

Broadband for Rural and Northern Development

PILOT PROGRAM



**Funding for the development and
implementation of business plans to support
the deployment of broadband connectivity**

Guidelines for Applicants

(Revised May 2003)

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Cat. No. Iu4-14/2003E-IN
ISBN 0-662-33552-X
(53892B)

Contents

Introduction	1
<hr/>	
Part I: General Program Information	1
<hr/>	
The Broadband Pilot Program.....	1
Timing	3
Eligibility	3
Funding.....	5
Contribution Agreement	6
Official Languages.....	6
Sharing Lessons Learned	6
<i>Access to Information Act</i>	6
<i>Canadian Environmental Assessment Act</i>	7
General Guidelines for Preparing the Submissions	7
<hr/>	
Part II: Proposal for Business Plan Development Funding	8
<hr/>	
The Application Form.....	8
Assessment Criteria for Business Plan Development Seed Funding	12
Business Plan Development Checklist	12
<hr/>	
Part III: Business Plan Submission for Implementation Funding	13
<hr/>	
The Application Form.....	13
Assessment Criteria for Business Plan Implementation Funding	18
Business Plan Implementation Checklist.....	19
Appendix I: Financial Table — Funding for Business Plan Development.....	20
Appendix II: Financial Tables — Funding for Business Plan Implementation	21
Appendix III: M-30 Certification for Organizations from Quebec	24
Appendix IV: Useful References	25

Introduction

Broadband access is an important component of an innovative economy. It is the foundation necessary for the development and delivery of new applications and services in such fields as health, education and commerce, to both Canadian communities and to business. The Government of Canada is committed to ensuring that all Canadian communities have access to the benefits of the broadband revolution and to making Canada the most connected nation in the world by 2005.

In 2001, the National Broadband Task Force was established to provide advice on the ways in which broadband access might be facilitated. It recognized that in order to take advantage of opportunities for economic, social and cultural development, all Canadians should have access to broadband network services from wherever they live. The Task Force recommended that the leadership role be taken by the private sector in the development and operation of broadband networks and services. It also recognized the need for individual communities to be directly engaged in planning broadband networks that responded to their local requirements and in building local capability to use broadband services and content. Through collaboration between all stakeholders, the Task Force recognized that both business and individual interests within each community would have the opportunity to participate in and benefit from the broadband revolution.

Part I: General Program Information

The Broadband Pilot Program

The Broadband for Rural and Northern Development Pilot Program has been created to assist those communities that are currently without broadband access. Most often, improved access is necessary in First Nations, northern, rural and remote communities in order to provide services in the areas of health and education, as well as to augment economic opportunities. These communities will receive priority. Selected unserved communities will be given financial assistance through two separate rounds for funding, each with a competitive call by Industry Canada for the submission of applications from interested communities throughout Canada.

In the first phase, interested communities will submit a proposal to receive seed funding in order to assist them in the development of a business plan. Through a competitive process, the Broadband Pilot Program will disperse up to \$30 000 or 50 percent of project costs (whichever is less) in seed funding, directly to successful “community champions,” for the development of business plans. These community champion not-for-profit organizations will act as sponsors to organize and develop business plans on behalf of eligible communities. Additional information relating to proposals for seed funding to assist in the business plan development can be found in Part II of this guide.



In the second phase, community champions will submit a business plan for the deployment of broadband within their specified communities. This business plan will serve as an application to a second competitive process, to receive funding for the implementation of broadband deployment in their communities. The successful communities may be eligible to receive funding of up to 50 percent of the project costs, to assist in the implementation of their business plans. Please note that it is Industry Canada's position that the private sector should play a leadership role in the development and operation of broadband networks and services for Canadians. Additional information relating to the development of a business plan can be found in Part III of this guide. It should be noted that business plans funded through the first phase (seed funding) as well as business plans not funded through the first phase can be submitted.

In the last phase, successful community champions will receive the specific funding assistance required to implement their business plans in accordance with a specified agreement. Additional information relating to the business plan Implementation Phase will be made available to successful community champions. All phases are repeated in both rounds of competition.

All submissions for funding will be assessed by an arm's length National Selection Committee (NSC) that will also consider input from the provinces and territories. Final selections will be made by the Minister of Industry on the advice of the NSC. The number of submissions funded will depend on the quality of submissions and the availability of funds.

Timing

The Broadband Pilot Program will be delivered in two competitive rounds, starting with the launch of the program in Fall 2002 and followed by a second round beginning in Winter 2003.

