

TRENT RADIO BoD AGENDA 04 March 2012 at 8pm

01. Chair's Opening Remarks and Agenda Approval
02. Presentation of Previous Minutes - 20 January 2012
03. Operations Report
 - a Presentation of Financial Statements to 31 January 2012
 - b Production Manager's Report
 - c General Manager's Report
 - i) Report on TrentU Student Membership Fees for AY11-12
 - ii) Charity Return submitted
 - iii) Board Orientation Meetings
 - iv) Grants
 - v) Physical Plant & Technical
 - vi) Personnel Matter
 - vii) Rough Plan for the Summer 2012 & CSJ12 Hiring Committee
 - viii) TRadio intervention per CRTC Broadcasting Notice of Consultation 2011-797
04. Other Business
 - a) Next BoD Meeting (30 Mar 12), and should include reports from the PM and Community Committee.
05. Adjournment

MINUTES OF THE BOARD OF DIRECTORS MEETING held at Trent Radio House, 715 George St. N., Peterborough, Ontario on 20 January 2012 at 6 pm.

P R E S E N T: Yolanda Ajak, Meaghan Culkeen, Wes Grist, Caileigh Morrison, and Steve McNabb.

R E G R E T S: Andrew Culkeen, and David Grenon,

Also Present: John K. Muir, General Manager

01. Notice of this meeting having been made to all the Directors, and a quorum being present, the meeting was declared duly constituted and called to order at about 6:10 pm, with Caileigh Morrison acting as Chair, and John Muir recording the minutes of the Meeting for Secretary, Andrew Culkeen. An agenda was agreed upon and discussion followed.

02. Previous Minutes: The minutes of the 02 Dec 2011 Board Meeting were presented. It was noted that a quorum had not been reached and the Meeting was declared constituted under the proviso that all matters conducted would have to be regularised at the next duly constituted Meeting of the Board.

UPON A MOTION duly made, seconded and carried unanimously the minutes of the Board Meeting held on 02 Dec 2011 were regularised and approved as presented.

03. Operations report

a. Financial statements to 31 December 2011 (John K Muir) (attached)

Financial statements for the period were presented, reviewed and discussed.

b. General Managers report (John K Muir) It was noted that planning for a replacement server continues, and only minor repairs were made during the December break with more extensive upgrades being planned for prior to the Fall 2012 season. It was decided that the first of the Board Orientation meetings is to be held at 2pm on Wed, 25 Jan 2012 at Trent Radio.

UPON A MOTION duly made, seconded and carried unanimously, the Operations Report was approved as presented and discussed.

04. Other Business: It was noted that the next Board Meeting is scheduled for 6pm on Fri, 02 March 2012 at Trent Radio House.

05. There being no further business, the meeting was adjourned at about 6:25 pm.

Caileigh Morrison, Chair

John K Muir for Andrew Culkeen, Secretary

Trent Radio Comparative Balance Sheet (subject to adjustment and review)

ASSETS	@ 31Jan12	@ 31Jan11	LIABILITIES	@ 31Jan12	@ 31Jan11
CURRENT ASSETS			CURRENT LIABILITIES		
Raffle & Bingo Acct	0.00	0.00	Accounts Payable	(1,454.26)	1,048.72
Boost & Freq Acct	0.00	5.93	Contract Obligation	0.00	0.00
General Funds Montreal	35,805.40	31,701.74	Deferred Income	830.00	710.00
ING Savings	170.39	16,295.98	Accrued Liabilities	0.00	0.00
Cash In Bank	35,975.79	48,003.65	Trillium StudioC	0.00	0.00
Petty Cash: Programming	(57.13)	0.00	CPP Payable	(0.00)	0.00
Petty Cash: Admin	(10,245.49)	(815.42)	UIC Payable	(0.00)	0.00
Petty Cash: Summer Admin.	0.00	0.00	Income Tax Withholdings	0.00	0.00
Term Deposits	0.00	0.00	Receiver General Net	(0.00)	0.00
Accounts Receivable	278.80	513.42	Health Benefit Payable	0.00	0.00
Doubtful Accounts	(278.80)	0.00	Other Withholdings Net	0.00	0.00
Receivables Net	0.00	513.42	TOTAL CURRENT LIABILITIES	<u>(624.26)</u>	<u>1,758.72</u>
Student Levy Receivable	2,733.23	0.00			
Prepaid Expenses	<u>701.36</u>	<u>515.70</u>	LONG TERM LIABILITY		
TOTAL CURRENT ASSETS	<u>29,107.76</u>	<u>48,217.35</u>	CO Long Term Loan	55,010.03	57,104.56
			Deferred Contribution	<u>4,252.88</u>	<u>8,505.95</u>
FIXED ASSETS			TOT. LONG TERM LIABILITY	<u>59,262.91</u>	<u>65,610.51</u>
Land	10,000.00	10,000.00	TOTAL LIABILITIES	<u>58,638.65</u>	<u>67,369.23</u>
Buildings	121,056.36	94,439.07			
Office Equipment	20,758.37	20,774.21	NON-SHARE EQUITY		
Technical Equipment	226,574.42	237,339.40	Retained Surplus/(Deficit)	(43,977.10)	(37,686.33)
Technical Renovations	9,913.00	9,913.00	Previous Year-end Adjustments	0.00	0.00
Fixed Assets at Cost	388,302.15	372,465.68	Net Retained Surp/(Def)	(43,977.10)	(37,686.33)
Accumulated Depreciation	<u>(342,928.34)</u>	<u>(342,928.34)</u>	Current Surplus/(Deficit)	<u>59,820.02</u>	<u>48,071.79</u>
TOTAL FIXED ASSETS	<u>45,373.81</u>	<u>29,537.34</u>	TOTAL NON-SHARE EQUITY	<u>15,842.92</u>	<u>10,385.46</u>
TOTAL ASSETS	<u><u>74,481.57</u></u>	<u><u>77,754.69</u></u>	LIABILITIES AND EQUITY	<u><u>74,481.57</u></u>	<u><u>77,754.69</u></u>

