THE SIERRA LEONE NATIONALS ASSOCIATION OF MANITOBA (SALNAM) INC

RESOURCE CENTRE PROPOSAL

SUBMITTED TO:

THE

CITY OF WINNIPEG

PREPARED BY:

SIERRA LEONE NATIONALS ASSOCIATION OF MANITOBA (SALNAM) INC

JUNE 10, 2016

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EXECUTIVE SUMMARY

The influx of refugees from Sierra Leone and from other parts of the developing world over the years has enriched the cultural life of Winnipeg, a city that has been very kind to new Canadians.

The Sierra Leonean community is one of the smaller but growing communities in Winnipeg. It has an estimated population of between 800 and 1,000. Ninety percent are refugees and about 80 percent are under the age of 30. More than 50 percent of households are headed by single parents, mostly women, many with little or no formal education.

Our community has serious challenges which impede integration with the rest of the Manitoban community.

The community needs a resource centre to promote holistic and culturally sensitive community development initiatives with programs for youths and for other disadvantaged groups in our community.

Services offered include educational - youth and adult literacy programs, cultural history, recreation, computer training, referral services, employment and job search skills.

We are requesting the city for a three year grant of $30,838.00 to help cover rental and utilities charges for three years. (Refer to budget).

The centre's services are available to other interested Winnipeggers.

Qualified professionals provide services on a voluntary basis.

The Four criteria for the project's success are: STRONG COMMUNITY SUPPORT, GOOD MANAGEMENT, INNOVATIVE MARKETING STRATEGIES and FINANCIAL AVAILABILITY.

In the main time, the centre provides complementary and referral services in a culturally sensitive manner.

Services reflect the needs of community members.

Town Hall meetings are held periodically to get community feedback.

INTRODUCTION

The Sierra Leone Nationals Association of Manitoba (SALNAM) is a non profit, non political organization dedicated to promoting the cultural heritage of Sierra Leoneans living in Manitoba, and assisting its members to integrate into Canadian society. SALNAM achieves this goal through the delivery of community based culturally sensitive support services including complementary services to its members. At present our community has an estimated population of between 800 and 1,000 people, consisting mainly of refugees and young people under the age of 30. Our population like many others is still growing. Many households are headed by single parents mostly women with very little formal educational background and training.

As stated, one of SALNAM's major goals and mandates is to facilitate the integration and upward social and economic mobility of its members in the mainstream of Canadian society. The ability of the community to maximize the use of available resources provided by governments and other mainline service providers is somewhat marginal to certain limitations and constraints. Presently a significantly large numbers of our members are at the bottom of the economic and social scale in Manitoba; a reality that has forced many into holding two or three jobs to assist them provide food for their families. Many are still dreaming about the Canadian dream. A community Resource Centre is one of the avenues SALNAM hopes to use to bring our community closer to realizing the Canadian dream.

PURPOSE

The purpose of the funding application for SALNAM Resource Centre is to request the City of Winnipeg to assist us with the sum of $30,838.00 to cover rent and utilities costs for a three year period. The monthly rental charge is $1,350.00 and increasing to $1,500.00 after the second year for a space of 2,800 square ft. Please refer to budget. The Centre is located on Henderson Highway.

OBJECTIVES

The SALNAM Resource Centre is established to achieve the following objectives:

To assist our community members achieve a sense of self worth and identity in Winnipeg's wider community by protecting their social and economic interests.

To establish support services and programs (educational, literacy, recreational) for families, youths at risk, seniors and other disadvantaged adults with the aim of integrating fully community members within Winnipeg's multicultural mosaic.

To serve as an information centre for other communities who are interested to know about developments in our community and about developments in our home country.

To maintain close links with governments and social service providers in the city of Winnipeg. To support community based social inclusion initiatives to help dispel stereotypes and help foster inter-cultural communication and connections.

To teach our youths specific aspects of Sierra Leone's cultural history to assist the Sierra Leonean youth develops an understanding of himself/herself, his/her world, his/her culture and his/her community to make him/her hungry to learn about his/her environment and his/her community.

To serve as a platform for interactions among different ethno-cultural communities in Winnipeg.

PLANNED PROGRAMS AND ACTIVITIES

The programs outlined are designed to make positive influences not only on the collective life of the community but also on the individual lives of those who participate in, and take advantage of the services provided by trained and knowledgeable professionals, mostly volunteers dedicated to making a difference in the lives of the socially and economically disadvantaged, the sub class members in our community. The core of the Centre's activities and programming initiatives are the following:

YOUTH DEVELOPMENT PROGRAMS

Youth development programs consist of planned activities to assist in the holistic development from all aspects of their personality: behavioural, social, educational, personal responsibility, respect for the law and the legal system, for family, changes in attitudes and values that result in positive contributions to society. The overall goal is to assist the youths and young people to become model citizens of society through positive action and behavioural change; view education as an equalizer for equal opportunity for upward mobility; view gang, gun and criminal related activities as dead end propositions with no long term benefits for those who have embraced this culture of criminal deviant behaviour. The fundamental goal is to transform the youth to see himself/herself as an agent of positive change, a youth who values hard work rather than being a member of a gang related criminal organization. The following are the sub-sets of a results-oriented youth program.

STAY IN SCHOOL PROGRAM

The objective is to help and encourage students experiencing difficulties due to a number of barriers to continue with their education as an alternative to dropping out to become recruits for gang related criminal organizations, or to become liabilities not only for their parents, but also for the community, the Criminal Justice System, the Social Welfare System and for the society at large.

There are a number of reasons why some students are reluctant to stay in school, particularly for those coming from outside of Canada – immigrants, refugees. The factors range from culturally

shock challenges facing new students, to the "one size fits all" admission policy of the system which leaves no allowances for extenuating circumstances for students coming from, for example, war torn countries. In addition to language and other barriers to effective learning, the "one size fits all" policy is a disincentive to such students. The current admission policy only puts premium on the age of the new student to determine his/her grade level and nothing else. The system overlooks the fact, there are students from war torn areas who might have been out of school for several years before coming to Canada.

The program is manned by volunteer teachers and others from within and outside our community to make it successful. A survey is conducted to determine the size of the classes. Volunteer teachers determine the structure of the classes.

