



SCIENCE MEDIA CENTRE OF CANADA

BUSINESS PLAN 2009 - 2015

Submitted to:

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April 2009

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1. EXECUTIVE SUMMARY

BACKGROUND

A feasibility study carried out in 2008 by Halifax Global Inc. determined that if appropriate services are offered, journalists and researchers will use and support a science media centre in Canada. The study also found that with the engagement of committed and suitable champions funding should be achievable both for start-up purposes and moving into the future. This report uses the information and knowledge obtained from the feasibility study to develop a comprehensive five-year business plan that includes:

- Strategic priorities for the Science Media Centre of Canada (SMCC);
- Expansion of operational and governance considerations described in the feasibility study;
- Detailed revenue streams and costs; and
- An implementation timetable and performance measures.

CONTEXT AND PURPOSE

In the context of this plan, “science” includes the physical, biological and social sciences as well as medicine, health, environment, engineering, and technology.

The overall purpose of the SMCC is to help journalists report on stories in which science plays a central role by providing timely access to credible sources of information. This could include everything from items where science *is* the story to stories where science provides a crucial underpinning.

GUIDING PRINCIPLES

The development of this business plan was guided by the following principles:

- The SMCC will work with partners and collaborators within a broad community of interest to create a unique organization that facilitates knowledge and information-sharing between journalists and researchers to foster greater public engagement with science among Canadians.
- The plan advocates a collaborative approach to leveraging existing information, resources, and services, and adding capacity where necessary to fill identified gaps and build greater strengths to support Canadian journalists reporting science stories.

STRATEGIC FRAMEWORK

The initial strategic priorities for the SMCC are focused on the start-up phase and the subsequent two to four years of operation. Each priority is supported by a number of objectives, operational or structural requirements, and human resources. This approach provides a consistent framework within which to operationalize the SMCC.

The priorities and objectives are shown in the table below. Each priority is developed in detail in the report.

	Strategic Priority	Objectives
1.	<p>Operating Model</p> <p>Be recognized as a national source of credible and accurate science information for reporters in Canada and internationally</p>	<ul style="list-style-type: none"> Put in place services that provide journalists with the timely responses they require to meet deadlines through access to qualified researchers and accurate information Anticipate, identify, and research science-related issues and make the information available to reporters
2.	<p>Business Model</p> <p>Establish a business model that is sustainable and will enable the long-term attainment of the organization's goals and mandate</p>	<ul style="list-style-type: none"> Identify and implement the appropriate legal and financial model Establish the leadership and governance model that will ensure the organization's success
3.	<p>Collaborations and Partnerships</p> <p>Build collaborations and partnerships with a broad community of interest to achieve the mandate of the organization</p>	<ul style="list-style-type: none"> Select the most appropriate partners by defining and identifying the SMCC's needs and supporting partnership criteria Build a representative network of advisory bodies including a research advisory panel and an editorial advisory panel, and other formal and informal groups as needed Create a forum or forums for engaging the community of interest on a regular basis.

FINANCIAL OVERVIEW

Revenue

Revenues are expected to come primarily from two types of contributors:

- **Patrons** – All contributions are one-time and are used during the start-up phase as the SMCC becomes operational. This funding is solicited before and during the start-up phase.
- **Members** – All members' fees cover operating expenses. These funds will be used when the SMCC begins to offer services, although solicitation will occur in advance to build up a pool of operating funds.

It is possible and desirable for patrons to continue to contribute to the SMCC by becoming members and contributing to the operation of the organization.

No one or no one sector can contribute more than 10 percent of the total operating costs of the SMCC to help ensure there is no bias, perceived or otherwise.

The value proposition is to some extent an altruistic one. Patrons and members are likely to be individuals and organizations that believe the SMCC will better engage and inform Canadians about scientific research in this country and the promise it holds for an improved quality of life as well as an enhanced international reputation. Potential patrons and members may also see significant value in being associated with other highly reputable organizations and individuals who are involved in and/or contribute to the SMCC, which is why early-stage patrons are so important to the initial and sustained success of the SMCC.

Financial Summary

Based on a set of assumptions described in Chapter 10 of the report and in detail in an accompanying spreadsheet, the financial plan indicates that the SMCC would show a small surplus in the start-up year and in each of the following five years of operation. For start-up purposes, the SMCC will require \$715,000 in contributions and an additional \$485,833 in in-kind services with gross expenditures estimated at \$1,195,050.

2. INTRODUCTION

In 2008, the Science Media Centre of Canada Project Steering Committee engaged Halifax Global Inc. to carry out a feasibility study to determine whether Canadian journalists would use a science media centre, whether researchers would participate as experts when called upon, and whether there was sufficient support to sustain the centre financially. This study confirmed that a science media centre in Canada is feasible. It concluded that with the appropriate service offerings, journalists and researchers will use and support a science media centre in Canada, and with the engagement of committed and suitable champions, funding should be achievable both for start-up purposes and going forward.

This subsequent phase in the planning process applies the information and knowledge obtained from the feasibility study to develop a comprehensive five-year business plan that includes:

- Strategic priorities for the Science Media Centre of Canada (SMCC);
- Expansion of the operational and governance considerations described in the feasibility study;
- Detailed revenue streams and costs; and
- An implementation timetable and performance measures.

This plan should be used as a tool in recruiting the CEO, champions, funders/investors, board members, and the research advisory panel. It should also provide the foundation for a detailed marketing plan and a detailed implementation plan.

3. SMCC PURPOSE, GOAL, AND MANDATE

CONTEXT

In the context of this plan, “science” encompasses the physical, biological and social sciences as well as medicine, health, environment, engineering, and technology.

PURPOSE

The overall purpose of the SMCC is to help journalists report on stories in which science plays a central role by providing timely access to credible sources of information. This could include everything from items where science *is* the story to stories where science provides a crucial underpinning.

GOAL

The goal is to improve the coverage of science through journalism that is informed, accurate, and incisive to the benefit of the public, the science and journalism communities, and policy-makers.

MANDATE

The mandate of the SMCC is to provide journalists with access to qualified researchers and accurate information by their deadline to support reporting of evidence-based stories. The SMCC will be the “go-to” place for credible science information and experts.

This means being both reactive and proactive:

- Reactive by responding to the media in a timely and efficient manner, and
- Proactive by identifying and anticipating science-related issues, and being prepared with backgrounders, briefings, and fact sheets.

In support of this mandate, the SMCC will assist scientists working with the media in a responsive and meaningful way. The centre will want to ensure scientists are comfortable working with the media and can communicate in lay language.

4. STRATEGIC FRAMEWORK

STAKEHOLDER INPUT

Overview

Four hundred and thirty-two stakeholders provided input to the feasibility study through an online survey, one-on-one interviews, focus groups, and a workshop. The stakeholders represented a variety of sectors and brought a multi-dimensional perspective to the requirements of a science media centre.

Stakeholder Roles

Stakeholders represented a variety of roles including:

- Users – primarily journalists who could make use of the services offered by the SMCC;
- Experts – people with valuable knowledge or insight on subjects relevant to the work of the SMCC;
- Funders – organizations that could support the work of the SMCC either through financial contributions and/or in-kind support;
- Collaborators – organizations that may share information and resources with the SMCC; and
- Partners – organizations that the SMCC may contract to carry out some services.

The SMCC’s primary stakeholders and their roles are shown in the table below.