	First Round	Second Round
Seed Funding Phase		
Community champions prepare a proposal to receive seed funding to develop a business plan		
Deadline for submission of seed funding proposal	October 31, 2002	March 28, 2003
Announcement of successful proposals	January 15, 2003	July 10, 2003
Development Phase		
Community champions develop a business plan (to serve as application for funding of business plan implementation)		
Deadline for submission of business plan	June 6, 2003	November 20, 2003
Announcement of successful communities	Fall 2003	Winter 2004
Implementation Phase		
Successful community champions implement business plans	Post-announcement	Post-announcement

Eligibility

Communities

For a community to be considered eligible under the Broadband Pilot Program, it currently must have no publicly available broadband infrastructure that is capable of meeting its broadband needs. Typically, these are communities where Digital Subscriber Line (DSL) or cable modem access is not already available to the public. Priority will be given to First Nations, northern, rural and remote communities.



Recipients

Eligible recipients are governments or legally incorporated, not-for-profit Canadian organizations that will commit themselves to act as the community champion on behalf of the eligible community(ies). Eligible recipients also include Indian Bands. As the community champion, they will be the legal entity accountable for the successful development and potential implementation of the business plan and must have the legal authority to enter into contracts with the federal government. A community may not be represented by more than one community champion. Please note, provincial and territorial governments are not eligible to receive funding to develop business plans; however, they are eligible to receive funding to implement business plans.

Role of Community Champions

The following activities will be included in the responsibilities of the community champions:

- a) identifying local broadband needs and anticipated demand in order to determine the broadband requirements for the community;
- b) identifying and engaging local stakeholders (such as other communities, private and public sector partners) who are prepared to make a contribution to the project;
- c) consulting with neighbouring communities to determine the combined demand for telecommunications and partnering possibilities;
- d) preparing a financial analysis that provides the rationale for the installation of a broadband infrastructure and that details how the proposal would be sustainable;
- e) conducting an impartial (technologically and commercially neutral) request for proposal (RFP) process for the purpose of identifying the most suitable match between community needs and resources, and a private sector service provider (where possible) which is capable of delivering those services in a sustainable manner (and which provides for third-party access to the proposed facilities);
- f) identifying the potential economic, social and cultural benefits for the community;
- g) providing project management, monitoring, evaluation and reporting, as may be required by the Broadband Pilot Program; and
- h) providing other relevant information that may be required by the Broadband Pilot Program.

Funding

Through a competitive process, the Broadband Pilot Program will contribute up to \$30 000 or 50 percent of the total project costs, whichever is less, toward the cost of developing a business plan. Through a second competitive process, the Broadband Pilot Program will also contribute up to 50 percent of the total project costs toward implementing the business plan, subject to the quality of submissions, as per assessment criteria and availability of funds. The number of applications received will also play a role in the selection process, as the availability of funds under this pilot program is limited. The Broadband Pilot Program is not simply an alternative source of funding for existing programs or projects but is to support new projects or new dimensions/components of existing projects. Projects that have already been implemented or have been announced to be implemented without receiving funding from the Broadband Pilot Program are not eligible to receive funding under this pilot program.

Project Costs

Project costs may include, but are not limited to, direct costs for the development and implementation of business plans for broadband deployment in the community. This includes, but is not limited to, consultant costs, the cost of needs assessments, communications costs and management/administrative costs. Further information is provided in Parts II and III of this guide.

Matching Funding Requirements

The community champion, through the application, must demonstrate that the funding requested from the Broadband Pilot Program does not exceed 50 percent of the project costs and that at least 50 percent of the total project cost is covered by other sources on a cash and/or “in kind” basis. Matching contributions may be provided by the community itself, federal departments, other levels of government, the private sector, foundations, non-profit organizations, individuals and volunteers within the community.

In Kind Contributions

The Broadband Pilot Program permits in kind contributions to offset a lack of funds. Eligible in kind contributions include those goods, services or fixed assets, which, if not contributed, would normally be purchased and paid for by the recipient. They would include, but are not limited to, volunteer labour and donations of office space or equipment. The value of these contributions will be determined by standard accounting practices. In kind contributions provided prior to funding approval by the Broadband Pilot Program will not be eligible.