Trent Radio Comparative Income Statement (subject to adjustment and review)

	01Sep11-31Jan12	01Sep10-31Jan11	EXPENSE	01Sep11-31Jan12	01Sep10-31Jan11
REVENUE			PERSONNEL		
GOVERNMENT GRANTS			Programming Wage	9,528.30	7,752.00
Federal Grants	0.00	0.00	Technical Wage	7,801.51	6,000.00
Provincial Grants	0.00	0.00	Publicity Wage	0.00	0.00
Municipal Grants	0.00	0.00	Administrative Wage	16,710.07	10,552.50
TOTAL GOVERNMENT GRANTS	<u>0.00</u>	<u>0.00</u>	Benefits	1,048.00	936.00
			CPP Expense	1,565.98	1,081.22
FUND RAISING			EI Expense	900.44	608.13
Corporations	0.00	3,225.00	Total Wages & Benefits	37,554.30	26,929.85
Foundations	2,900.00	0.00	Programming Fees	0.00	5,220.01
Private	1,390.00	4,061.60	Technical Fees	0.00	0.00
Leadership	0.00	0.00	Publicity Fees	719.75	0.00
Donations "In Kind"	0.00	0.00	Administrative Fees	635.00	1,261.00
Net Donations	4,290.00	7,286.60	Total Fees	<u>1,354.75</u>	<u>6,481.01</u>
Trent Student Memberships	106,559.70	84,795.00	TOTAL PERSONNEL	<u>38,909.05</u>	<u>33,410.86</u>
Commercial & Non-profit	0.00	300.00			
Individual Memberships	580.00	600.00	SUPPLY & EXPENSE		
Discretionary M'ship Exp	0.00	0.00	Publicity & Promotions	250.00	73.57
Net Memberships	107,139.70	85,695.00	Equipment Rental	0.00	0.00
Special Events	1,328.07	2,085.22	Line Rental	1,690.50	1,755.32
Special Events Expense	(40.21)	(598.97)	Rental Other	0.00	132.25
Net Special Events	1,287.86	1,486.25	Net Rentals	1,690.50	1,887.57
Fundraising	105.00	950.25	Postage & Delivery	102.80	420.36
Fundraising Expense	0.00	(499.00)	Office Supplies	381.75	267.22
Net Fundraising	<u>105.00</u>	<u>451.25</u>	Telephone	447.87	453.54
TOTAL FUND RAISING	<u>112,822.56</u>	<u>94,919.10</u>	Utilities	1,858.09	1,620.66
			Programming & Licence	1,056.32	406.60
EARNED REVENUE			Building R & M	749.91	627.40
ON AIR Sponsorship	250.00	2,000.00	Building R & M Upper Apt	284.62	1,415.04
ON AIR Sponsorship Expense	0.00	0.00	Technical R & M	5,207.03	5,140.22
Net ON AIR Sponsorship	250.00	2,000.00	Net Repair & Maintenance	6,241.56	7,182.66
Net "RADIO PAPER"	0.00	0.00	Professional Fees	150.00	50.00
Net Other Sponsorship	826.28	1,379.24	Insurance	3,757.70	4,296.74
Tape Sales	0.00	0.00	Travel	0.00	0.00
Tape Sales Expense	0.00	0.00	Volunteer Expense	248.82	381.25
Net Tape Sales	0.00	0.00	Bank Charges	77.00	161.44
Rental Income	4,150.00	3,550.00	Mbanx Loan Interest	2,103.69	2,004.80
Net Misc Sales & Services	950.00	570.00	Net Interest	2,103.69	2,004.80
TOTAL EARNED REVENUE	<u>6,176.28</u>	<u>7,499.24</u>	Depreciation	0.00	0.00
			GST Paid	45.43	0.00
MISCELLANEOUS REVENUE			HST Paid	1,890.98	1,780.82
Interest Income	16.10	104.23	Bad Debts	0.00	52.69
Micellaneous Revenue	0.00	0.00	Miscellaneous	(16.64)	0.00
Amortisatn Dfrd Contribtns	0.00	0.00	TOTAL SUPPLY & EXPENSE	<u>20,285.87</u>	<u>21,039.92</u>
TOTAL MISC REVENUE	<u>16.10</u>	<u>104.23</u>	TOTAL EXPENSE	<u>59,194.92</u>	<u>54,450.78</u>
TOTAL REVENUE	<u>119,014.94</u>	<u>102,522.57</u>	NET INCOME	<u>59,820.02</u>	<u>48,071.79</u>