Stakeholder	Role				
	User	Expert	Partner	Collaborator	Funder
Journalists	•				
Researchers		•			
Media Organizations	•			•	•
Universities		•	•	•	•
Research Institutes		•		•	•
Governments		•			•

Stakeholder	Role				
	User	Expert	Partner	Collaborator	Funder
Private Sector Companies		•			•
Science Media Organizations (e.g., WFSJ, Agence Science-Presse)			•	•	
Other Science Media Centres (in the U.K., Australia & N.Z.)				•	
Science Centres				•	

Summary of Stakeholder Expectations

In speaking with and surveying stakeholders, they indicated that their expectations of a science media centre in Canada include:

- Having a primary objective to provide support for general-assignment reporters covering science-related stories;
- Providing timely access to accurate, credible information and researchers including local researchers, where possible;
- Being an organization that seamlessly offers services and information in both official languages;
- Operating arm’s length from any organization that can be seen to benefit from science in the news, including funders; and
- Broadening further the network for organizations engaged in research and raising the profile of Canadian research on the international stage.

Stakeholders stated the expected outcomes of the SMCC would be to:

- Excite, engage, and inform Canadians about science through improved science reporting;
- Help Canadians understand the science behind the current issues on a day-to-day basis;
- Inform debate; and
- Enhance communication between the research and journalism communities.

Their expectation is that these outcomes will be achieved through an organization that:

- Is sensitive to the news cycle;
- Establishes a reputation for scientific accuracy and insight;
- Is independent; and
- Has journalistic acumen.

GUIDING PRINCIPLES

The development of this business plan was guided by the following principles:

- The SMCC will work with partners and collaborators within a broad community of interest to create a unique organization that facilitates knowledge and information-sharing between journalists and researchers to foster greater public engagement with science among Canadians.
- The plan advocates a collaborative approach to leveraging existing information, resources, and services, and adding capacity where necessary to fill identified gaps and build greater strengths to support Canadian journalists reporting science stories.

STRATEGIC FRAMEWORK

The initial strategic priorities for the SMCC are focused on the start-up phase and the subsequent two to four years of operation. Each priority is supported by a number of objectives, operational or structural requirements, and human resources. This approach provides a consistent framework within which to operationalize the SMCC.

The priorities and objectives are shown in the table below. Each priority is developed in detail in the report.

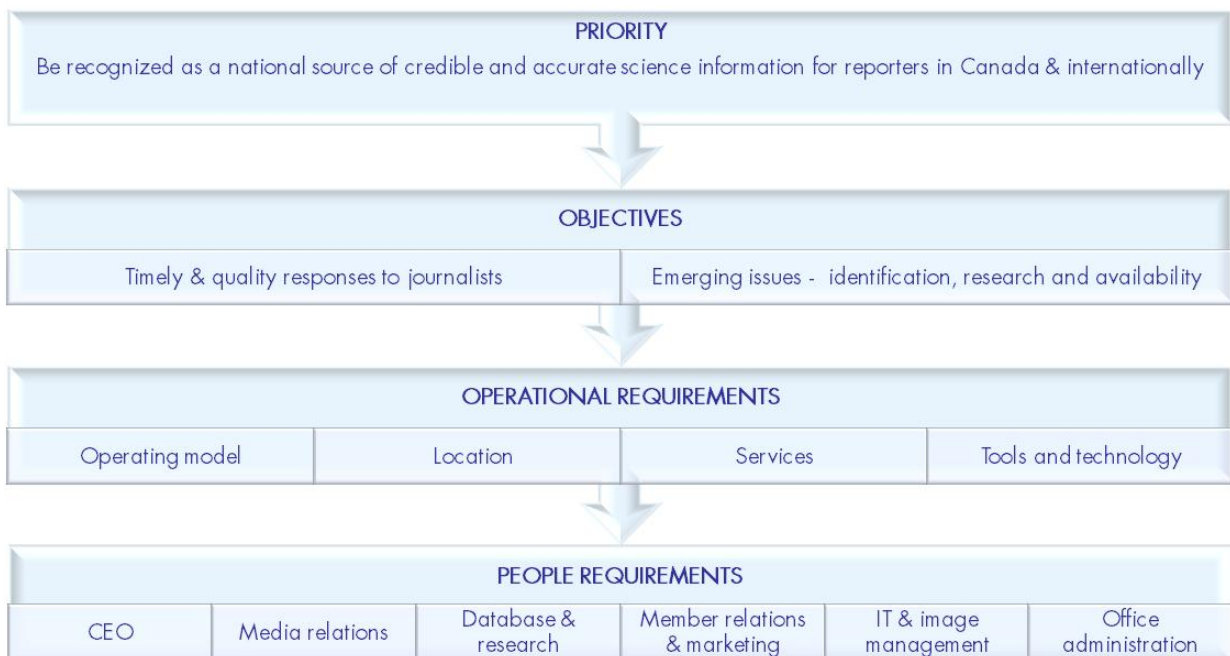
	Strategic Priority	Objectives
1.	<p>Operating Model</p> <p>Be recognized as a national source of credible and accurate science information for reporters in Canada and internationally</p>	<ul style="list-style-type: none"> • Put in place services that provide journalists with the timely responses they require to meet deadlines through access to qualified researchers and accurate information • Anticipate, identify, and research science-related issues and make the information available to reporters

	Strategic Priority	Objectives
2.	<p>Business Model</p> <p>Establish a business model that is sustainable and will enable the long-term attainment of the organization’s goals and mandate</p>	<ul style="list-style-type: none"> • Identify and implement the appropriate legal and financial model • Establish the leadership and governance model that will ensure the organization’s success
3.	<p>Collaborations and Partnerships</p> <p>Build collaborations and partnerships with a broad community of interest to achieve the mandate of the organization</p>	<ul style="list-style-type: none"> • Select the most appropriate partners by defining and identifying the SMCC’s needs and supporting partnership criteria • Build a representative network of advisory bodies including a research advisory panel and an editorial advisory panel, and other formal and informal groups as needed • Create a forum or forums for engaging the community of interest on a regular basis.

5. STRATEGIC PRIORITY 1 – OPERATING MODEL

This priority describes how the SMCC will operate on a day-to-day basis. In addition to the stated priority and key objectives, this chapter also describes the requirements to operate the centre and the capabilities of the people needed to run the operation and provide services. The diagram below provides an overview of the details described in subsequent sections of the chapter.

Operating Model



PRIORITY

Be recognized as a national source of credible and accurate science information for reporters in Canada and internationally.

This priority clearly positions the SMCC as an organization to be trusted; it will provide reliable science information that is well researched and documented, and that is reliable and accessible to reporters in Canada as well as others around the world.

OBJECTIVES

There are two objectives that support this priority:

- Establish a program of services that provides journalists with the responses they require to meet deadlines through timely access to qualified researchers and accurate information; and
- Anticipate, identify, and research science-related issues as they emerge and make the research available to reporters.

The objectives reflect the push/pull nature of a science media centre – the need to be responsive to reporters’ inquiries by providing them with access to information and/or expert(s) to meet their deadlines, and the responsibility to stay ahead of the news in order to be ready with solid research and evidence when needed. Two objectives reflect this dual responsibility:

- **Reaction to enquiries and science in the news** - Put in place services that provide journalists with the responses they require to meet deadlines through timely access to qualified researchers and accurate information.
 - This “pull” response is expected to constitute 80% of the SMCC’s work.
- **Anticipating emerging issues** - Anticipate, identify, and research science-related issues as they emerge and make the research available to reporters.
 - This “push” approach is intended to be educational in nature and offer reporters the opportunity to understand some of larger and emerging issues.
 - It will need to be informed, logical, and independent of anyone’s agenda or influence.

