and directs jury members to do the same. Applicants proposing projects/activities that support, reflect, and strengthen diversity and gender parity in Ontario are expected to tangibly demonstrate a genuine and sustained commitment to these equity-seeking communities.\* Ontario Creates encourages applications from companies that are led by BIPOC (Black, Indigenous, or People of Colour) or Francophone individuals and applicants that otherwise meet the provincial definition of diversity.†

Ontario Creates welcomes applications from people with disabilities, people who are deaf, and people who have barriers to accessing technology. If you would like to request an alternative process or format for submitting an application please contact the relevant Program Consultant a minimum of four weeks before the deadline.

Ontario Creates is committed to fostering respectful workplaces in all sectors and companies we support. A respectful workplace is one that values diversity and inclusion, dignity, courteous conduct, fairness, positive communication and professional working relationships. A respectful workplace is free from harassment and discrimination including sexual harassment.

Ontario Creates expects that all funding recipients maintain the principles of a respectful workplace including taking every reasonable step to:

- Cultivate and sustain a respectful, positive, inclusive and supportive work culture;
- Provide a safe mechanism for staff to report incidents or allegations of inappropriate behavior;
- Take action to prevent, identify and eliminate workplace harassment and discrimination in a timely manner.

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\* Equity seeking communities are those that face significant collective challenges in participating in society. This marginalization may be caused by, but not limited to, attitudinal, historic, social and environmental barriers based on age, ethnicity, disability, economic status, gender, nationality, race, sexual orientation and transgender status. Equity-seeking communities identify barriers to equal access, opportunities and resources due to disadvantage and discrimination and actively seek social justice and reparation.

† The provincial definition of diversity states: the dimensions of diversity include, but are not limited to: ancestry, culture, ethnicity, gender identity, gender expression, language, physical and intellectual ability, race, religion (creed), sex, sexual orientation and socio-economic status.

An eligibility requirement for this program includes the applicant organization confirming that they have in place both guiding principles and a process for maintaining a respectful workplace. Please download the [Applicant Affidavit](#) from the Ontario Creates website or from the application form in the OAP, sign, and include with your application as instructed.

## **1. Deadlines:**

March 4, 2021 5:00 PM ET

- Activity Period 1: for activities commencing April 1, 2021 to August 31, 2021

July 8, 2021 5:00 PM ET

- Activity Period 2: for activities commencing August 1, 2021 to December 31, 2021

November 4, 2021 5:00 PM ET

- Activity Period 3: for activities commencing from December 1, 2021 to March 31, 2022

We recognize that projects can span multiple months and more than one Activity Period. Please apply to the deadline for the Activity Period in which the most project activities occur. Activities include the planning, coordination and execution of a project.

For example, in the case of an industry event occurring in early September, as the bulk of the planning would occur in Activity Period 1, you would submit an application for the March deadline. If your project activity spans our fiscal year (beyond March 31), or if you're not sure which deadline is best for your project, please contact the relevant Program Consultant to discuss.

## **2. Eligible Applicants**

- Applicants must be incorporated, not-for-profit Ontario or national organizations offering significant benefit to Ontario participants. At least 60% of a national organization's membership must be Ontario-based;
- Applicants must be recognized as a trade or event organization that serves the interests of one or more of the book, magazine, film, television or interactive digital media sectors. Music industry applications are directed to the Ontario Music Fund, Music Industry Development Program;
- Applicants must be established organizations in operation for at least one full year;
- Applications from organizations that are not incorporated or operate on a for-profit basis but that offer significant benefit to Ontario participants may be considered by Ontario Creates on a case-by-case basis. These applicants must contact Ontario Creates prior to submitting an application.

### **3. Eligible Activities**

#### ***Program Streams***

There are two program streams. Proposed activities must be eligible for one of these streams.

- 1. Business Development** – support to organizations for business to business (B2B) industry activities and business to consumer (B2C) audience development activities that offer opportunities for new business leads, sales and relationships:
  - Strategies and approaches to access new markets and overcome barriers. Possible activities could include but are not limited to: marketing through new channels, targeting niche markets, exploiting new geographic targets; structured group or one-on-one meetings between buyers and sellers; business and/or content incubators with market participation, forums that connect buyers or investors with Ontario companies;
  - Sales office and strategic export activities at global industry markets. These applicants must contact Ontario Creates prior to submitting an application.
  