**PM Report for Trent Radio Board of Directors
Community Radio Workshop Session Update
February 2012 - Jill Staveley**

Please accept this short report as an update to the continuing success of our Community Radio Workshop Sessions (CRWS), funded in part by the Community Foundation of Greater Peterborough (CFGF).

GENERAL OUTLINE:

Last spring (2011) Trent Radio received a grant in the amount of \$2900 from the CFGF to develop an annual community radio workshop that will show organizations how to use community radio to further their own goals.

We successfully completed the CRWS on September 12th, 2011 at Sadleir House and Trent Radio. Our attendance was much lower than initially projected (we had set a limit of 25, and ended up with a total of 5 participants present on the day). The smaller group number was initially disappointing, but after the day was complete, it was recognised that each group and participant was able to receive more specific and goal appropriate information, while at the same time, Trent Radio was able to meet and learn more about our community members.

OUTCOME:

Upon completion of the CRWS in September, we found ourselves under-budget by \$1048.44. The CFGF approved our request to expand the delivery of the CRWS from once to three times per year (see attached), and we successfully completed our second CRWS on Wednesday February 22nd, 2012.

Again, it was a total success! We worked with 4 community members representing George St. United Church, KINARK, an independent community member (and self proclaimed 'Lifer on the Social System') with a desire to increase media awareness of the Social System, and the author of a food allergy/elimination cookbook.

FUTURE:

We will organise and host one more CRWS this year (April or May 2012), and can only imagine that it will once again be an effective and successful community activity.

Since we now have a working schedule for the day, and relevant literature along with poster and brochure templates, the number of hours required to facilitate this event in the future has been reduced to approximately 15 in advance (registration, media, event management), and 10 on the CRWS day.

We plan to offer 3 CRWS per year at the beginning of each season (Fall, Spring, Summer), and anticipate that the total cost per session will be:

\$ 125	Sadleir House space rental ⁽¹⁾
240	Workshop Leaders 3x\$80 (plus 3 more workshop leaders as volunteers and/or part of regular staff, TIP or OWSP hours)
50	Printing/Promo/Workshop Materials
30	Refreshments and Snacks (juice, coffee, fruit, water, muffins)
<hr/>	
\$ 445	Sub-total - fixed costs ⁽²⁾

plus \$10/pp for Lunch (Sam's Place) ⁽³⁾

Notes

- 1) small groups c/b accommodated in StudioC
- 2) does not account for sunk costs for Admin / Organiser / Site Manager
- 3) covered by \$25 registration fee

CFGP Funding Expansion Request from Trent Radio

(approved by A.Dicks, ED CFGP October 2011)

PROJECT

Trent Radio created, promoted and delivered a very successful Community Radio Workshop Session (CRWS), funded in part by the CFGP. We were not sure how many participants to expect for programming of this nature, and were delightfully surprised with the outcome of working with 5 participants.

We worked with representatives from Telecare Peterborough, Mysterious Entity Theatre Company, Trent Grad Students Association, The New Canadians Centre, and Peggy Baillie, an active community member who is working independently to increase awareness and local activity regarding Food Issues.