Contribution Agreement

The terms and conditions of the Broadband Pilot Program funding contribution will be set out in a contribution agreement, which will be signed by Industry Canada and the community champion. The information provided by the applicant in the submissions for those projects selected by the Minister of Industry will serve as the basis for the contribution agreement. It will include the description of project costs, the method of disbursement, the anticipated results and the timeline for project completion.

Official Languages

In accordance with the spirit of Part IV of the *Official Languages Act*, where contributions are made to non-governmental voluntary agencies that serve the public in both English and French, the agreement will provide for communications with the public and delivery of services in both official languages.

Sharing Lessons Learned

Recipients will be required to share their knowledge and expertise with other communities by working with the Broadband Pilot Program Office in the development of best practices, lessons learned and other pertinent resource materials.

Access to Information Act

In accordance with the provisions of the *Access to Information Act*, the public has a right of access to information in records under the control of a government institution. Industry Canada recognizes that certain portions of the submissions may be considered confidential by an applicant or other third party. In these instances, an applicant must clearly identify the information they consider to be confidential. Applicants should be aware that information that they have identified as being confidential might still be subject to release upon request under the *Access to Information Act* and should therefore refer to this Act for clarification.

Canadian Environmental Assessment Act

In accordance with the *Canadian Environmental Assessment Act*, community champions who receive funding are required to satisfy the environmental requirements of all regulatory bodies having jurisdiction over the involved communities or the project. More information about environmental assessments may be found on-line (www.ceaa-acee.gc.ca/0009/index_e.htm).

General Guidelines for Preparing the Submissions

1. To be eligible for consideration, all submissions must be postmarked or received no later than:

Round 1	Seed funding for business plan development Funding for business plan implementation	October 31, 2002 June 6, 2003
Round 2	Seed funding for business plan development Funding for business plan implementation	March 28, 2003 November 20, 2003

2. All materials must be sent to the following address:

Broadband Pilot Program Office
300 Slater Street
Ottawa ON K1A 0C8
Tel.: (613) 948-5365
E-mail: broadband@ic.gc.ca

3. All submissions must be made in hard copy (the original and three copies) and on diskette or CD (in either Microsoft Word, Corel WordPerfect or Adobe Portable Document Format).
4. The unbound original copy and three additional copies of the submission with all required information must be collated and submitted together.
5. The printed versions must be of letter quality, single-spaced and single-sided on standard letter size 8 ½ x 11 inches (21.5 x 28 cm) paper, with margins no less than 1 inch (2.5 cm).
6. The size of type must be no smaller than 12 points or 10 characters per inch.
7. The title of the project should appear in the upper right-hand corner of each page and each page should be numbered consecutively.



Part II: Proposal for Business Plan Development Funding

The Application Form

Guidelines for each section of the Broadband for Rural and Northern Development Pilot Program application to receive seed funding are provided below. The information requested is mandatory. Any application received with incomplete information will be considered non-compliant and, therefore, ineligible. Please ensure that you provide all information requested and adhere to the page limits set for each section.

Section 1

Cover Page Information (one page)

The cover page provides the general project information in the following order.

- **Title of the Project**
Indicate the title of the proposed project.
- **Community Champion**
Provide the legal name, full mailing address, telephone and fax numbers, Web site, and e-mail address of the organization that will serve as the official community champion.
- **Project Leader**
Provide the name of the person who will be leading the project officially (including Mr., Mrs., Dr., etc.), as well as that person's full mailing address, telephone and fax numbers, e-mail address and preferred language of correspondence.
- **Community Name**
Provide a list of the names of all communities that will be officially and actively involved with the proposed project. Applicants may wish to look at the maps provided on the Broadband Web site (www.broadband.gc.ca) to help in the identification of legal community names.
- **Signatures**
The cover page should be signed by the project leader and by the signing authority of the community champion responsible for the project.

All information provided addressing the information requirements of this section will be made publicly available.

Section 2

Identification of Community Champion and Community(ies) (two pages)

First Nations, northern, rural and remote communities that are currently without access and that demonstrate the capability to deliver broadband access will be given priority consideration in the selection process. Background information on the municipal structure and demographics of each community is required.

Communities (one page)

Provide the name(s) of each community that will be officially and actively involved with the proposed project. Note the governing structure and location of each (e.g. municipal government, township council, band council), including the postal code. A database containing a list of Canadian communities is available on the Broadband Web site (www.broadband.gc.ca) under “Maps.” For administrative purposes, you are asked to match your community with the names provided in this database. If the communities represented in your application are not reflected in this database, or are under a different name, you must identify the closest match within a 20 km distance under the heading “Broadband Database Communities” in the following table. If the submitted community is not within this range, please provide the latitude, longitude and population for this community under the same heading.