- 2. Capacity Building** – support for strategic activities that address challenges and opportunities or environmental changes that contribute to either the capacity of the applicant organization or its stakeholder group:
  - Well-defined learning activities for industry professionals;
  - Industry events at conferences, markets, and festivals and activities that a trade organization has clearly identified as a key priority on behalf of its members and stakeholders;
  - Activities that provide strategic and organizational efficiencies of benefit to the applicant organization’s members and stakeholders.

It is anticipated that the Industry Development Program may support activities that cross over between the two streams. Please identify the primary focus of your activity to determine which stream is applicable. If you are unsure of the stream, please contact the appropriate consultant for your sector.

#### ***Overall Eligibility Criteria***

- Activities must be targeted at Ontario Creates’ identified clients in the book, magazine, film, television or interactive digital media sectors and/or any combination of these sectors;
- Activities must provide targeted business opportunities relevant to the commercial interests of Ontario companies and can include potential for commercial transactions to take place;
- Activities should take place in Ontario; however, activities may take place elsewhere provided that it can be demonstrated the activity will have significant benefit to Ontario companies;

- Applications must include expected targets and measures for determining the success of the activity, including commercial and business development results. Priority results include the number of Ontario participants; the number of new business leads and opportunities generated; and the value of actual and anticipated sales, pre-sales and licensing agreements generated by the activity;
- Applicants must demonstrate the feasibility of their financing plan.

Annual activities must reapply for subsequent funding. Previously supported activities are not guaranteed future funding.

Ontario Creates encourages applicants who host event-based activities to choose accessible venues and offer accommodations for people with disabilities as required. More information on the Accessibility for Ontarians with Disabilities Act can be found here <https://www.ontario.ca/laws/statute/05a11>

#### **4. Funding Levels and Budget Requirements**

Contributions are non-refundable. Funding may not exceed 75% of the approved budget.

Contributions will generally range from \$5,000 to \$60,000. Requests for higher amounts must be discussed with the appropriate program consultant (see page 13) prior to application.

##### ***Eligible Administrative Costs***

- Capped at 25% of the budget, costs may include:
  - Office space/rent and corporate services directly related to the activity; including utilities, payroll service costs, couriers, photocopying, use of office equipment, rental of office space and other organization overhead costs. The definition of an administrative cost is, within reason, at the discretion of Ontario Creates;
  - Labour that supports the administration of the activity (management oversight, accounting etc.).

##### ***Eligible Labour Costs***

- Labour directly related to the execution of the activity (in-house and contract positions calculated at a fair market rate).

##### ***Eligible Capital Costs***

- Budget allocations towards capital expenditures such as equipment purchases are eligible if required for an activity (such as digital infrastructure and innovation), but may not exceed 15% of the total budget;
- Equipment and Materials: if purchased, amortization must be calculated using the straight-line method with a prescribed useful life of 24 months; if rented, actual rental cost;

- Software: 50% of the cost or the amortization expense using the straight-line method with a prescribed useful life of 12 months (whichever is less).

### ***Other Important Information***

- All costs with the exception of labour and administration must be paid to unrelated parties;
- Confirmed funding from other sources should be supported by appropriate documentation (i.e. letter of commitment or contract from the funding source);
- Unconfirmed funding from other sources should be supported by appropriate documentation to substantiate the likelihood of receiving such funding.