HIGHLIGHTS

The feedback we have already received has been extremely positive. We are currently in the process of developing Organisational Profiles for Telecare Peterborough and The NCC, to be broadcast on Trent Radio. The NCC is also working towards developing a regularly scheduled radio programme, with the hopes that they could begin broadcasting in January 2012. Peggy Baillie found the CRWS to be a positive experience as it gave her new information regarding the technical aspects of audio production and dissemination, as well as provided her with information and local resources about increasing visibility through local media promotion.

BUDGET

Our total project expenses came out to be \$1048.44 less than our total project budget of \$3025 (\$2900 from CFGP, plus \$125 from CRWS Registration Fees).

We found ourselves with this surplus for a number of reasons: our venue cost \$450 less than anticipated; we were able to prepare workshop materials in-house with our own administrative facilities; and our main advertising resources were community oriented and free of charge.

We would like to use the remaining \$1048.44 towards promotional, venue and staffing costs associated with delivering the CRWS two more times during our Spring Broadcast Season - January and April 2012.

Proposed Budget for CRWS (January & April 2012)

Venue (Sadleir House): $\$155.38 \times 2 = \310.76

Workshop Leaders ($\$80 \times 4$): $\$320 \times 2 = \640

Printing & Promotion (Handouts, Posters): $\$50 \times 2 = \100

Catering & Administrative costs to be absorbed by registration fees and Trent Radio.

TOTAL: \$1050.76

ANTICIPATED OUTCOMES

The ability to offer the CRWS two more times would not only be beneficial to the potential participants, but also for Trent Radio.

(1) Trent Radio would be afforded the opportunity to increase media promotion of the CRWS. Many of the community organisations and service agencies we targeted with media releases and promotional material were operating with reduced staff and hours during the summer. Though we received positive responses from a few groups, not all parties interested were able to attend the CRWS because of schedule conflicts, as well as the fact that some organisations did not receive the emails until after the summer break.

(2) Trent Radio would be able to limit the number of registrants for each CRWS, and still be able to reach a substantial portion of our community over the course of the year. This would enable us to effectively offer an intimate and involved workshop environment, allowing more time and consideration for individual questions and needs during each workshop session. We would hope to have between 5 and 10 participants at each CRWS.

(3) By offering the CRWS multiple times throughout the year, Trent Radio would ultimately benefit by seeing a consistent stream of new participants and a steady flow of new programming and projects throughout our Fall & Spring seasons.

[end]

Operations Report for the Board of Directors' Meeting 04 March 2012

Prepared by John K Muir

a Financial Statements to 31 January 2012 - please see attached

b Production Manager's Report

c General Manager's Report

i. TrentU Student Membership Fees for AY11-12 & January 2011 Cheque Calculation - please see attached.

ii. Charity Return: Was successfully delivered on 03 Feb 2012

iii. Board Orientation Meetings were held on Wed 25 Jan & 08 Feb 12 with Wes Grist and Yolanda Ajak. Topics covered included governing documents, job contracts, and a primer on reading financial statements. A trip to the CHEX transmitter hut is to be arranged.

iv. Grants: Applications to the City of Peterborough for \$5,000 and federal HRSDC Canada Summer Jobs (CSJ) funding for \$5,560 have been made. Last year, \$2,500 was received from the City for operations, and HRSDC underwrote the Summer Operations & Information Manager position by \$5,479. A grant application is now being prepared to the Community Radio Fund of Canada (CRFC) for a subsidy to hire a "Summer Events Intern Correspondent" through their "Youth Internship" scheme pending negotiations with CRFC.

v. Physical Plant & Technical

1) A new 9TB server is scheduled to arrive later this month (March 2012)

2) Final installation of the replacement email & web server should be finished soon.

3) Estimates are being sought for the replacement cost of the apartment fire escape, and repairs/improvements to the 2nd floor front window. The eavestroughs s/b be inspected and the whole building s/b be painted soon.

vi. Personnel Matter. In addition to providing good oversight for our OWSP staff, the Production Manager (PM) has successfully prepared and managed both the CFGP & CRFC grant initiatives. While a new CRFC grant is being prepared, the PM has indicated that she is willing to take on the training of the SOIM, and the CRFC position (should that eventuate), and planning and recruiting for two one-week sessions of the Trent Radio summer camp. In order for her to be able to do this work. It is recommended that

- the PM contract be extended for a further five weeks to end on 06 July 2012 - an outlay of about \$2,500, and

- the PM be given the additional authority to execute the added responsibilities with the designation of Assistant General Manager per GM Contract & other TRadio policy

The General Manager may also, from time to time, hire or appoint ... other personnel, according to such terms as their engagement calls for, or the General Manager requires of them, according to the needs and capacity of the organisation.