OPERATIONAL REQUIREMENTS

Four operational considerations are necessary for this strategic priority to be achieved. They are:

- Clarity around an appropriate operating model;
- Identification of a suitable location;
- Definition of the services to be offered to journalists and scientists; and
- Identification of the tools and technology to support communications, services, and relationship-building.

Operating Model

The operating model includes the following characteristics:

- A centralized model, where all employees are located in the same premises and work as a team, will allow for greater efficiencies and sharing of work; and
- Various partnerships to achieve a presence in regions across the country through standing contracts or retainer relationships. This will support identification of issues around the country that may not otherwise be exposed as quickly. Some of the French-language services could be handled in this manner such as press briefings and other events.

Location

A variety of locations for the SMCC has been considered. The most important consideration is that it be located in a location where there are a large number of media organizations, journalists, and researchers, and that there is easy access by air and road travel. A secondary consideration may be the potential for in-kind services (particularly space).

The two locations that appear to emerge as the most suitable are Toronto and Ottawa. Both have clusters of researchers and journalists, they are easily accessible by air and road, and various organizations have expressed interest in providing space and other in-kind support. Ottawa may be more agreeable to journalists and researchers in Québec and may also allow for greater access to French-speaking employees.

Services

SERVICES FOR REPORTERS

The SMCC's service offerings for reporters must include:

- Timely response to phone and email inquiries from journalists for subject-matter experts and information that is current and credible;
- Scientific information about breaking news on the SMCC website and in the form of briefings, fact sheets, backgrounders, press releases, articles, and possibly quotes;
- E-blasts/bulletins about science in the news;
- Advance notice of journal articles and other relevant story ideas;
- Insight into using statistics, scientific terminology, definitions, and concepts – a kind of “science 101” to be developed in consultation with researchers;
- Identification of reliable and credible websites; and
- A comprehensive list of science conferences in Canada.

Journalists have indicated that access to images, videos, and graphics is a desirable service. Despite the increased cost inherent in developing and maintaining this service, it will add interest and credibility to the centre from the outset and potentially be considered an attractive feature from a funder's perspective. It will also differentiate the SMCC from other science media centres as none of the existing SMCs offer this service.

The SMCC may also want to offer the following services:

- A synopsis of researchers' opinions about a new issue; and
- Roundtable discussions that bring together scientists and journalists.

SERVICES FOR RESEARCHERS

Similar to the service described above for journalists, "journalism 101" should be offered to the research community to assist researchers in understanding how the media thinks and operates. Researchers should emerge from these sessions with realistic expectations about media coverage generally. This insight would also help them get their key points across during interviews in a way that is credible with journalists.

Other services might include informal brainstorming sessions and roundtable discussions that bring together journalists and researchers to explore effective ways of communicating complex scientific information to the public.

Also, the SMCC should explore opportunities for collaborative programs with universities and research centres that provide similar services.

OTHER SERVICES

Organizing and hosting briefing events or news conferences for members, partners and/or non-member research organizations might also be offered. These services could be covered by membership fees or carried out on a fee-for-service basis, particularly for non-members. (A membership model is discussed later in this document.)

The SMCC will be uniquely positioned to host an annual or bi-annual conference that brings the broad stakeholder community together and generates revenue for the organization.

LANGUAGE

Services must be offered in both official languages, but they do not necessarily need to be bilingual; some may be in English only, some in French only, and some will be prepared on the basis of need. The following defines the required language capabilities:

- Services offered in both official languages must include telephone and email; backgrounders and related research; website; press briefings; and roundtable discussions;
- Services in both official languages must be available when the SMCC opens for business;
- Language capabilities of researchers must be captured in the database;
- The CEO must have the ability to function in both languages;
- Champion(s) must be recognized in English and French Canada; and
- Both official languages must be represented on the board.

HOURS OF OPERATION

The SMCC must provide a full range of services across the country during core hours in all time zones. Some level of support must also be available on a 24/7 basis.

The SMCC should consider a triage process that will allow it to assess the urgency of an inquiry to determine the speed with which it responds particularly during non-business hours.

Tools and Technology

WEBSITE AND COLLABORATION TECHNOLOGY

As a virtual, leading-edge organization operating in the 21st century, the SMCC must be enabled by sophisticated technology to communicate, engage, and collaborate efficiently and cost-effectively with reporters, scientists, partners, and other science media centres across the six Canadian time zones and around the world. This technology should include:

- A user-friendly website that is updated regularly;
- Collaboration tools to facilitate online participation; and
- Webcasting, videoconferencing, and teleconferencing capabilities.

RESEARCHER DATABASE

The researcher database is the central piece of service-delivery software. The Australian SMC has offered the SMCC access to its database and assistance with setting up a Canadian equivalent. The SMCC should explore this offer more fully once the requirements for its database have been determined. These requirements may include discussion with the other

SMCs to explore the potential of integrating databases, possibly allowing for expanded functionality and a considerably greater number of contacts.

Roster of Researchers

Recruitment, screening, and orienting researchers is a regular activity followed by maintaining the currency of their whereabouts and research activity. The SMCC's reputation is staked on attracting and retaining a roster of highly credible and accessible researchers who are able to communicate effectively with the media and the public.

IMAGE BANK

The image bank is considered a unique feature of the SMCC and one that will provide journalists with a level of access to high-quality still pictures, animation, video, and graphic images that do not appear to be readily available in Canada today. The approach to building the image bank should be measured and gradual without having to dedicate significant budget in the start-up years. The following four-pronged approach will address this requirement:

- Identify image sources online to which journalists can be directed;
- Solicit and collect images from research organizations;
- Seek images to support a briefing or backgrounder; and
- Commission required pictures, animation, video, and graphic images from an appropriate partner when not available elsewhere.

Some of these materials will require release forms, an issue that should be discussed with the SMCC legal counsel.

The SMCC may want to consider a tier system for images produced in-house with fees for the most expensive until the costs are recovered. This will take careful consideration before going ahead.

PEOPLE REQUIREMENTS

The staffing model described below groups responsibilities into logical functional configurations without specific job titles, except for the chief executive officer. These groupings can be changed to meet specific needs as the SMCC becomes operational. The functional groupings are:

- Chief executive officer;
- Media liaison;
- Database and research;
- Member relations and marketing;

- IT and image management; and
- Office administration.

Chief Executive Officer

The steering committee will recruit and hire the CEO for a minimum two-year contract to ensure continuity through the start-up phase and first year of operation. The CEO must have the ability to function in both official languages.

Roles and responsibilities include:

- Overall accountability for the sustainability of the SMCC;
- Strategic and annual planning and budgeting;
- Member recruitment and management;
- Fundraising and financial management;
- Employee recruitment and management;
- Partner recruitment and oversight;
- Interface with the board, stakeholders, and collaborators; and
- Media and public relations.

It should be noted that the SMCC Steering Committee is already engaged in moving forward with some of the early-stage work to bring the SMCC to fruition. Steering committee members are all involved on a volunteer and part-time basis. In an effort to proceed more quickly, the committee may wish to engage a project manager to assist in these efforts until such time as a CEO has been hired.

Other Functions

Other science media centres reported that their employees did not follow clearly defined roles and responsibilities and that they are all able to do each other's work. The same is anticipated in the SMCC, but for the purposes of assisting with recruitment, determining salaries, and outlining accountabilities, the following are the core functions required to allow the centre to operate effectively. At least one person who responds to enquiries must be bilingual.

The salary ranges listed below have not been validated and will be dependent on the location of the SMCC and the level of expertise of the candidate, and should be subject to a comparative analysis of salaries in the city where the centre will be located. For the

purposes of developing the financial model, the salaries used are those italicized in the table below.