### ***Ineligible Expenses***

The following expenses are ineligible:

- Expenses incurred outside of the approved activity period;
- Expenses that were not in the original budget and which did not receive pre-approval by Ontario Creates;
- Labour costs not directly related to the activity;
- Staff benefit costs;
- In-kind costs for staff exceeding 25% of the applicant's contribution;
- Occupancy costs, unless otherwise stated in program guidelines;
- Real estate costs and leasehold improvements;
- Capital costs related to permanent structures (e.g., materials, labour, land acquisition, purchase of equipment for project construction, any rehabilitation or retrofit of existing infrastructure assets);
- Cost of alcoholic beverages;
- Fees relating to the compilation (notice-to-reader), review, or audit of applicant financial statements;
- Cost of General Liability insurance (however, the cost of specific event insurance is eligible);
- Sales Taxes: Taxes that are recoverable by the recipient may not be claimed as an eligible cost on the Activity Budget. Examples of taxes that are recoverable include GST/HST, PST, VAT;
- Related party transactions which did not receive pre-approval by Ontario Creates.

### ***Budget and Financing Plan***

Applicants are required to submit a budget and financing plan on the [template](#) provided. The funding from the Industry Development Program can represent up to a maximum of 75% of the total budget, with the remaining 25% of the budget from the applicant and/or other funding sources including other government sources, and/or third party participation (such as retail partners). Applicants bringing a higher percentage of non-government funding will be considered more favourably.

The financing plan must match the budget. Funding from other sources, including the applicant, must be identified in the financing plan and have supporting documents

indicating financial commitment to the activity. If outside services are required for the activity, it is advisable to include quotes as backup.

Specifically, the financing component of the budget must indicate all sources and amounts from corporate investment (cash in the bank), financed investment (e.g., line of credit, investors), projected revenue derived from execution of the activity, confirmed funding from government or other private funding bodies, and anticipated funding from government or other funding bodies – including the request for Industry Development Program funding.

Financing from public/private funding agencies/bodies does not need to be confirmed at the time of application. However, unconfirmed funding from these sources should be supported with information, timelines and documentation to demonstrate the applicant's level of confidence in receiving such funding. For example, a company would include the last approval letter from the funding body, along with a projection of how much the company hopes to receive in the next round and an estimated date of notification from the funding body.

## 5. Application Process

- Organizations planning to submit an application are required to contact the appropriate program consultant beforehand to discuss the eligibility of both the organization and the activity;
- There are 3 application deadlines annually for this program. Applications should be submitted by the deadline prior to the start date of the proposed activity;
- Single applications containing multiple activities can be made providing each activity commences within the appropriate timeframe for that deadline;
- An applicant organization may need to apply multiple times throughout the year depending on the commencement time of their activities.
  - Applicants must submit their applications electronically through the Ontario Creates Online Application Portal (OAP) at <https://apply.ontariocreates.ca/>;
  - Applicants that do not have a user account on OAP should go to <https://apply.ontariocreates.ca/> and click on “Register.” For assistance, please see Ontario Creates’ website for the “[OAP Quick Start Guide](#)”;
- For technical assistance, please contact the OAP Helpdesk at [applyhelp@ontariocreates.ca](mailto:applyhelp@ontariocreates.ca);
- Applicants are strongly encouraged to begin the application process early to allow ample time to compile and complete the necessary information;
- There is flexibility for completing the application form – you may begin at any time and **save** information as it is entered. Once saved, you can go back to edit and/or add information up until the time when the application is actually submitted.

Late applications will not be considered for funding.

Prior discussion with Ontario Creates regarding the eligibility of an activity does not guarantee funding.

### ***Summary of Application Requirements***

The activity plan submitted for review must contain, at minimum, the components below. A complete list of required information is outlined in the application form on the Online Application Portal (OAP).

- Profile of applicant organization including:
  - Overall mandate and strategy;
  - Overview of general business activities and short/long-term goals;
  - Profile of key personnel.
- Detailed description of activity including:
  - Objectives;
  - Targeted participants;
  - Research to support the activity ;
  - Expected results.
- If applying for more than one activity in a single application, please list activities in priority order;
- Organizational SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats: a structured planning method that evaluates these four elements of an organization, project or business venture) and a description of how the proposed activity addresses one or more aspects;
- Timeline showing significant tasks/milestones and resources;
- Budget Template (if applying for more than one activity, please group costs by activity together, and list activities in priority order);
- Financing Scenario demonstrating projected and secured financing;
- Articles of Incorporation for the applicant company (where applicable);
- Financial Statements for the two most recently completed fiscal years:
  - A minimum of Notice-to-Reader financial statements will be accepted for projects requesting less than \$150,000. Notice-to-Reader financial statements must be prepared and signed by a third-party accountant who is a member in good standing of a provincial branch of the Chartered Professional Accountants (CPA);
  - Review engagement or audited financial statements are required for requests of \$150,000 or more, and must be conducted by an independent public accountant;
  - Exceptions may be considered for companies with less than two years of operations. Companies in this situation should contact Ontario Creates in advance of the deadline.
- Confirmation details that support secured financing.