Use the following table as a guideline.

Names of All Communities	Broadband Database Communities	Governing Structure	Postal Code for Each Community

Community Champion (one page)

Provide the legal name, the mission statement and a brief overview of the community champion. Not-for-profit organizations must include a copy of their status of incorporation documents if they are federally incorporated, or their equivalent if incorporated under a provincial regime. Indian Bands must provide their official name as defined within the *Indian Act*, ratified by the Band Council Resolution, and registered under the Band Name System. The community champion must have the legal authority to enter into contracts with the federal government. Only legally incorporated, not-for-profit organizations and Indian Bands are eligible to enter into a contribution agreement in the Broadband Pilot Program. Community champion organizations from Quebec must include a signed copy of Appendix III with their submission.



Section 3

Capability (two pages)

In this section detailed evidence must be provided to demonstrate that both the community champion and the project leader have the experience and capacity to successfully develop the proposed business plan and to complete the project in a timely manner. This description must include experience with any community-level projects that have involved community stakeholders and the public and private sectors, as well as any relevant experience in developing and implementing business plans. Where the business plan is prepared by a party other than the applicant, provide details of his or her relevant experience. A brief résumé (½ page maximum) of the proposed project leader, including overviews of relevant projects undertaken and completed, should also be included. It is expected that project leaders will be impartial.

Section 4

Commitment (two pages)

This section should demonstrate that the proposal has the support of community stakeholders, including those in neighbouring communities, where it is feasible and/or desirable. Those community stakeholders that will actively participate in the development of the business plan should be identified and their involvement described. It is important that signed letters of commitment for the proposal from all community stakeholders also be included to demonstrate the level of engagement. Details of financial commitments should also be included in the financial portion (Section 7) of the submission.

Section 5

Community Needs (three pages)

This section should provide evidence that the proposed deployment of broadband into the community(ies) is based on a realistic assessment of community needs and the anticipated benefits. Include details on the potential number of major users of broadband access in the proposed community(ies), along with details on the kind of broadband-dependent services they expect to use or provide (such as health, educational and commercial services). Describe the anticipated social, economic and cultural benefits to the community(ies) as a result of the deployment.

Section 6

Current Facilities or Suppliers (two pages)

This section should provide information about the current communication infrastructure in the community for the purpose of assessing the level and cost of current connectivity. It includes the names of any local Internet service provider(s) (ISP) and the type/level of service provided in each of the project communities (speed, capacity, technology). It should also include a description of the types of data and Internet access available to local institutions (schools, hospitals, municipal office, band council) and the basic monthly cost of data and Internet access for each institution (based on that portion of telecommunications costs that are not related to telephone or cable television). The names of the local telephone provider, cable company and wireless provider (if any) should also be included as well as the location where the nearest broadband service is publicly available, if known.

Sections 1 through 6 inclusive should total approximately 12 pages, excluding such attachments as supporting letters.

Section 7

Financial Details

Project costs include, but are not limited to, management and administration salaries, technical salaries and wages, the cost of RFP process, legal fees and travel costs. Project support includes cash received from stakeholder(s), in kind contributions and money from other non-Industry Canada sources. To assist you in providing the financial details required, a sample table is provided in Appendix I of this guide.

Valuation of In Kind

In kind contributions should be valued at the fair market value for the goods or services provided and an explanation provided in support of the calculations.





Assessment Criteria for Business Plan Development Seed Funding

All community champion proposals for the development of business plans will be assessed in the following areas:

Capability: The experience and/or capacity of the applicant to successfully implement the business plan and complete the project in a timely manner.

Commitment: The plan to bring together stakeholders and, where feasible and desirable, neighbouring communities, to combine their demand for telecommunications services that will thereby enhance the sustainability of the proposed broadband facilities.

Community Need: The anticipated requirements, uses and expected benefits resulting from broadband access.

Current Facilities or Suppliers: The degree of connectivity currently available in the community concerned.

Business Plan Development Checklist

Have you included the following information in your submission?

- The cover page, signed by the project leader and the responsible signing authority for the community champion.
- A copy of incorporation documents, or of registered official band name.
- Signed letters of support and/or commitment from community stakeholders.
- All required information as requested in the seven sections of the application form, including tables.
- A signed copy of Appendix III for Quebec community champions.
- One original and three copies of the submission and all relevant supporting documents.
- A copy of the submission on diskette or CD in either Microsoft Word, Corel WordPerfect or Adobe Portable Document Format.