Position	Description	Estimated Annual Salary (excluding benefits)
Media Liaison	Interact with media Handle/oversee query-response process Research science in the news and emerging issues	\$60,000 - <i>\$75,000</i>
Database and Research	Interact with media Populate and maintain database	\$60,000 - <i>\$75,000</i>
Member Relations and Marketing	Handle member and stakeholder relations Do marketing Oversee fundraising	\$50,000 - <i>\$60,000</i>
IT and Image Management	Serve as webmaster Provide technology support Manage image bank and database	\$50,000 - <i>\$60,000</i>
Part Time IT Support	Coordinate new media	\$20,000 - <i>\$30,000</i> (dependent on time)
Web and Graphic Design	Outsourced	<i>Note: Financial model shows this as in-kind</i>
Office Administrator	Handle financial administration Serve as office manager Offer general support	\$35,000 - <i>\$45,000</i>

6. STRATEGIC PRIORITY 2 - BUSINESS MODEL

This priority describes the business model within which the SMCC will operate. In addition to the stated priority and key objectives, this chapter also describes the structural requirements and people needed to support the business model. The diagram below provides an overview of the details described in subsequent sections of the chapter.



PRIORITY

Establish a business model that is sustainable and will enable the long-term attainment of the organization's goals and mandate.

This priority puts in place the structural framework and parameters within which the SMCC will function. While this framework must be established prior to the organization becoming operational, elements of it will require review and updating periodically.

OBJECTIVES

The following two primary objectives specify the structural components that will need to be addressed to ensure the organization's success:

- The appropriate legal and financial model; and
- The leadership and governance model.

These objectives provide the legal, financial, and strategic leadership framework for the organization. They are fundamental to its ability to operate independently and to set its own direction.

STRUCTURAL REQUIREMENTS

The SMCC needs to become a legal entity, and it requires the ability to raise revenues and govern itself. This section provides the details to support these structural elements.

Legal Structure

Because the SMCC will be an independent organization and not linked to government or any business or business sector, and no one individual or organization will profit financially from the SMCC, it will operate as a not-for-profit entity. The centre should be incorporated federally to allow it to operate across all provinces and territories.

FEDERALLY NOT-FOR-PROFIT INCORPORATION

"Federal incorporation affords corporations heightened name protection. This means they can carry out their activities across Canada under their name. By incorporating federally, not-for-profit organizations benefit from the same level of protection. Not-for-profit organizations are incorporated at the federal level under the *Canada Corporations Act - Part II*. This includes both charitable corporations and membership corporations, such as social, professional or fraternal organizations.

Federal incorporation may be granted to any group of individuals wishing to form a not-for-profit organization in Canada. However, the applicant group must consist of at least three individuals – not corporations – each of whom must be at least 18 years of age. In addition, although the applicants themselves need not become members of the corporation, there must be a minimum of three corporation members who are willing and able to become part of the new corporation's first board of directors."¹

¹ Industry Canada; www.canadabusiness.ca (Feb. 22, 2009)

The cost of incorporation is minimal as shown below:²

a) Letters Patent	\$200
b) Supplementary Letters Patent	\$50
c) General By-law amendment	no fee
d) Surrender of charter and dissolution	no fee
e) Name search by Corporations Canada	\$15 per search
f) Submission of annual summary	\$30
g) Uncertified copies of documents	\$1 per document if in excess of 9 documents
h) Certified copy of a document	\$10
i) Certificate of corporate status	\$10
j) Letters Patent of Continuance under Part II for a corporation created by a Special Act of Parliament	\$200
k) Registration of mortgages or charges under subsection 68(6)	\$10

Financial Model

CONTRIBUTION AND FEE STRUCTURES

There are two distinct categories of contributors:

- **Patrons** – all contributions are one-time and are used during the start-up phase as the SMCC becomes operational. This funding is solicited only before and during the start-up phase.
- **Members** – all members’ fees are used to cover operating expenses. These funds are applied to the operations when the SMCC begins to offer services, although solicitation will occur in advance to build up a pool of operating funds.

It is possible and desirable for patrons to continue to contribute to the SMCC by becoming members and contributing to operations going forward.

No one patron or member and no one sector can contribute more than 10 percent of the total operating costs of the SMCC to ensure there is an absence of bias and neutrality is maintained at all times.

The value proposition is to some extent an altruistic one. Patrons and members are likely to be individuals and organizations that believe that the SMCC will make a difference, and that it will better inform Canadians about scientific research in Canada and the potential it

² Industry Canada: <http://corporationscanada.ic.gc.ca/> (February 22, 2009)

presents to improve our quality of life and our international reputation. Potential patrons and members may also see significant value in being associated with other highly reputable organizations and individuals who are involved and/or contribute to the SMCC, which is why the Charter Patrons are so important to the early and continued success of the SMCC.

The table below provides a basic description of the patron and member categories.

Level Name	Description	Benefits	Financial / In-kind Contributions
PATRONS			
Charter Patron	<ul style="list-style-type: none"> Start-up contributors Finance the business planning and other early-development requirements 	<ul style="list-style-type: none"> Recognized in perpetuity Remain on distribution list Recognized on website 	\$5,000
Foundation Patron	<ul style="list-style-type: none"> Start-up contributors Funds early development and can include in-kind contributions 	<ul style="list-style-type: none"> Recognized in perpetuity Remain on distribution list Recognized on website and in other marketing materials Level of recognition related to contribution 	\$6,000 – \$99,000 Average* \$50,000
Cornerstone Patron	<ul style="list-style-type: none"> Start-up contributors May recruit other funders Could come from government or any other sector Funds early development and can include in-kind contributions 	<ul style="list-style-type: none"> Recognized in perpetuity as being critical to the existence of the SMCC Invitation to AGM with podium rights Invitation to speakers' and special guests' reception Recognized on website and in other marketing materials Level of recognition related to contribution 	\$100,000 and up Average* \$125,000

Level Name	Description	Benefits	Financial / In-kind Contributions
MEMBERS			
Tier 1 Member*	<ul style="list-style-type: none"> This level is targeted at individuals or smaller organizations who believe in the SMCC and want to contribute within their budget restrictions Passively recruited through website and general marketing 	<ul style="list-style-type: none"> Invitation to AGM Voting rights 	<p>\$5,000 or less at discretion of organization or individual</p> <p>Average** \$3,000</p>
Tier 2 Member*	<ul style="list-style-type: none"> Encouraged to commit to multi-year funding Actively recruited through personal contact Represent the most numerous class of members once operational 	<ul style="list-style-type: none"> Recognized on website Invitation to AGM Voting rights Advance notice of events and briefings 	<p>\$6,000-\$25,000</p> <p>Average** \$15,000</p>
Tier 3 Member*	<ul style="list-style-type: none"> Encouraged to commit to multi-year funding Actively recruited by CEO and steering committee Contribute up to 9% of operating costs 	<ul style="list-style-type: none"> Recognized on website Invitation to AGM Voting rights Advance notice of events and briefings Invitation to AGM with podium rights Invitation to join speakers' and special guests' reception 	<p>\$26,000 and up</p> <p>Average** \$50,000</p>

* Appropriate names to be determined at a later date

** Figures used in financial projections

Governance Structure

COMPOSITION

The composition of the board is as follows:

- Maximum 15 members;
- Members are representative of the science and media communities and include other stakeholders;
- Membership must also include a balance of gender, geographic, and linguistic representation; and
- The CEO is an ex-officio member.