YOUTH DROP IN/AFTER-SCHOOL PROGRAM

The youth drop-in program is designed to allow students to engage in recreational, social, educational activities with their peers, while their parents are at work or occupied with other pursuits. SALNAM believes this program is contributing to the social cohesiveness and understanding among our youths who participate in the program. The program focuses on providing incentives for the youths to come together on a regular basis and engage in activities to steer them away from the streets or from embracing socially deviant behaviour tendencies. Computer games, after school and recreational activities are component parts of the program structure.

CULTURAL AWARENESS PROGRAM

The objective of the Cultural Awareness program is to sensitize the Sierra Leonean youth about the positive role African culture plays in the lives of Sierra Leonean parents who are confronted with daily challenges as they struggle to provide food for the family or to send their children to school. The teaching of traditional African cultural values to the youths is meant to make them understand, appreciate and to apply these values and help them become better citizens and leaders in their community.

SALNAM argues that there is no contradiction between our youths upholding Canadian cultural values as law abiding and hard working citizens while at the same time, practicing aspects of transferable Sierra Leonean culture in a multicultural socio-political environment. Love and respect for parents and family, respect for older people, including respect for African customs and traditions are aspects of transferable African culture deemed necessary for the psychological, physical, and emotional development of the youth.

Readiness to offer a helping hand to a needy person and the realization no man / woman is an island are attributes which are generally referred to as cultural expressions/assets which may contribute to the development and welfare of a community and its people.

A key component of the program is the teaching of the political, social, cultural history of Sierra Leone to our youths. The argument is information gained from the program helps the youths to learn about themselves, understand their parents' value systems and to appreciate the opportunities given them by virtue of being Canadian citizens. Many of the youths are ward of the criminal Justice system as a result of the cultural vacuum in which they operate. SALNAM, through the Resource Centre, is determined to find a community-based resolution to this intractable problem.

Additional activities include arts and crafts, Sierra Leone cooking and language training where the numbers warrant. Participation is open to other Winnipeggers as our contribution to multiculturalism in this town. There are tremendous benefits for those who take advantage of this program and other cultural awareness programs provided at the Resource Centre: Participants, particularly the Sierra Leonean youth becomes more focused and results-oriented as a result of the positive image he/she develops of himself/herself. As with the other programs volunteer professionals provide the services.

ADULT PROGRAMS

ADULT BASIC EDUCATION

The Resource Centre's programs, activities and services are flexible in order to meet a wide range of demands of its clients. Adult literacy programs: reading, writing, and computer skills are provided from time to time, to help students with their Adult Basic Education needs. The program is tailored to meet the specific needs of each student with the understanding that each student's situation is different due to a number of factors: family situation, level of previous formal education or lack of it, work requirements, language barriers, and time commitment, etc.

It is no secret many people's ability to obtain gainful employment is constrained by certain limiting factors such as language barriers and the lack of any formal education even at the fundamental level. Due to other reasons, many in our community have failed to take maximum advantage of opportunities provided by mainstream adult literacy and other programs available to the general public. The 9am to 5pm availability schedule which many mainline programs operate on is not feasible and it is a non-starter for many of those people looking for alternative arrangements.

The objective of the Resource Centre's adult program is to create conditions to allow affected individuals benefit from an adult education program particularly for those who cannot fit into the 9am to 5pm schedule. SALNAM is undertaking an adult basic education program as a community service with the hope of raising literacy level in our community. Volunteers provide their services to meet the objectives of the program. The program is also open to other Winnipeggers.

COUNSELING SERVICES: Services considered for counselling services include: employment counselling (resume writing, interviewing skills, and job search), referrals (providing

information about other service providers). The objective is to bring the Centre to the community and vice versa.

OTHER SERVICES

The centre provides additional valuable services: community meetings are held at the centre, an environment for socialization, discussions, debates, information and a library service, etc.

SUCCESS INDICATORS OF OPERATING THE CENTRE

The long term success of the Resource Centre over time is a function of four key indicators: (1) community support, (2) management, (3) the availability of financial resources, and (4) marketing.

COMMUNITY SUPPORT

The long term success of any business or economic enterprise depends on the demand of consumers to buy the services supplied by that enterprise, the supplier, of those services. In this regard the Community Resource Centre is no different from similar ventures undertaken in other environments. The challenges for operating a community centre over time are many, and the support and backing of the entire community is crucial for its long term success.

There are compelling and demonstrative factors which suggest the community is prepared and willing to support the activities and programs of their centre. Some have to do with community pride, others are psychological, the feeling the centre is contributing to an ill-defined notion of satisfaction in the collective psyche of members.

For quite some time the community had gone, sometimes, in contradictory directions in search of a visible symbol to represent community pride and achievement. The Resource centre represents not only the community's achievement, but it also represent its collective face in Winnipeg with its own distinct identity. Arguably, this reason alone is a strong incentive for the community to support the centre by every means possible. Community members see the centre as a symbol of unity, with the belief that "where there is unity there is always victory". The strong feeling of community ownership equals strong community support for the centre.

MANAGEMENT

The success of any organization depends on how the resources of an organization are managed efficiently. SALNAM's leadership is alive to the challenges of organizing and managing a community owned institutions such as the Resource Centre. Usually part of the challenge is dictated by the functions of many community based organizations which rely largely on promoting mundane functions namely socials.

As this is SALNAM's first attempt to own a resource centre, the leadership is taking extraordinary steps to guarantee or ensure the long term success of this project

The leadership has in place a Management Team separate from SALNAM's Executive Committee to provide for accountability and transparency in conducting the affairs of the Centre. The Management Committee has the responsibility for the running of the centre which involves planning the centre's programs, scheduling, setting operational goals and priorities. The management team reports to the SALNAM's Executive Committee which in turn reports to the community.

The leadership has also created a position: the Program and Community Development Officer, responsible to the Management Committee. Duties include planning and implementation of programs under the supervision of the head of the Management Committee, and to be in charge of the day to day management of the centre's activities. Other responsibilities include marketing the centre to our community, the general public; maintain close links and working relationships with other resource centres for information sharing and to periodically organize seminars. Other duties are assigned as needed. He also serves as the Office Manager.

AVAILABILITY OF FINANCIAL RESOURCES

Availability of financial resources on a continuous basis is fundamental to the success and survival of the centre in terms of its ability to provide a range of services, primarily to the Sierra Leonean community and secondarily to other interested parties. To this end, SALNAM's management has produced a conservative five year budget. The document provides the relevant sources of revenues and a breakdown of expenditures associated with managing the Centre.