Part III: Business Plan Submission for Implementation Funding

The Application Form

Guidelines for each section of the Broadband for Rural and Northern Development Pilot Program application to receive funding for the implementation of a business plan are provided below. The information requested is mandatory. Any application received with incomplete information will be considered non-compliant and, therefore, ineligible. Please ensure that you provide all information requested.

Section 1

General Guidelines and Summary Information

- **Title of the Project**
Indicate the title of the proposed project.
- **Table of Contents**
Number all pages sequentially and include the project title as a header or footer.
- **Executive Summary**
Provide 2–3 pages outlining the essential elements of the business plan, including a description of the need for a broadband network; a summary of the extent of community engagement; the expected benefits that will accrue from broadband infrastructure; the RFP process; and the expectations for sustainability in the community(ies).

This section of the business plan should be signed by the project leader and by the signing authority of the community champion responsible for the project.





Section 2

Community Engagement

Outline and demonstrate the extent of community engagement and support for broadband implementation, as follows:

- **Description of the Community Champion and Project Leader**
Provide the name of the organization that will serve as community champion, head office and mailing address, phone number, fax number, e-mail address, proof of incorporation, name of CEO, and authorized signatory. Provide the name of the person who will be leading the project officially (including Mr., Mrs., Dr., etc.), as well as that person's full mailing address, telephone and fax numbers, e-mail address and preferred language of correspondence.
- **Authority**
Provide documentation clearly indicating that the community champion is the sole organization authorized by the community(ies) to submit a business plan on its behalf.
- **Mission / Vision**
Describe how the project supports and relates to the overall vision and future expectations of the participating community(ies).
- **Description of Roles and Responsibilities of Stakeholders**
Outline the roles and responsibilities of all stakeholders participating in the implementation of the project. Include letters of commitment signed by stakeholders.

All information provided addressing the information requirements of this section will be made publicly available.

Section 3

Community Need / Benefits to Community(ies)

This section should provide evidence that the proposed deployment of broadband into the community(ies) is based on a realistic assessment of community needs and the anticipated benefits. Include details on the potential number of major users of broadband access in the proposed community(ies), along with details on the kind of broadband-dependent services they expect to use or provide (such as health, educational and commercial services). Describe the anticipated social, economic and cultural benefits to the community(ies) as a result of the deployment.

Section 4

Project Management

In this section, detailed evidence must be provided to demonstrate that both the community champion and the project leader have the experience and capacity to successfully implement the proposed business plan and to complete the project in a timely manner. This description must include experience with any community-level projects that have involved community stakeholders and the public and private sectors, as well as any relevant experience in and implementing business plans. Provide an overview of the proposed project management structure of the community champion, including the names and qualifications of the staff who will be involved in the project. Provide a plan for the implementation of the network, including a time line with project milestones and a commitment to adhering to a set critical path.

Section 5

Request for Proposal Process and Outcome

Outline and detail the RFP process, strategies for ensuring open access, commitments received, the extent of broadband coverage area, and technology proposed, as follows:

■ Bidding Process

Provide details of the competitive and transparent bidding process conducted by the community champion to solicit bids to bring broadband connectivity to the intended unserved communities, that identifies the most suitable match between community needs and resources, and identifies a service provider capable of delivering those services in a sustainable manner, which, if possible, provides for third-party access to the proposed facilities. Provide, as part of an appendices section: 1) a summary of all bids received, including scores; 2) a copy of the RFP; 3) a copy of the winning bid; and 4) the selection criteria. Please note that Industry Canada reserves the right to communicate directly with the RFP respondents.

In order to assist community champions in the RFP process, a sample RFP format is provided on the Broadband Web site (www.broadband.gc.ca). In addition, a facility is available in the “Broadband Marketplace” section of the site where community champions may post their detailed RFPs. Please note that the successful applicants who receive seed funding to develop a business plan are required to post bidding information on this site.

■ Technology and Capacity

Provide a description of the infrastructure that will be deployed and an overview of the technology and facilities that will be used to deliver broadband services in the community(ies), including the potential for future expansion (scalability) of the proposed network. Identify capacity separately for each category of facility; that is, local access facilities within each community, connecting facilities between pairs of communities, and interconnection facilities between the communities and the facilities of other network providers.