Board members are not required to be financial contributors to the SMCC.

ROLES AND RESPONSIBILITIES

The primary responsibilities of the board include:

- Setting strategy and policy with advice from the Research and Editorial Advisory Panels (discussed later);
- Approving strategic and annual plans and budgets;
- Fundraising within the parameters of opening doors and assisting staff with making the request for funding by participating in at least an initial meeting;
- Handling public relations in the capacity of ambassadors for the organization;
- Having hiring and termination authority with respect to the CEO; and
- Conducting performance oversight of the CEO.

BOARD MEMBER RECRUITMENT

Board members can be recruited in a variety of ways including:

- By invitation from an existing board member and with agreement from the board;
- By application in response to a call for board members; and
- By nomination, either self-nomination or from a board member or other member of the organization.

TERM OF OFFICE

The term of office is two years with a one-time renewable option. The terms of the first board should be somewhat more flexible so that some members have a two-year and some a three-year commitment ensuring that they are not all due for re-appointment at the same time.

Over time, the organization should move in the direction of turning over one-third of the board each year to ensure continuity.

COMMITTEES

The Board will have four standing committees:

- **Executive** – consisting of the CEO and heads of each of the other standing committees;
- **Fundraising** – to support the CEO and the organization with its fundraising efforts and ensure the economic viability of the organization;
- **Nominations and governance** – to attract and recruit board members, establish governance guidelines and processes, review the effectiveness of the board and the governance structure periodically, and review the CEO's performance annually; and
- **Audit and risk / finance** – to oversee the financial management of the organization.

Ad hoc committees may be struck by a majority vote of the board on an as needed basis.

PEOPLE REQUIREMENTS

The individuals who lead and govern will set the tone and culture of this organization for the long term. In addition to the CEO, they include at least one champion and potentially several, patrons and members, and board members.

Chief Executive Officer

In this leadership capacity, the primary attributes of the CEO include:

- A committed CEO who is capable of recruiting members and board members, and who can work in concert with the champion(s) to open doors and make 'the ask';
- An individual with experience in working with boards and particularly in start-up organizations; and
- A fundraising expert who has the skills and personality to attract patrons in the early stages of start-up and members on a continuing basis.

Champion(s)

The champions' role is twofold:

- Champions should have significant stature and influence in the media and/or research communities and, therefore, have the ability to attract members and board members; and
- At least one champion should participate in fundraising during the start-up period.

Patrons and Members

Patrons and members will contribute financially because they believe in the value of the SMCC.

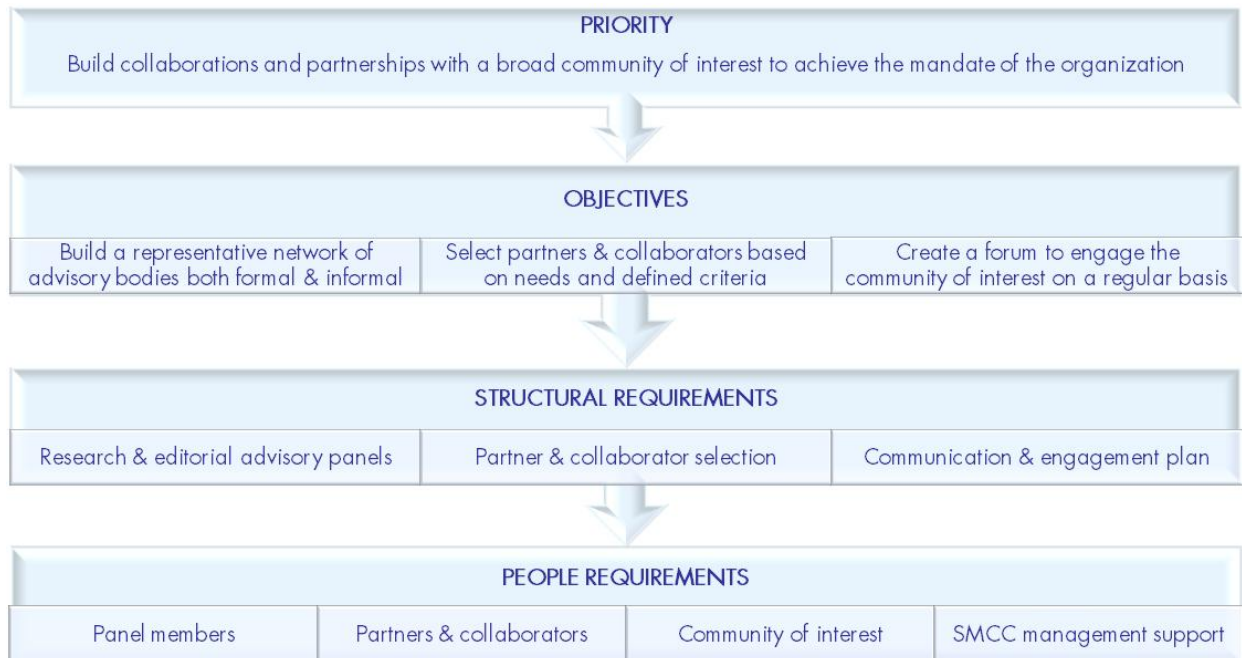
- They and their organizations are enthusiastic and committed to the concept of a science media centre; and
- They have the personal authority (or access to decision-makers) to commit their organizations to a specific patron or membership level.

Board Members

Board members will be representative of the stakeholder community and be prepared to commit time and potentially other resources to the start-up and continued well-being of the organization. Their role will be to participate in establishing the organization and guiding it strategically in the long term. These individuals should be experienced in working on boards, and particularly during the start-up period, they should have experience with early-stage organizations.

7. STRATEGIC PRIORITY 3 – PARTNERSHIPS & COLLABORATIONS

Partners’ and Collaborators’ Model



PRIORITY

Build collaborations and partnerships with a broad community of interest to achieve the mandate of the organization.

This priority recognizes the value of building alliances and a broad base of support across the country to not only sustain the work of the SMCC but to provide an avenue for partners and collaborators to work collectively toward a common goal.

OBJECTIVES

There are three objectives to support this priority:

- **Advisory Panels** - Build a representative network of advisory bodies including a Research Advisory Panel, an Editorial Advisory Panel, and other formal and informal associations as needed.

- **Partners and Collaborators** - Select partners and collaborators based on the needs of the SMCC and supporting partnership criteria.
- **Community of Interest** - Create a forum for engaging the community of interest on a regular basis.

STRUCTURAL REQUIREMENTS

The SMCC will operate within a broad community of interest, and to meet the objectives of this priority, it needs to bring the advisory panels on board, determine how it will identify and select suitable partners and collaborators, and develop a communications and engagement strategy to gain and maintain the support of its broad stakeholder group.

Advisory Panels

The purpose of the advisory panels is to bring credibility and caché to the SMCC. These panel members must be respected and recognized experts within their communities, and beyond, and they must be prepared to commit their time and expertise to the role. The table below provides an overview of the structure of the panels.