Revenues will be generated over the next three years to sustain the Centre mainly as a result of a robust fundraising campaigns and increased financial commitments from community members. The financial commitment of members is increasing over time as the community sees the benefits as well as the changes the centre is making in their collective and personal lives.

Aggressive fundraising campaigns, identifying new sources of funding and applying creative methods to increase the usage of services by members through planning and marketing the centre's programs are strategies SALNAM hopes to use in order to guarantee the sustainability of the centre over the long term.

FUNDRAISING STRATEGIES

A combination of strategies will be used to raise adequate funds to support the programming initiatives of the centre: A proposal for a sale of Raffle Tickets will be developed to raise needed funds. Local businesses in Winnipeg will be approached to provide suitable prizes. Garage sale, banquets, barbeques and other forms of raising funds will be undertaken. A successful fundraising program includes donations from corporations, businesses, community and individuals. The program would also take advantage of other sources of funding provided by

governments and foundations. A plan for a detailed fundraising program is currently at the developmental stage.

MARKETING

In the long run, a successful marketing strategy, combined with the other success indicators, is a powerful recipe for successful running and management of the centre. Marketing is the ability of an organization to persuade consumers to buy it products or services at an affordable price. Consumers are generally persuadable based upon the utility they get through the consumption of a particular product or service they purchase from the market place.

Persuading SALNAM's members and the Sierra Leonean community generally about the efficacy of using the centre's services does not appear to be an intractable problem. As stated earlier, the services provided are planned to address a range of specific individual needs of those who want to use those services, and many of our members, both youth and adults, as well as other Winnipeggers have benefitted from programs and services offered at the Centre. Another factor is the exuberance of the community to acquire an institution which they can identify with. However, because of unforeseen constraints in the market place, SALNAM leaders developed a comprehensive community-centered marketing plan with the goal of bringing the centre's services to every household in our community, and to interested parties in other communities.

The formula for a successful marketing includes: identifying potential clients, producing brochures and pamphlets describing the centre's services, distributing the brochures to households in the community, organizing community information meetings, placing information on SALNAM's website, email, and social media. Additional strategies include a quarterly questionnaire surveys to get feedback about the usefulness of the services, the overall operation of the centre and to solicit suggestions for improvements in service delivery. Disseminating information about the centre's services is also an integral part of this communication strategy.

BENEFITS TO THE SIERRA LEONE COMMUNITY

The project provides benefits to individuals and to our community in several ways: (1) the community formally provides self help services to its clients from a central location. (2) The community mobilizes qualified human resources to give a helping hand to the socially and economically disadvantaged members in our community to assist them find solutions to their problems. (3) The centre serves as a magnet for community interactions, for socialization particularly for those who have marginalized themselves as a result of psychological, social, and family-related constraints. (4) The centre serves as a catalyst for community mobilization around specific issues and causes. (5) Individuals change negative attitudes and develop positive attitudes towards other members in our community. (6) The centre prevents the youths from going through the cracks by identifying mentors or role models in our community. (7) The individual feels a sense of accomplishment and a sense of belonging.

BENEFITS TO THE FUNDER/ CITY OF WINNIPEG

The city of Winnipeg benefits in a variety of ways: (1) A Resource Centre creates opportunities for economically and politically marginalized community members to take some responsibilities for their socio-economic progress without putting too much strain on the cities over-stretched resources. (2) Community based solutions through a resource centre complementary service delivery module frees the city's meagre resources for other needed services. (3) Programs which result to helping youths at risk becoming productive members of society by shying away from the gang and the drug culture help the Winnipeg Police services to put their resources into more productive use. (4) An engaged, informed and a healthy community is an asset to the city in several ways: people will have the capacity or the ability to understand the important role city government plays in their daily lives, the myriad of city services available to the public and how to use those services. Also, successfully integrated community members would contribute to the socio-economic development of the city. Gainful employment for members enables them to increase their purchasing power to buy goods and services which would contribute to business and investment growth. Also it assists people to become home owners with positive results for the city's revenues.

EVALUATION

The project is evaluated on a periodical basis through the following mechanism to determine that the objectives are met. The system used also determine the need to reset goals to assist the centre management apply appropriate changes or reviews to identify organizational constraints that may impede the attainment of specific goals and program objectives: (1) A program review and evaluation committee is established with the mandate to periodically review outcomes and to advise on how to improve service delivery system if the need exists. (2) Routine and ongoing communication and information sharing with the City of Winnipeg will be established. (3) Town meetings for feedback from the community are also a part of the evaluation process.

Sierra Leone Nationals Association of Manitoba - SALNAM

Resource Centre Operating Budget For the Fiscal Year September 1, 2015 to August 31 2016

Column1	Full year	Column2	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Expenditure												
Resource Centre Rent	16,200		1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350
Telephone and Internet	2,040		170	170	170	170	170	170	170	170	170	170
Cost of fundraising activities	9,000					1,200				3,800	1,000	
Hydro, Heat and Water	4,200		350	350	350	350	350	350	350	350	350	350
Bank Charges and Insurance	500		42	42	42	42	42	42	42	42	42	42
Office supplies	1,500					500				500		
Volunteers honorarium and bus passes	2,000		200	200	200	200	200		200	200	200	
Publications (design, print and photocopying)	1,000					300				200	200	
Website and Computer maintenance and newslett	2,500				754			886			860	
Physical activities (sporting equipment rental)	1,500							150			500	
After School Tutoring Program	3,500		290	290	290	290	290	290	290	290	290	290
Field trips and group outings	1,500											500
Computer Literacy & Employment Counselling	3,500		300	300	290				210	350	350	350
Cultural Awareness Program	3,500									1,000	1,000	1,500
Total Expenditure	**52,440**		**2,702**	**2,702**	**3,446**	**4,402**	**2,402**	**3,238**	**2,612**	**8,252**	**6,312**	**4,552**
Income												
Membership Registration and Dues	9,660		650	700	540	1,000	750	810	210	1,000	1,000	1,000
Fundraising income from community events	16,588					1,620				6,568	2,400	
Donations	2,500											
Ethno - Cultural Community Support	7,000								1,000	3,000	3,000	
In-kind support / volunteers	1,500				500		500	500				
Total Income	**37,248**		**650**	**700**	**1,040**	**2,620**	**1,250**	**1,310**	**1,210**	**10,568**	**6,400**	**1,000**
Surplus / Deficit (i.e. Total Income - Total	**-15,192**		**-2,052**	**-2,002**	**-2,406**	**-1,782**	**-1,152**	**-1,928**	**-1,402**	**2,316**	**88**	**-3,552**