■ **Commitments and Coverage**

Provide a list of the names, addresses and postal codes for each institution and identify total numbers of subscribers in all targeted communities that have agreed to or can be expected to subscribe to the proposed broadband network.

For each institution and business that will subscribe, or is likely to subscribe, provide:

- i) a letter of commitment from the institution or business, including the name and original signature of its representative;
- ii) the expected level of quality of service and bandwidth;
- iii) the expected duration of time of commitment, in years, of service by each institution;
- iv) the expected monthly fee to be paid; and
- v) the expected startup or installation fee to be paid, if any.

For each community provide:

- i) the legal name and type of community (e.g. town, township, parish, reserve);
- ii) the expected level of quality of residential service;
- iii) the expected monthly fee for residential service;
- iv) the expected startup fee for residential service;
- v) the number and percentage of households that will have access to the service;
- vi) the number and percentage of households that have agreed to subscribe to the service in the first year, and the estimated change in the number of subscriber households per year, for a minimum of five years; and
- vii) a map of the community(ies) indicating the areas covered, and the areas *not* covered, by the service.

■ **Open Access**

Describe how the proposed broadband solution will be open access such that any capable, third-party ISP may use the intended facilities to provide a service comparable in price and technical specifications to the DSL and cable modem services currently offered in Canada's largest cities. Outline the terms and conditions agreed to by one or more service providers who will provide worldwide Internet connectivity for ISPs via the facilities. Disclose the technical standards and protocols that will be used to interconnect the facilities in order to offer retail Internet service to customers in the community(ies). If open access is not possible, include a description of why. However, applicants should be aware that it is Industry Canada's view that open access must be provided from the outset, unless there are specific and compelling reasons why it is not feasible.

Section 6

Financial Plan

Provide a detailed breakdown of the required costs of broadband deployment, including project management and infrastructure implementation. For project management, include at minimum the items in Appendix II, Table A — Project Management Costs. For infrastructure implementation, provide a costing for the proposed infrastructure that identifies engineering, furnishing and installation costs for each category of facility; that is, local access facilities within each community, transport facilities between pairs of communities, and transport interconnection facilities between the communities and the facilities of other network providers. Summarize as in Appendix II, Table B — Infrastructure Implementation Costs. Identify all sources and amounts of funds to support the costs of project management and infrastructure implementation, including details of cash contributions and in kind contributions. Include letters of commitment for the contributions from all stakeholders. Please note that costs incurred for the business plan development are not eligible for funding in this phase. To assist you in providing the financial details required, sample tables are provided in Appendix II of this guide.

Section 7

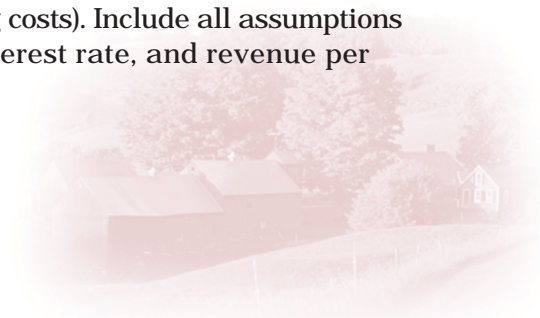
Identification of Risks and Impacts

Identify potential risks that might affect the implementation of your project, their possible impacts and any strategies or solutions that you would use to mitigate or prevent these impacts. Include a brief preliminary indication of potential environmental impacts that may arise in the implementation phase. Please note that the provisions of the *Canadian Environmental Assessment Act* will apply to projects funded by the Broadband Pilot Program. For assistance in identifying potential environmental risks and impacts, you should refer to the Canadian Environmental Assessment Agency Web site (www.ceaa-acee.gc.ca/0011/0001/0008/partie1_e.htm).

Section 8

Sustainability Strategy

Provide details of the proposed contracts that will exist between the broadband service provider and subscribers. Demonstrate that the project is sustainable for a minimum of five years (e.g. that operating revenues exceed operating costs). Include all assumptions made such as discount rate, population growth rate, interest rate, and revenue per subscriber (monthly charges plus installation costs).





Assessment Criteria for Business Plan Implementation Funding

All business plans will be assessed in the following areas:

Community Needs: The extent to which the submission demonstrates that the proposed broadband deployment is based on a realistic assessment of community needs (e.g. a description of needs assessment undertaken in the community(ies) involved).