Criteria	Research Advisory Panel	Editorial Advisory Panel
Composition	<ul style="list-style-type: none"> – Scientific disciplines and social sciences – 10 members – Geographic representation 	<ul style="list-style-type: none"> – Journalists, publishers, public information officers – 10 members – Geographic representation
Roles & Responsibilities	<ul style="list-style-type: none"> – Policy advice (identification of topic areas and participation on ad hoc committees, early-warning device for emerging issues) – Recruit and vet experts for database – Respond to media requests as appropriate 	<ul style="list-style-type: none"> – Policy advice (identification of topic areas and participation on ad hoc committees, early-warning device for emerging issues) – Ensure effective interaction between media and researchers

Criteria	Research Advisory Panel	Editorial Advisory Panel
Recruitment & Selection	<ul style="list-style-type: none"> - Response to a nomination process - By invitation - On the basis of expertise 	<ul style="list-style-type: none"> - Response to a nomination process - By invitation - Representation from across the media spectrum (i.e., print, broadcast, online)
Linkages to the Board	Advisory Panel Chairs sit on the board	

Partner and Collaborator Selection

The identification and selection of suitable partners and collaborators will provide the SMCC a way to increase its footprint across the country in a cost-effective and collaborative manner.

DEFINITIONS

- **Collaborators** – organizations or individuals who share information and resources with the SMCC at no cost.
- **Partners** – organizations or individuals that the SMCC may contract to carry out some of the SMCC’s services.

CRITERIA FOR SELECTION

The table below provides an overview of the criteria that might be applied to the selection of partners and collaborators.

Relationship	Services / Support
PARTNERS	
In-kind contractual relationships	<ul style="list-style-type: none"> • Website and IT infrastructure • Database development • Communications and marketing • Office space/rent • Payroll and accounting services • Human resources

Relationship	Services / Support
Fee-for-service contracts	<ul style="list-style-type: none"> • Outsourced services, e.g., French-language services • Regional “feet-on-the-ground” through retainer relationships with journalists
National and international assistance and cooperation	<ul style="list-style-type: none"> • Other SMCCs – start-up and mutual continuing assistance • Cooperation from other science media organizations, universities, research institutions, and private sector companies nationally and internationally
COLLABORATORS	
National and international support and collaboration	<ul style="list-style-type: none"> • Other science media organizations, universities, research institutions, and private sector companies nationally and internationally to work collaboratively with the SMCC. This might include: <ul style="list-style-type: none"> – Access to people and information such as: <ul style="list-style-type: none"> ○ Regional researchers ○ Images, still pictures, graphics, videos, etc. ○ Research/papers – Media workshops/programs for researchers – Venues and event management and other related services for media briefings – Access and exposure to international media

Community of Interest

The SMCC will operate within a broad network of member, partners, collaborators, and other interested parties representative of the media, research, government, and private sector communities. These communities will need to be engaged in a meaningful way on a regular basis to promote continuing support, cooperation, and interest. Without this sustained engagement, the organization may encounter difficulties recruiting members and raising the financial resources necessary to ensure its continued viability.

ENGAGEMENT TOOLS AND APPROACHES

The next chapter discusses a communications and marketing framework that addresses the requirements to inform and engage research, journalism, and broader stakeholder communities. In addition, the SMCC might consider the following:

- An annual or bi-annual meeting/conference that showcases Canadian science media reporting and includes workshops that bring together journalists, researchers, and other stakeholders in a learning and information-sharing environment.
- A report card that sets benchmarks and tracks the quality, diversity, and frequency of science reporting in the mainstream and alternative media.
- Sponsorship of a science media award either as part of an existing set of awards or by creating a new award.
- A gala event (that could be associated with an awards ceremony) that not only brings together the community of interest but also raises funds for the SMCC and creates profile and publicity.

PEOPLE REQUIREMENTS

The groups of people involved in achieving the objectives set out in this priority include the panel members, partners and collaborators, the community of interest, and SMCC management support.

Panel Members

- Individuals who are respected in their field, committed to the concept of an SMCC and the goals of the organization, and who have the time to engage in a meaningful way to provide advice and support to the board of directors and staff.
- The research advisors must also be prepared to recruit other researchers from within their personal network to act as experts in response to reporters' enquiries.

Partners and Collaborators

- The individuals who represent partner and collaborator organizations must be available, committed, and have the skills to support the work of the SMCC.
- Their organizations must be able and willing to commit appropriate resources and their employees' time to the SMCC.

Community of Interest

- This broad-based stakeholder group is likely already interested in the goals of the SMCC but may need to be engaged in a way that will encourage them to support the organization in a more committed fashion. This support could be financial or moral, or in some other way as described previously.
- This group should also be encouraged to participate in an annual conference or gala event, attend briefings, and act as ambassadors for the organization.

SMCC Management Support

- Recruiting, engaging, and supporting this group of panelists, partners, collaborators, and the larger community of interest will require board, CEO, and other resource time and commitment.
- The Research and Editorial Advisory Panels should be supported by a staff member to organize meetings, take meeting notes, prepare meeting materials, etc.
- Partners and collaborators should each have a primary contact within the organization that is responsible for developing and maintaining the relationship.
- The larger community of interest will be engaged through communications activities and events shared by the media and public relations, and member relations and marketing employees.

8. MARKETING AND COMMUNICATIONS FRAMEWORK

PURPOSE

Sustained marketing communications are essential to the progress and success of the Science Media Centre of Canada. Targeted communications initiatives will help ensure key messages are consistently conveyed to primary audiences and that opportunities for creating awareness, building relationships, and enhancing engagement are identified and realized.

The vision for the SMCC extends across Canada, and beyond. Achieving that vision is at the heart of a marketing communications plan.

KEY COMPONENTS

Communications for the SMCC cannot be sporadic, nor can they be ad hoc. A designated communications person, or team, must be responsible for the file, and a marketing communications plan must be developed to guide activities and to ensure integration with the overall strategy for the organization.

Major elements in a marketing communications plan include:

- High-level goals;
- Measurable objectives;
- Focused key messages;
- Identification of primary and secondary audiences;
- Tactical strategies (action items); and
- Regular evaluation.

Goals

Goals are high-level pursuits toward which the marketing communications plan is ultimately targeted. They should be specific to the plan. The goals usually span a specified timeframe set by the organization, usually 18-24 months.

Goals should be stated clearly and succinctly. Possible goals for the Science Media Centre of Canada might include to:

1. Be recognized as the primary source of credible and accurate science information for reporters in Canada.
2. Enhance communication between the research and journalism communities in Canada.
3. Excite and engage Canadians about science through improved science reporting.

Objectives

Objectives bring the goals to life. They are concrete and measurable, and they must also be linked to the activities that the plan identifies.

There are two primary types of goals: product and process. The former identify what will be produced during the specified time frame, the latter how marketing communications will be successfully attained. Product goals for the SMCC could include:

- In the first year, production of fact sheets for media on key scientific issues;
- An increase in media usage over the course of the first year;
- Launch of a media outreach program for researchers; and
- Development of a media image bank.

Process goals could include:

- Hosting monthly events for media;
- Meeting quarterly with science community representatives to identify emerging issues;
- Branding the organization; and
- Distributing information and/or media kits.

Key Messages

Key messages capture the essence of an initiative and help stakeholders understand why that initiative is relevant to them. They also help ensure consistency of message.

Key messages should be incorporated in all material produced by the SMCC, and they should be widely shared with stakeholders for use in their materials, where appropriate. (For example, speaking bullets that encapsulate the key messages could be prepared for spokespeople, champions, sector representatives, and government officials. These could

then be woven into speeches and presentations they give.) It is also advisable to focus test key messages with a small group of stakeholders.

Possible key messages for the SMCC include:

- Greater public engagement in science is fundamental to the lives of Canadians.
- Quick, easy access to accurate scientific information is just a call, or a click, away.

Each key message is then supported by points appropriate to the speaker and their audience. The first key message, for example, could be woven into commentary from board members with a science media or science background.