## 6. Decision Criteria

The Industry Development Program is a competitive program that continues to experience a growing number of applications each year. Before submitting an application, applicants must ensure they meet all eligibility requirements and that the activity is suitable for Industry Development Program support.

Ontario Creates applies a lens of diversity, equity, and inclusion to the evaluation criteria for this program, and directs jury members to do the same. Applicants proposing projects/activities that support and reflect diversity are expected to tangibly demonstrate a genuine and sustained commitment to these equity-seeking communities. Ontario Creates may identify particular underrepresented communities within a particular sector. The provincial definition of diversity states: the dimensions of diversity include, but are not limited to: ancestry, culture, ethnicity, gender identity, gender expression, language, physical and intellectual ability, race, religion (creed), sex, sexual orientation and socio-economic status.

Applicants should also ensure that their application material clearly conveys the strengths of their proposed activities with respect to the program guidelines and evaluation criteria. The number of applicants that will receive funding and the amount of funding awarded is dependent on the quantity and quality of the activities selected, and the individual needs of each applicant.

After applicant and activity eligibility have been confirmed, applications will be assessed according to the following criteria:

<p><b>Relevance</b> Relevance of the project to Ontario Creates stakeholders and the extent to which it meets a demonstrated need and/or addresses an industry challenge.</p> <p>Project includes culturally appropriate initiatives to engage with equity-seeking communities.</p>	30%
<p><b>Feasibility</b> Documentation clearly describes the proposed activity, and includes a detailed feasible timeline, budget, and financing plan.</p> <p>Application demonstrates thoughtful consultation, collaboration, and participation of equity-seeking communities.</p>	25%

<p><b>Expected Results</b> Extent to which the activity will have a positive impact on the applicant’s ability to serve its members and stakeholders and produce measurable results.</p> <p>Factors may include: number of Ontario participants; the impact on applicant’s members and stakeholders; commercial impact (projected number of business meetings, sales results, and increase in audience awareness); demonstration of net benefit to the relevant industry in Ontario.</p> <p>If applicable, expected results should identify outcomes specific to activities focused on inclusive activities and/or with equity-seeking communities.</p>	25%
<p><b>Track Record</b> Track record of the applicant organization and experience delivering similar activities, including those focused on inclusivity or in collaboration with equity-seeking communities.</p> <p>Information about the company, including diversity among senior leadership, staff, or contract employees, particularly underrepresented communities within the relevant sector.</p> <p>Explanation of company policies and/or activities that support diversity, equity and inclusion.</p>	20%

Ontario Creates may request changes to the budget or application prior to making a commitment.

***Measurable Outcomes***

Anticipated outcomes for Industry Development Program may include any of the following, depending on the type of activity undertaken. It is not expected that each applicant will address all of the outcomes. Applicants should provide a list of all anticipated outcomes they will report on in their interim and final reports, should their funding request be successful.

Outcome	Business Development	Capacity Building
Number of Ontario attendees/participants at events/activities	✓	✓
Number of international participants/delegates	✓	✓
Increased revenues from international sales	✓	
Increased revenues for participating companies	✓	
Number of business meetings	✓	✓
Number of business connections/leads by participants	✓	✓
Sales success of activities/companies participating in the activities	✓	
Activities that stimulate knowledge transfer and business opportunities	✓	✓
Professional development opportunities created for Ontario participants		✓
Sustainability of project outcomes	✓	✓
Return on Ontario Creates investment (\$s)	✓	
Return on Ontario Creates investment (broader benefits to sector, increased profile, attendance at events, sector visibility, access to new markets)	✓	✓
Traditional media impact (metrics)	✓	✓
Online and social media impact	✓	✓
# of jobs created/or retained in the applicant organization		✓
# of jobs created/or retained by companies in the target sector/s	✓	
Degree to which project engages in inclusive activities and/or with equity-seeking communities.	✓	✓

Note: this list is not exhaustive; if you are collecting measurements that are not listed in the applicable stream or have additional outcomes not shown above please indicate what they are and how they are relevant for your project.