Anticipated Benefits: The extent to which the submission demonstrates the direct and indirect benefits to the community(ies) involved as a result of the proposed broadband deployment (e.g. a description of the new services/applications that will strengthen the economy and/or improve access to health, education, government).

Financial Support for the Project: The extent to which the submission demonstrates that financial resources will be forthcoming from other sources to match the requested Broadband Pilot Program contribution.

- **Community support:** Inclusion of letters from local businesses and institutions detailing firm commitments of cash and/or in kind contributions to the project, numbers of signed-up subscribers to anticipated services, etc.
- **Support from other sources:** Details of firm funding commitments from the other levels of government and their agencies, the private sector, etc.

Project Management: The extent to which the submission demonstrates that the community champion has the administrative capability to manage the implementation of the business plan (e.g. inclusion of qualifications of management team, a realistic project implementation plan).

Technological Solution: The appropriateness and availability of the proposed technological solution.

Project Sustainability: The extent to which the submission demonstrates that there is a long-term (i.e. at least five years) strategy to sustain the broadband services deployed as a result of this project (e.g. issues such as long-term revenue and cost projections, measurability of services, future technology options, risk analysis and mitigation measures have been considered).

Transparency of RFP Process: Evidence that the submission demonstrates that the RFP process was undertaken in a competitive and transparent manner (e.g. inclusion of a copy of the RFP, the communication strategy used to publicize the RFP process, the list of bidders, a copy of the winning bid and rationale for its selection, and a copy of the contract signed with the selected supplier).

Project Cost: A demonstration of a reasonable and realistic assessment of estimated total costs and a justification of the level of the Broadband Pilot Program funding required, keeping in mind that funding availability under this pilot program is limited.

Business Plan Implementation Checklist

Have you included the following information in your business plan?

- Section 1 completed and signed by the project leader and the responsible signing authority for the community champion.
- A copy of incorporation documents or of registered official band name.
- Signed letters of commitment from stakeholders.
- An assessment of the community needs for broadband access and the anticipated benefits of the deployment.
- An overview of the project management structure, including implementation schedule, time lines and milestones.
- Details of the bidding process outlining the strategies for ensuring open access, details of commitments received, as well as the extent of the proposed broadband coverage area and a description of the proposed technology and capacity.
- The required costs to connect one or more communities currently without broadband access to the extent that the geography of these communities forms a commonly identified region, including a justification of the level of the Broadband Pilot Program funding required and details as requested in Part III, Section 5.
- A summary of the risks and impacts of the proposed project in accordance with the provisions of the *Canadian Environmental Assessment Act*.
- Details of market, revenue and cost projections to support the sustainability of the proposed network services over a minimum five-year period.
- A signed copy of Appendix III for Quebec community champions.
- One original and three copies of the submission and all relevant supporting documents.
- A copy of the submission on diskette or CD in either Microsoft Word, Corel WordPerfect or Adobe Portable Document Format.





Appendix I

Financial Table — Funding for Business Plan Development

Cost Description	Estimated Costs	In Kind Contributions from Stakeholders	In Kind Value Calculations
Direct Labour			
<ul style="list-style-type: none"> • Project Leader • Administrator • Other (provide detailed breakdown)			
Direct Goods			
<ul style="list-style-type: none"> • Hardware • Software • Equipment • Office Space • Other (provide detailed breakdown)			
Other Direct Costs			
<ul style="list-style-type: none"> • Professional Services • Other (provide detailed breakdown)			
Travel			
<ul style="list-style-type: none"> • Meetings • Site Visits • Other (provide detailed justification for each item)			
Totals	(a)	(b)	
Cash Contributions (provide sources in another table)			(c)
Total Unfunded Costs (+a-b-c)=(d)			(d)
Total Funding Requested from the Broadband Pilot Program (Should be equal to or less than 50 percent of Total Estimated Costs)			

Appendix II

Financial Tables — Funding for Business Plan Implementation

Table A — Project Management Costs

Cost Description	Estimated Cost
Labour	
<ul style="list-style-type: none"> • Project Leader • Administrator • Other (provide detailed breakdown)	
Other	
<ul style="list-style-type: none"> • Promotional Activities • Planning • Professional Services • Office Space and Equipment • Legal Fees • Travel • Environmental Assessment • Evaluation Framework • Other (provide detailed breakdown) 	
Total Estimated Project Management Cost	

Table B — Infrastructure Implementation Costs

Community Name	Transport Solution	Transport Cost	Local Access Solution	Local Access Cost
1.	(e.g. fibre, satellite)		(e.g. DSL, wireless)	
2.				
3.				
Totals		\$		\$

(Please also provide cost per component for each proposed technology.)