July	Aug
1,350	1,350
170	170
	3,000
350	350
42	42
	500
200	200
	300
700	150
300	300
500	500
350	1,000
3,962	**7,862**

1,000	1,000
	6,000
	2,500
1,000	**9,500**

-2,962	**1,638**

Agenda – Executive Policy Committee – July 6, 2016

REPORTS

Item No. 8 Funding for the Sierra Leone Nationals Association of Manitoba Resource Centre

COMMUNITY COMMITTEE RECOMMENDATION:

On June 24, 2016, the East Kildonan-Transcona Community Committee recommended to the Executive Policy Committee that the Chief Administrative Officer be directed to identify funding sources in the amount of $10,000 in 2016 and that the balance of the request in the amount of $20.838 be included in the City's 2017 and 2018 Operating Budgets for the Sierra Leone Nationals Association of Manitoba (SALNAM) Resource Centre.

Agenda – Executive Policy Committee – July 6, 2016

DECISION MAKING HISTORY:

COMMUNITY COMMITTEE RECOMMENDATION:

On June 24, 2016, the East Kildonan-Transcona Community Committee rescinded its motion of June 21, 2016 to lay over the matter to July 12, 2016, and recommended to the Executive Policy Committee that the Chief Administrative Officer be directed to identify funding sources in the amount of $10,000 in 2016 and that the balance of the request in the amount of $20,838 be included in the City's 2017 and 2018 Operating Budgets for the Sierra Leone Nationals Association of Manitoba (SALNAM) Resource Centre.

On June 21, 2016, the East Kildonan-Transcona Community Committee laid over consideration of the following motion to its meeting on July 12, 2016:

WHEREAS the Sierra Leone Nationals Association of Manitoba (SALNAM) Resource Centre is open to all interested people and provides resources and support to newcomers, educational programs for youth, literacy and employment programs for adults, as well as computer training and recreation thereby fulfilling a vital role in our community;

AND WHEREAS, since the summer of 2013, this Resource Centre was supported by a grant of $27,289.50 through former Mayor Sam Katz (the Mayor's Civic Initiatives Fund);

AND WHEREAS the remaining monies from this grant are expended and, even though the Association endeavours different fundraising initiatives, it requires some form of concrete funding to sustain long-term survival of the Resource Centre at 251 Henderson Hwy;

AND WHEREAS the Mayor's Office has advised that there is no more money available in the Civic Initiatives Fund;

AND WHEREAS SALNAM has provided a Proposal dated June 10, 2016 (Appendix A) requesting from the City a three-year grant of $30,838.00 to help cover rental and utilities charges over three years, as well as a Resource Centre Operating Budget for the current fiscal year ending August 31, 2016 (Appendix B) and a Statement of Operations for the year ending August 31, 2015 (Appendix C);

THEREFORE BE IT RESOLVED that the East Kildonan – Transcona Community Committee recommend to the Executive Policy Committee that the CAO be directed to identify funding sources in the amount of $10,000 in 2016 and that the balance of the request in the amount of $20,838 be included in the City's 2017 and 2018 Operating Budgets.

Appendix A

THE SIERRA LEONE NATIONALS ASSOCIATION OF MANITOBA (SALNAM) INC

RESOURCE CENTRE PROPOSAL

SUBMITTED TO:

THE

CITY OF WINNIPEG

PREPARED BY:

SIERRA LEONE NATIONALS ASSOCIATION OF MANITOBA (SALNAM) INC

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The community needs a resource centre to promote holistic and culturally sensitive community development initiatives with programs for youths and for other disadvantaged groups in our community.

Services offered include educational - youth and adult literacy programs, cultural history, recreation, computer training, referral services, employment and job search skills.

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To teach our youths specific aspects of Sierra Leone's cultural history to assist the Sierra Leonean youth develops an understanding of himself/herself, his/her world, his/her culture and his/her community to make him/her hungry to learn about his/her environment and his/her community.

To serve as a platform for interactions among different ethno-cultural communities in Winnipeg.

PLANNED PROGRAMS AND ACTIVITIES

The programs outlined are designed to make positive influences not only on the collective life of the community but also on the individual lives of those who participate in, and take advantage of the services provided by trained and knowledgeable professionals, mostly volunteers dedicated to making a difference in the lives of the socially and economically disadvantaged, the sub class members in our community. The core of the Centre's activities and programming initiatives are the following:

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The objective is to help and encourage students experiencing difficulties due to a number of barriers to continue with their education as an alternative to dropping out to become recruits for gang related criminal organizations, or to become liabilities not only for their parents, but also for the community, the Criminal Justice System, the Social Welfare System and for the society at large.

There are a number of reasons why some students are reluctant to stay in school, particularly for those coming from outside of Canada – immigrants, refugees. The factors range from culturally

shock challenges facing new students, to the "one size fits all" admission policy of the system which leaves no allowances for extenuating circumstances for students coming from, for example, war torn countries. In addition to language and other barriers to effective learning, the "one size fits all" policy is a disincentive to such students. The current admission policy only puts premium on the age of the new student to determine his/her grade level and nothing else. The system overlooks the fact, there are students from war torn areas who might have been out of school for several years before coming to Canada.

The program is manned by volunteer teachers and others from within and outside our community to make it successful. A survey is conducted to determine the size of the classes. Volunteer teachers determine the structure of the classes.

YOUTH DROP IN/AFTER-SCHOOL PROGRAM

The youth drop-in program is designed to allow students to engage in recreational, social, educational activities with their peers, while their parents are at work or occupied with other pursuits. SALNAM believes this program is contributing to the social cohesiveness and understanding among our youths who participate in the program. The program focuses on providing incentives for the youths to come together on a regular basis and engage in activities to steer them away from the streets or from embracing socially deviant behaviour tendencies. Computer games, after school and recreational activities are component parts of the program structure.

CULTURAL AWARENESS PROGRAM

The objective of the Cultural Awareness program is to sensitize the Sierra Leonean youth about the positive role African culture plays in the lives of Sierra Leonean parents who are confronted with daily challenges as they struggle to provide food for the family or to send their children to school. The teaching of traditional African cultural values to the youths is meant to make them understand, appreciate and to apply these values and help them become better citizens and leaders in their community.