## **7. Successful Applicants**

### ***Funding***

- Funds generally will be paid out 60% on execution of Ontario Creates agreement and 40% at the completion of the activity and receipt of a final report;
- Ontario Creates must be notified of any significant changes to the project as defined in the contract and if applicable, changes will require consent of Ontario Creates.

### ***Insurance***

Recipient companies will be required to carry Commercial General Liability Insurance on an occurrence basis for Third Party Bodily Injury, Personal Injury and Property Damage, to an inclusive limit of not less than \$2,000,000 per occurrence, \$2,000,000 products and completed operations aggregate. Ontario Media Development Corporation and Her Majesty the Queen need to be named as additional insureds on all policies. Please budget accordingly. Additional information on insurance requirements is available on request.

### ***Contract Template***

On acceptance into the program, the recipient company will be required to sign a standard Ontario government agreement covering the terms of their participation in the program including providing Ontario Creates with permission to use the project and delivery materials for promotional purposes.

### ***Reporting Criteria***

Organizations that receive support will be required to provide Ontario Creates with a satisfactory report evaluating the completed initiative. Specific report requirements will be outlined in the Ontario Creates agreement but generally are expected to include those mentioned in the Measurable Outcomes section of the reporting template and the following:

- Short term actual measurable results against projected original targets;
- Strategy for capturing longer term results where possible;
- Sustainability of activity;
- Number and list of participants, with identification of Ontario participants;
- Assessment of effectiveness in meeting the activities objectives and those of the Industry Development Program;
- Summary of participants' exit questionnaires where applicable;
- A Final Cost Report and Financing Statement is required for all projects supported by Ontario Creates:
  - Successful applicants awarded \$150,000 or more must have the Final Cost Report audited by a licensed public accountant;
  - Successful applicants awarded less than \$150,000 must have a duly authorized notarized affidavit attesting to the true and fair representation of the Final Cost Report;
  - Upon request, copies of invoices and proofs of payments must be submitted.

## For More Information

General program inquiries should be directed to the appropriate Coordinator, Industry Initiatives.

**For:** Film and Television

**Phone:** 416-642-6695

**Email:**

[programs@ontariocreates.ca](mailto:programs@ontariocreates.ca)

**For:** Books and Magazines

**Phone:** 416-642-6652

**Email:**

[programs2@ontariocreates.ca](mailto:programs2@ontariocreates.ca)

**For:** Interactive Digital Media

**Phone:** 416-642-6697

**Email:**

[idmfund@ontariocreates.ca](mailto:idmfund@ontariocreates.ca)

## To discuss an application

For specific information please contact the appropriate Industry Initiatives Consultant:

**Book Publishing :** Bianca Spence [bspence@ontariocreates.ca](mailto:bspence@ontariocreates.ca)

**Film and Television :** Karam Masri [kmasri@ontariocreates.ca](mailto:kmasri@ontariocreates.ca) or Anna Newallo  
[anewallo@ontariocreates.ca](mailto:anewallo@ontariocreates.ca)

**Interactive Digital Media :** Danielle Hébert [dhebert@ontariocreates.ca](mailto:dhebert@ontariocreates.ca) or Kim Gibson  
[kgibson@ontariocreates.ca](mailto:kgibson@ontariocreates.ca)

**Magazine Publishing :** Matt Hilliard-Forde [mhilliard-forde@ontariocreates.ca](mailto:mhilliard-forde@ontariocreates.ca)

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## Ontario Creates

An agency of the Ontario Ministry of Heritage, Sport, Tourism and Culture Industries Ontario Creates facilitates economic development opportunities for Ontario's cultural media industries including the book publishing, film and television, interactive digital media, magazine publishing, and music industries.