Appendix II (continued)

Table C — In Kind Contributions

In Kind Contributions from Stakeholders	Explanation of Value (Fair Market Value)	Contribution Equivalency
Labour		
<ul style="list-style-type: none"> • Project Leader • Administrator • Other (provide detailed breakdown)	(e.g. 20 hours @ \$80 per hour)	\$1600
Goods and Services		
<ul style="list-style-type: none"> • Promotional Activities • Planning • Professional Services • Office Space and Equipment • Infrastructure • Legal Fees • Environmental Assessment • Evaluation Framework • Other (provide detailed breakdown)		
Travel		
<ul style="list-style-type: none"> • Meetings • Site Visits (provide detailed justification for each item)		
Total In Kind Contributions		

(The in kind contributions listed in this table should also be reflected on either Table A or B as a project cost.)

Appendix II (continued)

Table D — Cash Contributions from Stakeholders

Cash Contributions/Funding from Stakeholders	Committed Funding
Community Champion	
Private Sector <ul style="list-style-type: none"> • Community Businesses • Service Provider 	
Other Government Departments <ul style="list-style-type: none"> • Federal (other than the Broadband Pilot Program) • Provincial/Territorial • Municipal/Local 	
Other	
Total Cash Contributions	

Table E — Project Funding Summary

Project Funding Summary	Value
Total Project Cost (<i>Table A + Table B</i>)	\$
Total In Kind Contributions (<i>Table C</i>)	(\$)
Total Cash Contributions (<i>Table D</i>)	(\$)
Funding Requested from the Broadband Pilot Program (+A+B-C-D) = (Should be equal to or less than 50 percent of Total Project Cost)	



Appendix III

M-30 Certification for Organizations from Quebec

(To be completed by all community champion sponsoring organizations from Quebec and must be included with the proposal. Industry Canada reserves the right to request additional documents needed for the verification of organizational status.)

For the purposes of applying for funding under the Broadband Pilot Program of Industry Canada, the undersigned, by its duly authorized representative, certifies that it is not subject to sections 3.11 or 3.12 of the *Act Respecting the Ministère du conseil exécutif, R.S.Q. c. M-30*, as modified by *An Act to amend the Act Respecting the Ministère du conseil exécutif* as regards Canadian intergovernmental affairs, Bill 111, 2002, ch. 60, and more particularly, certifies that it is not:

1. a school board, the Conseil scolaire de l'île de Montréal, a municipality or metropolitan community;
2. a legal person or agency to which a municipal or school body appoints the majority of members or contributes over 50 percent of the financing;
3. a member of a group formed of entities listed in either of paragraphs 1 or 2 above;
4. a "public agency" meaning a legal person or agency that is not a government agency, a municipal or a school body BUT:
 - a) to which the government, a minister, a government agency, a municipal or school body of Quebec appoints the majority of members;
 - b) to which personnel are appointed in accordance with the *Public Service Act (Quebec)*; or
 - c) financing derived, for more than 50 percent, from the consolidated revenue fund, a government agency, a municipal or school body of Quebec.
5. a member of a group formed of public agencies, as described in paragraph 4 above.

Signed, this _____ day of _____ (month) _____ (year)

[Insert legal name of applicant] _____

per: _____

(Print name and title of Signing Officer)

Appendix IV

Useful References

Broadband for Rural and Northern Development Web site

- Broadband for Rural and Northern Development Pilot Program
www.broadband.gc.ca
- *Report of the National Broadband Task Force*
www.broadband.gc.ca/about/nbtf-about_e.asp

Canadian Radio-television and Telecommunications Commission Web site

www.crtc.gc.ca/eng/welcome.htm

SourceCAN business portal

- Canada's national e-marketplace
www.sourcecan.com
- Broadband Marketplace
www.sourcecan.com/E/sb2410.cfm

Strategis Web site (Canada's Business and Consumer Site)

www.strategis.gc.ca

Spectrum, Information Technologies and Telecommunications Gateway

www.sitt.ic.gc.ca/sitt/portal/jsp/splash_page.jsp

For additional information, please contact:

Broadband Pilot Program Office
Toll-free: 1 800 575-9200
Tel.: (613) 948-5365
Fax: (613) 948-5044
E-mail: broadband@ic.gc.ca
Web site: www.broadband.gc.ca