SALNAM argues that there is no contradiction between our youths upholding Canadian cultural values as law abiding and hard working citizens while at the same time, practicing aspects of transferable Sierra Leonean culture in a multicultural socio-political environment. Love and respect for parents and family, respect for older people, including respect for African customs and traditions are aspects of transferable African culture deemed necessary for the psychological, physical, and emotional development of the youth.

Readiness to offer a helping hand to a needy person and the realization no man / woman is an island are attributes which are generally referred to as cultural expressions/assets which may contribute to the development and welfare of a community and its people.

A key component of the program is the teaching of the political, social, cultural history of Sierra Leone to our youths. The argument is information gained from the program helps the youths to learn about themselves, understand their parents' value systems and to appreciate the opportunities given them by virtue of being Canadian citizens. Many of the youths are ward of the criminal Justice system as a result of the cultural vacuum in which they operate. SALNAM, through the Resource Centre, is determined to find a community-based resolution to this intractable problem.

Additional activities include arts and crafts, Sierra Leone cooking and language training where the numbers warrant. Participation is open to other Winnipeggers as our contribution to multiculturalism in this town. There are tremendous benefits for those who take advantage of this program and other cultural awareness programs provided at the Resource Centre: Participants, particularly the Sierra Leonean youth becomes more focused and results-oriented as a result of the positive image he/she develops of himself/herself. As with the other programs volunteer professionals provide the services.

ADULT PROGRAMS

ADULT BASIC EDUCATION

The Resource Centre's programs, activities and services are flexible in order to meet a wide range of demands of its clients. Adult literacy programs: reading, writing, and computer skills are provided from time to time, to help students with their Adult Basic Education needs. The program is tailored to meet the specific needs of each student with the understanding that each student's situation is different due to a number of factors: family situation, level of previous formal education or lack of it, work requirements, language barriers, and time commitment, etc.

It is no secret many people's ability to obtain gainful employment is constrained by certain limiting factors such as language barriers and the lack of any formal education even at the fundamental level. Due to other reasons, many in our community have failed to take maximum advantage of opportunities provided by mainstream adult literacy and other programs available to the general public. The 9am to 5pm availability schedule which many mainline programs operate on is not feasible and it is a non-starter for many of those people looking for alternative arrangements.

The objective of the Resource Centre's adult program is to create conditions to allow affected individuals benefit from an adult education program particularly for those who cannot fit into the 9am to 5pm schedule. SALNAM is undertaking an adult basic education program as a community service with the hope of raising literacy level in our community. Volunteers provide their services to meet the objectives of the program. The program is also open to other Winnipeggers.

COUNSELING SERVICES: Services considered for counselling services include: employment counselling (resume writing, interviewing skills, and job search), referrals (providing

information about other service providers). The objective is to bring the Centre to the community and vice versa.

OTHER SERVICES

The centre provides additional valuable services: community meetings are held at the centre, an environment for socialization, discussions, debates, information and a library service, etc.

SUCCESS INDICATORS OF OPERATING THE CENTRE

The long term success of the Resource Centre over time is a function of four key indicators: (1) community support, (2) management, (3) the availability of financial resources, and (4) marketing.

COMMUNITY SUPPORT

The long term success of any business or economic enterprise depends on the demand of consumers to buy the services supplied by that enterprise, the supplier, of those services. In this regard the Community Resource Centre is no different from similar ventures undertaken in other environments. The challenges for operating a community centre over time are many, and the support and backing of the entire community is crucial for its long term success.

There are compelling and demonstrative factors which suggest the community is prepared and willing to support the activities and programs of their centre. Some have to do with community pride, others are psychological, the feeling the centre is contributing to an ill-defined notion of satisfaction in the collective psyche of members.

For quite some time the community had gone, sometimes, in contradictory directions in search of a visible symbol to represent community pride and achievement. The Resource centre represents not only the community's achievement, but it also represent its collective face in Winnipeg with its own distinct identity. Arguably, this reason alone is a strong incentive for the community to support the centre by every means possible. Community members see the centre as a symbol of unity, with the belief that "where there is unity there is always victory". The strong feeling of community ownership equals strong community support for the centre.

MANAGEMENT

The success of any organization depends on how the resources of an organization are managed efficiently. SALNAM's leadership is alive to the challenges of organizing and managing a community owned institutions such as the Resource Centre. Usually part of the challenge is dictated by the functions of many community based organizations which rely largely on promoting mundane functions namely socials.

As this is SALNAM's first attempt to own a resource centre, the leadership is taking extraordinary steps to guarantee or ensure the long term success of this project

The leadership has in place a Management Team separate from SALNAM's Executive Committee to provide for accountability and transparency in conducting the affairs of the Centre. The Management Committee has the responsibility for the running of the centre which involves planning the centre's programs, scheduling, setting operational goals and priorities. The management team reports to the SALNAM's Executive Committee which in turn reports to the community.

The leadership has also created a position: the Program and Community Development Officer, responsible to the Management Committee. Duties include planning and implementation of programs under the supervision of the head of the Management Committee, and to be in charge of the day to day management of the centre's activities. Other responsibilities include marketing the centre to our community, the general public; maintain close links and working relationships with other resource centres for information sharing and to periodically organize seminars. Other duties are assigned as needed. He also serves as the Office Manager.

AVAILABILITY OF FINANCIAL RESOURCES

Availability of financial resources on a continuous basis is fundamental to the success and survival of the centre in terms of its ability to provide a range of services, primarily to the Sierra Leonean community and secondarily to other interested parties. To this end, SALNAM's management has produced a conservative five year budget. The document provides the relevant sources of revenues and a breakdown of expenditures associated with managing the Centre.

Revenues will be generated over the next three years to sustain the Centre mainly as a result of a robust fundraising campaigns and increased financial commitments from community members. The financial commitment of members is increasing over time as the community sees the benefits as well as the changes the centre is making in their collective and personal lives.

Aggressive fundraising campaigns, identifying new sources of funding and applying creative methods to increase the usage of services by members through planning and marketing the centre's programs are strategies SALNAM hopes to use in order to guarantee the sustainability of the centre over the long term.