Primary and Secondary Audiences

Communications initiatives are targeted to specific audiences. It's a matter of getting the right information into the right hands at the right time. Potential primary audiences for the SMCC include, among others:

- Users of the service (general assignment reporters, producers, editors, webmasters, freelance writers, science/medical/environment reporters);
- Journalism students;
- Potential users of the service;
- Scientists and researchers;
- Funders and potential funders; and
- University public information officers.

From the outset, there will be a need to market the service to the media but also to the scientists and the communications departments of their institutions. This second group has to be convinced to give priority to requests from the SMCC. Ideally, the SMCC could have an agreement (contract) with institutions in which they confirm they will give priority to a request from the SMCC.

Also, in a general way, this means that the SMCC will need to ensure that it does not detract from the work of the local communications people but instead bring them new requests from journalists and media.

Secondary audiences are those individuals and groups that it would be nice to reach, but it is not essential to reach. For the SMCC, that could include:

- Journalism educators;
- Government; and
- Business community (particularly those in science-linked fields).

It is also important to develop SMCC ambassadors or champions. These are well-known and respected individuals who will champion and support the work being undertaken by the centre and carry messages forward.

Strategies

The next step is to develop potential strategies.

The activities undertaken by the SMCC will depend on a number of critical factors. First, there are resource issues: people will be needed to oversee communications initiatives, and money will be needed to develop and distribute material, coordinate and host events, and provide information to key stakeholders. Second, there is the overall plan itself. Ultimately, the activities undertaken will reflect the priorities and goals of the organization. Here, however, are some possible strategies.

BRANDING

The work of the Science Media Centre of Canada must be effective, tangible, and unique. It must also be visible and memorable. The latter two attributes are directly linked to the organization's new brand. The time to start building this brand is now. Visual identity elements have already been developed including a logo, stationery, and a website. This should be followed by a comprehensive branding process to:

- Build a brand platform;
- Create a brand benefit statement;
- Enhance brand image;
- Build brand equity;
- Focus on brand attributes with competitive advantage;
- Ensure brand consistency; and
- Promote and advertise the brand.

INSIDE INFORMATION

Stakeholders are most committed to an initiative, most supportive of an initiative, and most able to contribute to an initiative when they are engaged. There is much information to share. Developing channels and processes for collecting, summarizing, and distributing information is vital. Core communications vehicles include:

- Website;
- Media relations;

- Information kit;
- Fact sheets;
- Banner display;
- Personal contact;
- Presentations at professional meetings both major scientific and journalistic meetings; and
- Web seminars.

Among the additional approaches to be considered:

- A regularly published e-newsletter that will drive recipients to the website;
- Regular feature article series for media and partners;
- Corporate brochure;
- Annual community report;
- Government relations program;
- Annual conference;
- Speakers' calendar; and
- Newspaper supplements at pivotal points, e.g., National Science and Technology Week.

EVALUATION

An effective communications plan will identify how progress and success are measured. Objectives certainly help here, but the evaluation component must go beyond this. It may be helpful to do a small survey to gather data on key questions of interest to the SMCC. This would provide baseline data against which to measure progress. Such a survey could also be done inexpensively as part of a quarterly omnibus survey.

KEY CHALLENGES

The Science Media Centre of Canada faces some significant communications challenges. Effective communications initiatives, as outlined previously, will help address these. However, the challenges should still be identified and ways to address them effectively should be a regular element of communications planning. The challenges are:

- **Knowledge and Perception**

There is a need to engage key stakeholders about the full range of services, programs, and opportunities that the SMCC has to offer. In some cases, this will involve informing new people, companies, organizations, and others about specific applications and opportunities. In other cases, it will involve reinforcing key messages or altering perceptions.

- **Relevance**

Many stakeholders have a need for the SMCC but are unaware of how the organization could benefit them or, in some cases, that there is even an organization to help them. Creating this understanding is key for the SMCC as it answers a basic question for stakeholders: What's in it for me?

- **Variety**

The SMCC has a long, and growing, list of stakeholders that span a range of sectors, ages, interests, and responsibilities. Each key audience can be reached through targeted communications. For example, the messages shared with the science community do not require the same resources or emphasis as communication with reporters.

- **Resources**

The SMCC's vision is broad, its mandate inclusive, and its goals far-reaching. Its immediate resources, however, are not exhaustive. A marketing communications plan, to be effective, must work within that reality.

- **Inclusiveness**

Public engagement and access to information goes well beyond one single organization. Stakeholders need to understand that achieving the goals of the SMCC are a two-way effort. The SMCC supports its partners' philosophies who, in turn, contribute back to the organization. This partnership element needs to concretely explained and promoted.

9. IMPLEMENTATION

LESSONS LEARNED FROM THE AUSTRALIAN SMC

The following excerpt from the *Consultation Report for the Australian Science Media Centre* should be considered as the SMCC moves forward.

“AusSMC should not open its doors for business [the premises could be opened before this] until it:

- Is fully staffed
- Has established, and promoted, exactly how it will work (and I would suggest that the CEO writes a strategic plan for its first year)
- Has a website and database
- Has a minimum workable number of scientists and communication officers on its database
- Has marketed its services to the news media

This is incredibly important. AusSMC will need to hit the ground running – it will need to be good, and work at full capacity as soon as it is opens, and should not do so until this is ensured.”³

IMPLEMENTATION SCHEDULE

This schedule is based on the assumption that year one is the start-up year during which virtually no operational activity will occur except perhaps towards the end of the year, when some carefully selected, no-risk public activities might be undertaken. It is the ramp-up period during which time the following primary activities are carried out:

- The organization is established;
- Employees, board members, members, and advisory panels are recruited;
- The database is built/configured;
- Researchers are recruited and the database begins to be populated;
- Key partners are identified and agreements are struck;
- Operational processes are developed and tested;
- Research begins;
- The existing website is enhanced; and
- Marketing communications planning is undertaken and collateral materials are developed.

³ Consultation Report for the Australian Science Media Centre, June 2005; page 23

Schedule by Priority by Year

Priority	Activity	Year					
		1	2	3	4	5	6
Operating Model	Recruit CEO	•					
	Recruit other staff	•	•				
	Establish office	•					
	Develop & populate database	•	•	•	•	•	•
	Develop research and service processes	•					
	Respond to reporters' enquiries		•	•	•	•	•
	Prepare online media guides for researchers		•				
	Develop and populate website	•					
	Launch website		•				
	Establish and grow image bank	•	•	•	•	•	•
	Implement some no-risk public activities	•					
Business Model	Incorporate the organization	•					
	Recruit champion(s)	•					
	Finalize membership structure	•					
	Recruit members	•	•	•	•	•	•
	Finalize governance structure	•					
	Recruit board members	•					
Partnerships & Collaborations	Establish & recruit advisory panels	•	•				
	Finalize criteria for partnerships & collaborators	•					
	Engage partners & collaborators	•	•	•	•	•	•
	Launch annual conference, report card, award, and gala			•			
Marketing Communications	Develop marketing communications plan	•					
	Implement e-blasts, media briefings, fact sheets, backgrounders, etc		•				
	Implement other plan items		•				

Note: A number of activities identified in the first year are already under way. A detailed implementation plan will be needed to guide the first-year activities.

10. FINANCIAL SUSTAINABILITY

FINANCIAL OVERVIEW

Based on a set of assumptions described later in this chapter and in detail in an accompanying spreadsheet, this financial plan indicates that the SMCC would show a small surplus in the start-up year and in each of the following five years of operation. For start-up purposes, the SMCC will require \$715,000 in contributions and an additional \$485,833 in in-kind services with gross expenses estimated at \$1,195,050.