FUNDRAISING STRATEGIES

A combination of strategies will be used to raise adequate funds to support the programming initiatives of the centre: A proposal for a sale of Raffle Tickets will be developed to raise needed funds. Local businesses in Winnipeg will be approached to provide suitable prizes. Garage sale, banquets, barbeques and other forms of raising funds will be undertaken. A successful fundraising program includes donations from corporations, businesses, community and individuals. The program would also take advantage of other sources of funding provided by

governments and foundations. A plan for a detailed fundraising program is currently at the developmental stage.

MARKETING

In the long run, a successful marketing strategy, combined with the other success indicators, is a powerful recipe for successful running and management of the centre. Marketing is the ability of an organization to persuade consumers to buy it products or services at an affordable price. Consumers are generally persuadable based upon the utility they get through the consumption of a particular product or service they purchase from the market place.

Persuading SALNAM's members and the Sierra Leonean community generally about the efficacy of using the centre's services does not appear to be an intractable problem. As stated earlier, the services provided are planned to address a range of specific individual needs of those who want to use those services, and many of our members, both youth and adults, as well as other Winnipeggers have benefitted from programs and services offered at the Centre. Another factor is the exuberance of the community to acquire an institution which they can identify with. However, because of unforeseen constraints in the market place, SALNAM leaders developed a comprehensive community-centered marketing plan with the goal of bringing the centre's services to every household in our community, and to interested parties in other communities.

The formula for a successful marketing includes: identifying potential clients, producing brochures and pamphlets describing the centre's services, distributing the brochures to households in the community, organizing community information meetings, placing information on SALNAM's website, email, and social media. Additional strategies include a quarterly questionnaire surveys to get feedback about the usefulness of the services, the overall operation of the centre and to solicit suggestions for improvements in service delivery. Disseminating information about the centre's services is also an integral part of this communication strategy.

BENEFITS TO THE SIERRA LEONE COMMUNITY

The project provides benefits to individuals and to our community in several ways: (1) the community formally provides self help services to its clients from a central location. (2) The community mobilizes qualified human resources to give a helping hand to the socially and economically disadvantaged members in our community to assist them find solutions to their problems. (3) The centre serves as a magnet for community interactions, for socialization particularly for those who have marginalized themselves as a result of psychological, social, and family-related constraints. (4) The centre serves as a catalyst for community mobilization around specific issues and causes. (5) Individuals change negative attitudes and develop positive attitudes towards other members in our community. (6) The centre prevents the youths from going through the cracks by identifying mentors or role models in our community. (7) The individual feels a sense of accomplishment and a sense of belonging.

BENEFITS TO THE FUNDER/ CITY OF WINNIPEG

The city of Winnipeg benefits in a variety of ways: (1) A Resource Centre creates opportunities for economically and politically marginalized community members to take some responsibilities for their socio-economic progress without putting too much strain on the cities over-stretched resources. (2) Community based solutions through a resource centre complementary service delivery module frees the city's meagre resources for other needed services. (3) Programs which result to helping youths at risk becoming productive members of society by shying away from the gang and the drug culture help the Winnipeg Police services to put their resources into more productive use. (4) An engaged, informed and a healthy community is an asset to the city in several ways: people will have the capacity or the ability to understand the important role city government plays in their daily lives, the myriad of city services available to the public and how to use those services. Also, successfully integrated community members would contribute to the socio-economic development of the city. Gainful employment for members enables them to increase their purchasing power to buy goods and services which would contribute to business and investment growth. Also it assists people to become home owners with positive results for the city's revenues.

EVALUATION

The project is evaluated on a periodical basis through the following mechanism to determine that the objectives are met. The system used also determine the need to reset goals to assist the centre management apply appropriate changes or reviews to identify organizational constraints that may impede the attainment of specific goals and program objectives: (1) A program review and evaluation committee is established with the mandate to periodically review outcomes and to advise on how to improve service delivery system if the need exists. (2) Routine and ongoing communication and information sharing with the City of Winnipeg will be established. (3) Town meetings for feedback from the community are also a part of the evaluation process.

Appendix B

Sierra Leone Nationals Association of Manitoba - SALNAM

Resource Centre Operating Budget For the Fiscal Year September 1, 2015 to August 31 2016

Expenditure														
Resource Centre Rent	16,200	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350
Telephone and Internet	2,046	170	170	170	170	170	170	170	170	170	170	170	170	170
Cost of Fundraising activities	9,000				1,200				3,800		1,000			3,000
Hydro, Heat and Water	4,200	350	350	350	350	350	350	350	350	350	350	350	350	350
Bank Charges and Insurance	500	42	42	42	42	42	42	42	42	42	42	42	42	42
Office supplies	1,000				500				500					500
Volunteers honorarium and bus passes	2,600	200	200	200	200			200	200	200	200		200	200
Publications (design, print and photocopying)	1,000				500					200	300			300
Website and Computer maintenance and newsletter	2,900			754				846						
Physical activities (sporting equipment rental)	1,000					150					500		700	150
After School Tutoring Program	3,000	250	250	250	250	250	250		250	250	250	250	300	300
Field trips and group outings	1,500											500	500	500
Computer Literacy & Employment Counselling	2,500	300	300	200					210		350	350	350	1,000
Cultural Awareness Program	3,500										1,000	1,500		
Total Expenditure	52,446	2,702	2,702	3,446	4,462	2,462	3,378	2,612	6,252	6,312	4,552	3,962	7,862	

Income														
Membership Registration and Dues	9,660	650	700	540	1,000	750	810	210	1,000	1,000	1,000	1,000	1,000	1,000
Fundraising income from community events	16,588				1,620				6,568	2,400				6,000
Donations	2,500													2,500
Ethno - Cultural Community Support	7,000								1,000	3,000	3,000			
In-kind support - volunteers	1,000			500		500		500						
Total Income	37,248	650	700	1,040	2,620	1,250	1,310	1,210	10,568	6,400	1,000	1,000	1,000	9,500
Surplus / Deficit (i.e. Total Income - Total Expenditure)	-15,197	-2,052	-2,002	-2,406	-1,842	-1,152	-1,028	-1,402	2,316	88	-3,552	-2,962	-1,438	

appendix C

SIERRA LEONE NATIONALS ASSOCIATION OF MANITOBA (SALNAM) STATEMENT OF OPERATIONS FOR THE YEAR ENDED 31st AUGUST 2015

STATEMENT OF OPERATIONS FOR THE YEAR ENDED 31st AUGUST 2015

	INCOME	2015
1	Balance B/F	5,983.75
2	Grant from the City of Winnipeg (Resource Centre Programs)	10,000.00
3	Grant from Manitoba Community Services Council	7,000.00
4	Grant Ethnocultural Community Support Program	4,975.00
5	Registration & Membership dues collected	3,425.00
6	Proceeds from December 31, 2014 Fundraising Social	2,369.10
7	Proceeds from Special Fundraising Social for Resource Centre	919.40
8	Proceeds from 2015 Independence Anniversary Celebration	5,734.05
9	Donation - Knight of Columbus	300.00
10	Support from Chalmers Neighborhood Renewal Corp	350.00
11	Individual member donations	866.30
	TOTAL INCOME	43,937.60

	EXPENSES	
1	Expenses on December 31, 2014 Fundraising Social	2,460.00
2	Expenses on Special Fundraising Social for Resource Centre	1,814.59
3	Expenses on 2015 Independence Celebration	2,900.69
4	Children's Christmas party	237.56
5	Resource Centre Rent	12,630.00
6	After School Tutoring Program	2,000.00
7	Resource Centre and other items purchase	1,131.59
8	Folklarama 2015	1,136.35
9	ACOMI membership fees	100.00
10	Website and Computer maintenance and newsletter	160.00
11	Postal Box rental	180.60
12	Expenses on Cross Cultural Workshop	2,650.00
13	Expenses on Community Cooking and Cultural Awareness	2,325.00
14	Printing and Stationary	570.64
15	Annual Subscription fee - Companies Office (2 years)	50.00
16	Volunteers honorarium and bus pass	2,514.10
17	Community envisioning Workshop partly funded by CNDC	400.00
18	Utility (Internet & telephone)	2,110.60
19	Bank charges and Insurance	400.00
	TOTAL EXPENSES	35,781.72
	NET INCOME	8,155.88

Manitoba

The Corporations Act / Loi sur les corporations

2015 ANNUAL RETURN OF INFORMATION / RAPPORT ANNUEL DE RENSEIGNEMENTS

0631442

RETURN TO: Companies Office, 1010-405 Broadway, Winnipeg, MB R3C 3L6
RETOURNER LA FORMULE À Office des Compagnies, 405, Broadway - bureau 1010, Winnipeg, (MB) R3C 3L6

WITH THE FEE OF $ 25.00 / ACCOMPAGNÉE D'UN DROIT DE : $

Payable to Minister of Finance of Manitoba by: 2015/09/30
Payable au ministre des Finances du Manitoba par :

A

1. BUSINESS NUMBER / NUMÉRO D'ENTREPRISE	2. JURISDICTION / RESSORT	3. DATE OF INCORPORATION OR AMALGAMATION / DATE DE CONSTITUTION EN CORPORATION OU DE FUSION	4. LAST ANNUAL RETURN / DERNIER RAPPORT ANNUEL
861090116MC0001	MANITOBA	1983/08/11	2014

5. CORPORATION NAME & MAILING ADDRESS / DÉNOMINATION SOCIALE ET ADRESSE POSTALE

SIERRA LEONE NATIONALS ASSOCIATION OF MANITOBA (SALNAM) INC.
PO BOX 2375 STATION MAIN
251 HENDERSON HWY
WINNIPEG MB R3C 4A6

THE FOLLOWING INFORMATION IS ACCURATE FOR THE CORPORATION AS OF THE LAST DAY OF ITS ANNIVERSARY MONTH IN THE YEAR FOR WHICH THIS ANNUAL RETURN IS FILED (SEE INSTRUCTION SHEET).

LES RENSEIGNEMENTS CI-DESSOUS REFLÈTENT FIDÈLEMENT LA SITUATION DE LA CORPORATION EN DATE DU DERNIER JOUR DU MOIS D'ANNIVERSAIRE DE L'ANNÉE AU COURS DE LAQUELLE LE PRÉSENT RAPPORT ANNUEL A ÉTÉ DÉPOSÉ (VOIR LA FEUILLE D'INSTRUCTIONS)

RECEIVED / REÇU
OCT 30 2015
COMPANIES OFFICE / OFFICE DES COMPAGNIES

B

1. MAIN TYPE OF BUSINESS *(MAKE CHANGES IF NECESSARY)* / ACTIVITÉ PRINCIPALE *(PRIÈRE DE MODIFIER, SI NÉCESSAIRE)*

NONPROFIT ORGANIZATION

2. REGISTERED OFFICE ADDRESS *(IF CHANGED, INDICATE THE DATE OF CHANGE (DAY, MONTH, YEAR) AND THE NEW ADDRESS)* / ADRESSE DE BUREAU ENREGISTRÉ *(EN CAS DE CHANGEMENT, PRIÈRE D'INDIQUER LA DATE DU CHANGEMENT (JOUR, MOIS, ANNÉE) ET LA NOUVELLE ADRESSE)*

PO BOX 2375 STATION MAIN
251 HENDERSON HWY
WINNIPEG MB R3C 4A6

3. DIRECTORS *(IF CHANGED, DATES MUST BE SHOWN (E.G. APPOINTED FEB. 1, 1990 OR CEASED DECEMBER 4, 1990))* / ADMINISTRATEURS *(LA DATE DES CHANGEMENTS SURVENUS EN COURS D'ANNÉE DOIT ÊTRE INDIQUÉE (P. EX. FONCTION DÉBUT 1er FÉVR. 1990 OU FIN 4 DÉC. 1990))*

FULL NAME / NOM AU COMPLET	RESIDENCE ADDRESS / ADRESSE RÉSIDENTIELLE	DATE OF CHANGE / DATE DES CHANGEMENTS
~~HASSAN SESAY~~	~~60 GLEN MEADOW ST WINNIPEG MB R2M 2M2~~	~~Aug 31~~, 2015
~~ALLIEU SESAY~~	~~15 MADRILL CLOSE WINNIPEG MB R2P 0H9~~	~~Aug 31~~ 2015
ABU BAKARR KAMARA	42 CHESTER ST WINNIPEG MB 000 000	
ALIE HASSAN NASRALLA	715 WARSAW AVE WINNIPEG MB R3M 1B6	
~~AMINATA MARAH~~	~~55 MONACO BAY WINNIPEG MB R2J 1X5~~	Aug 31, 2015
~~ABDUL KANU~~	~~790 BEACH AVE WINNIPEG MB R2L 1C9~~	Aug 31, 2015
ERIQUESON TAYO-JONES	157 GRASSIE BLVD WINNIPEG MB R2G 1E7	
~~MIATA MUSA~~	~~13 MOORE AVE WINNIPEG MB R2M 2C2~~	Aug 31, 2015
~~ROSALINE FOLEY~~	~~4-331 SUTTON AVE WINNIPEG MB R2G 0I1~~	Aug 31, 2015