	Start Up		Operational			
	Year	Year	Year	Year	Year	Year
	1	2	3	4	5	6
Contributions and Fees	715,000	660,000	696,000	702,000	708,000	714,000
Gross Expenses	1,195,050	791,700	815,700	830,700	841,700	854,700
Contributions of Services In-kind	485,833	137,500	140,500	143,500	146,500	149,500
Net Expenses	709,217	654,200	675,200	687,200	695,200	705,200
Revenue less Expenses	5,783	5,800	20,800	14,800	12,800	8,800

CONTRIBUTIONS AND FEES

In creating the financial model, a realistic set of assumptions associated with the revenue streams necessary to offset the expected net costs is necessary to minimize risk. In this case, it is anticipated that the revenues will be derived from memberships at various levels and degrees of support. The revenue model shown below is based solely on membership fees. Alternate scenarios have been developed that include contributions from training programs and events, but these do little to negate the need to recruit a substantive number of members.

Membership Fees/Contributions	Category	Average Amount	Start Up		Year 2		Year 3		Operational		Year 5		Year 6		
			Year 1						Year 4						
			#	\$	#	\$	#	\$	#	\$	#	\$	#	\$	
Charter Patron	\$5,000	23	115,000												
Foundation Patron	\$50,000	2	100,000												
Cornerstone Patron	\$125,000	4	500,000												
Tier 1 Member	\$3,000			20	60,000	22	66,000	24	72,000	26	78,000	28	84,000		
Tier 2 Member	\$15,000			20	300,000	22	330,000	22	330,000	22	330,000	22	330,000		
Tier 3 Member	\$50,000			6	300,000	6	300,000	6	300,000	6	300,000	6	300,000		
Total				29	715,000	46	660,000	50	696,000	52	702,000	54	708,000	56	714,000

The mix of members in the table above is just sufficient to offset the net expenses, and if these goals or a variant mix of membership categories result in a similar level of contributions, then this would be considered to be a self-sustaining economic model. The foundation of these assumptions is critical: Based on the above configuration, 29 members must be found to contribute a total of \$715,000 in the start-up year.

The model outlined above is the starting point for assessing the financial feasibility of the SMCC and to provide the basis for alternative scenarios. If a somewhat smaller amount in membership fees is generated, then certain costs will need to be deferred or reduced, or additional in-kind services solicited so that the implementation can proceed.

STAFF RESOURCES

The staff resources shown below are described earlier in this plan. Each resource is shown along with a set of assumptions related to hiring in the start-up year, salary and benefits.

	Start Up		Operational			
	Year	Year	Year	Year	Year	Year
	1	2	3	4	5	6
CEO	90,000	120,000	120,000	120,000	120,000	120,000
Bonus - achieves target of 10% per year	9,000	12,000	12,000	12,000	12,000	12,000
	99,000	132,000	132,000	132,000	132,000	132,000
Assumptions						
Hired effective month 4 of start up period						
The salary will be \$120,000, 10% bonus + benefits						
Media/Liaison	24,000	60,000	60,000	60,000	60,000	60,000
Assumptions						
Hired effective month 7 of start-up period						
Salary of \$75,000 + benefits						
Database & Research	45,000	60,000	60,000	60,000	60,000	60,000
Assumptions						
Hired effective month 4 of start-up period						
Salary of \$75,000 + benefits						
Member Relations and Marketing	30,000	60,000	60,000	60,000	60,000	60,000
Assumptions						
Hired effective month 6 of start-up period						
Salary of \$60,000 + benefits						
IT and Image Management	24,000	90,000	90,000	90,000	90,000	90,000
Assumptions						
Hired effective month 7 of start-up period						
Salary of \$60,000 + benefits						
Includes salary of part-time IT support person at \$30,000						
Office Administrator						
Assumptions						
Hired effective month 10 of start-up period	11,250	45,000	45,000	45,000	45,000	45,000
Salary of \$45,000 + benefits						
TOTAL SALARIES	233,250	447,000	447,000	447,000	447,000	447,000
Benefits @ 10%	23,325	44,700	44,700	44,700	44,700	44,700
	256,575	491,700	491,700	491,700	491,700	491,700

EXPECTED EXPENSES

The following expenses are driven by the operational elements of the business plan.

	Start Up		Operational			
	Year	Year	Year	Year	Year	Year
	1	2	3	4	5	6
Gross expenses						
Staff	256,575	491,700	491,700	491,700	491,700	491,700
Establishment Costs	919,475					
Communications and Marketing		200,000	205,000	210,000	215,000	220,000
Administration	19,000	100,000	119,000	129,000	135,000	143,000
Total Expenses	1,195,050	791,700	815,700	830,700	841,700	854,700
Contributions of Services In-kind						
Staff						
Establishment Costs	485,833					
Communications and Marketing		92,500	95,000	97,500	100,000	102,500
Administration		45,000	45,500	46,000	46,500	47,000
Total Contributions	485,833	137,500	140,500	143,500	146,500	149,500
Net Expenses	709,217	654,200	675,200	687,200	695,200	705,200

The establishment costs are those expenses required to position the SMCC to be fully functional as quickly as possible. The major elements of this cost category are capital costs for hardware and software and marketing and communications. While there is a significant investment required in the start-up year, there will be a requirement for these expenses on a continuing basis.

It is expected that a number of stakeholders will provide support by providing goods and services on an in-kind basis as part of their contribution. Total donations over the six year period are \$936,667 reflecting a contribution of 18.6% of the total costs incurred over that period.

11. PERFORMANCE MEASURES

It will be critical that the SMCC measure its success against a set of predetermined metrics and benchmarks. Funders will want to be able to ascertain that the SMCC, with their support, is making a difference and that the mandate of the organization is being met in accordance with expectations. The ability to demonstrate achievement of predetermined targets will heighten the ability to retain funders as well as attract new supporters. This will require that tracking and reporting mechanisms be put in place so that the requisite measurements against plan can be made and that, where required, corrective actions may be undertaken.

Based upon the goals and objectives of the SMCC, together with a review of the key metrics used by other science media centres, the following measurements should be considered for adoption. Targets would be set for each of the first five years of operation:

Activity Indicators	
Number of media inquiries	<ul style="list-style-type: none"> • By geographic region • By language • By type of media • Resulting in an interview or story
Number of journalists registered to receive material	<ul style="list-style-type: none"> • By geographic region • By language • By type of media
Number of briefings	<ul style="list-style-type: none"> • Number of participants present in person • Geographic participation electronically
Website	<ul style="list-style-type: none"> • Number of “hits” • Number of “users” • Blog activity
Number of scientists/ researchers in the database	<ul style="list-style-type: none"> • Number used • By geographic region
Number of people involved in workshops and other engagement activities	<ul style="list-style-type: none"> • Media • Researchers

Activity Indicators	
Number of partners and collaborators	<ul style="list-style-type: none"> • Fee-for-service agreements • In-kind agreements
Outcome Measures	
Satisfaction survey	<p>Potential survey methods:</p> <ul style="list-style-type: none"> • Follow up within one week of service request • Annual electronic survey • Immediate feedback (if sign-in and sign-out is required) with a one-question survey
Other surveys	<ul style="list-style-type: none"> • Periodic surveys of members, researchers, publishers, and general public focusing on quantity and quality of science-based journalism
Requests from international media directed to Canadian researchers	<ul style="list-style-type: none"> • Measure of international recognition of the SMCC's activities and success
Growth in membership	<ul style="list-style-type: none"> • Measure of recognition of importance of the SMCC • Referrals of Canadian experts to other SMCs