4. OFFICERS / DIRIGEANTS

FULL NAME / NOM AU COMPLET	RESIDENCE ADDRESS / ADRESSE RÉSIDENTIELLE	OFFICE HELD / POSTE
~~ALLIEU SESAY~~ Abu Bakarr Kamara	15 MADRILL CLOSE WINNIPEG MB R2P 0H9	PRESIDENT
~~ALIE HASSAN NASRALLA~~ Abu Bakarr Mankotta Kamara	715 WARSAW AVE WINNIPEG MB R3M 1B6	SECRETARY

C

ONLY SHARE CORPORATIONS COMPLETE SECTION C / SEULES LES SOCIÉTÉS PAR ACTION REMPLISSENT LA SECTION C

1. ☐ SHARES ARE DISTRIBUTED TO THE PUBLIC / LES ACTIONS FONT L'OBJET D'UN PLACEMENT AUPRÈS DU PUBLIC

☐ SHARES ARE NOT DISTRIBUTED TO THE PUBLIC / LES ACTIONS NE FONT PAS L'OBJET D'UN PLACEMENT AUPRÈS DU PUBLIC

2. THE FOLLOWING HOLD 10% OR MORE OF ISSUED VOTING SHARES/ ACTIONNAIRES DÉTENANT 10% OU PLUS DES ACTIONS EN CIRCULATION ASSORTIES DU DROIT DE VOTE

FULL NAME / NOM AU COMPLET	NO. & CLASS OF SHARES / CATÉGORIE ET NOMBRE D'ACTIONS	FULL NAME / NOM AU COMPLET	NO. & CLASS OF SHARES / CATÉGORIE ET NOMBRE D'ACTIONS
NOT APPLICABLE / SANS OBJET			

D

ATTORNEY FOR SERVICE / PROCURATION
FULL NAME AND ADDRESS OF INDIVIDUAL APPOINTED IN MANITOBA / NOM ET ADRESSE AU COMPLET DE LA PERSONNE NOMMÉE AU MANITOBA

NOT APPLICABLE / SANS OBJET

E

THE ABOVE INFORMATION IS CORRECT / LES RENSEIGNEMENTS FIGURANT CI-DESSUS SONTS EXACTS

CONTACT PERSON & PHONE NO. / PERSONNE-RESSOURCE ET NO DE TÉLÉPHONE (8:00 TO 4:30)

DATE Oct 30/15 SIGNATURE Abu Bakarr Kamara OFFICE HELD / POSTE President

(204) 951 9577

MG-14269 (REV. 01/02)

THIS FORM WILL BE REJECTED IF ALL APPLICABLE QUESTIONS ARE NOT ANSWERED
LE DÉFAUT DE FOURNIR DES RÉPONSES COMPLÈTES À TOUTES LES QUESTIONS APPLICABLE ENTRAINERA LE REJET DE CETTE FORMULE

Rqt# D1240135003 L# 1 Ann Return - Non Share N/SHARE ANRN @ $25.00 FD Cheque CODE $25.00 2015-10-30 1:10:02 PM ID GCS

Rqt# D1240135003 L# 1 Ann Return - Non Share N/SHARE ANRN @ $25.00 FD Cheque CODE $25.00 2015-10-30 1:10:02 PM ID GCS

0631442

05 1K

The Corporations Act
Loi sur les corporations

NOTICE OF CHANGE OF DIRECTORS
AVIS DE CHANGEMENT DES ADMINISTRATEURS

Manitoba

Sierra Leone Nationals Association of Manitoba (SALNAM) Inc.
NAME OF CORPORATION / DÉNOMINATION SOCIALE

P.O. Box 2375 Station Main
251 Henderson HWY, Winnipeg, MB R3C 4A6
Address (include postal code) / Adresse (inclure le code postal)

RECEIVED REÇU
OCT 30 2015
COMPANIES OFFICE/ OFFICE DES COMPAGNIES

Notice is hereby given that on August 31, 2015 the following persons ceased to be directors of the above corporation:
Avis est par les présentes donné que le (Date) les personnes suivantes ont cessé d'être administrateurs de la corporation mentionnée ci-dessus :

FULL NAME / NOM COMPLET	ADDRESS / ADRESSE	OCCUPATION / PROFESSION
Hassan Sesay	60 Glen Meadow St	Healthcare Aide
Adiew Sesay	15 Medrill Close	Accountant
Aminata Marah	55 Monaco Bay	Healthcare Aide
Abdul Kanu	790 Beach Ave	✓
Miata Musa	13 Moore Ave	Social worker
Rosaline Foley	4-331 Sutton Ave	✓

Notice is hereby given that on September 26, 2015 the following persons became directors of the above corporation:
Avis est par les présentes donné que le (Date) les personnes suivantes sont devenues administrateurs de la corporation mentionnée ci-dessus :

FULL NAME / NOM COMPLET	ADDRESS / ADRESSE	OCCUPATION / PROFESSION
Fatmata Hashim	156 Point West Drive Wpg MB	
Memunah Marah	18-285 St. Annes Rd. Wpg MB	Support worker
Ahmamy Sesay	415 Maryland St Wpg MB	
Abu Bakarr Mamkotta Kamara	8-1000 Archibald St Wpg MB	Support worker
Gassimu Sheriff	306-90 Chardos Ave Wpg MB	~~Healthcare Aide~~
Amram Bangura (Azariah)	306-1643 Henderson Hwy Wpg MB	Support worker/Student
Ken-Abu Kamara	2090 Sinclair St Wpg MB	

Date: Oct 30, 2015
Date

(Signature of officer of the corporation)
(Signature du dirigeant de la corporation)

Business Number / Numéro d'entreprise 861090116MC0001

OFFICE USE ONLY / RÉSERVÉ À L'ADMINISTRATION
Corporation Number: / N° de la corporation : 0631442

FORM 21 / FORMULE 21

Available in alternate formats upon request / Médias substituts offerts sur demande.