Assistant General Manager, shall perform such administrative and executive functions as the General Manager shall direct. S/he shall be appointed by the General Manager with the approval of the Corporation, shall serve at the pleasure of the General Manager, and shall be removable by the General Manager.

vii. Rough Plan for the Summer 2012 & CSJ12 Hiring Committee - see attached.

viii. TRadio intervention per CRTC Broadcasting Notice of Consultation 2011-797
- see attached.

[end]

TrentU Student Membership Fees Estimate for AY11-12

AY11-12 1st Installment Cheque Calculation

		TRadio
	Referenda Rate for AY11-12	18.42
Number of FT Ptbo Students* (preliminary count)	4,744	87,384.48
Number of Nursing Students** (preliminary count)	387	3,564.27
Number of Education Students*** (preliminary count)	54	994.68
	Estimated AY11-12 Revenue	<u>91,943.43</u>
Amount now payable (75% of AY11-12 Revenue Estimate)		68,957.57
Reduced by owings to TU AR account Sep 10		0.00
	TU AY10-11 1st Installment	<u><u>68,957.57</u></u>

AY11-12 January 2012 Cheque Calculation

		TRadio
	Referenda Rate for AY11-12	\$18.42
Number of FT Ptbo Students* (full fee) at 01 Nov 11	5,314	97,883.88
Number of Nursing Students** (50% of full fee)at 01 Nov 11	408	3,757.68
Number of Part Time Education Students (full fee) at 01 Nov 11	53	976.26
AY11-12 Revenue Reconcilled to student counts at 01 Nov 11		<u>102,617.82</u>
Less: Amount applied to Trent U AR in Sep11		0.00
Less Installment Cheque Issued Sep11		(68,957.57)
Less: Amount applied to Trent U AR in Jan12		(2,733.23)
Plus/(Minus) Registration adjustments from:		3,941.88
	Value of Installment Cheque Issued January 2012 - TU AY11-12 2nd Installment	<u><u>34,868.90</u></u>

Total Trent Student Membership Revenue for AY11-12 & YE12 106,559.70

* excludes nursing & graduate students, and students abroad

** Nursing Student Pay 50% of the referenda rate

*** Education Students pay the full rate

COMPARE with previous year

Total Trent Student Membership Revenue for AY10-11 & YE11	84,795.00
Gain/(Loss)	21,764.70
Actual minus TU Estimated AY11-12 Revenue	14,616.27
As a percentage	16%

A ROUGH PLAN for the 2012 Summer Season for consideration by the BoD 04 March 2012

NEED

- There are no full-time staff people for the summer.
- With volunteers fulfilling some programming and other tasks, we can continue for the Summer Season with limited hours and reduced operations.

THE PLAN

- Trent Radio will be on the air from Mon 30 Apr to Fri, 17 Aug 12 (sixteen weeks); 5pm to Midnight, up to seven evenings per week.
- The actual days will be determined at the Summer Programming Planning meeting to be held on Sunday, 15 April 12 at Noon, at the Trent Radio House kitchen.
- During the summer OPERATORS have the enhanced responsibility of recruiting Programmers and determining the content of their evening, this is why they are called EXECUTIVE PRODUCERS.
- A SUMMER OPERATIONS & INFORMATION MANAGER (SOIM) shall be responsible for organising and supporting the EXECUTIVE PRODUCERS and OTHER VOLUNTEERS and keeping OFFICE HOURS. It is anticipated that Office Hours shall be 1pm to 4pm, with the SOIM in attendance from Noon to 7:30 when possible and this is subject to change. (NOTE: A grant application has been made to fund this position)
- As the SUMMER PROGRAMME COMMITTEE, the SOIM in concert with *all* the EXECUTIVE PRODUCERS shall be responsible for fulfilling all programming functions and some other tasks for the 5pm - Midnight period.
- NOTE: Programmers who want to go on after midnight, mornings or afternoons (ie. outside hours overseen by EXECUTIVE PRODUCERS) must see the General Manager - John Muir.
- Studio A will be a "daytime" production facility, while StudioB and StudioC will be closed.
- From 30 Apr to 01 Jun 12 (5wks), the PD will work on preparing broadcasts from the two previous seasons for future transmission, exclusively using StudioB.

FORMAT, CONTENT & SUPPORT

The format for each evening is suggested as follows to comply with Trent Radio's license.

1700 - 1730 "smooth operator" announcements &c
1730 - 1930 music show(s)
1930 - 2100 music show(s)
2100 - 2200 spoken work or foreground programming
2200 - 0000 show(s)

- 35% of all music selections played must be Canadian Content
- It is suggested that at least one of the music programmes be FOREGROUND format (see attached for a description)
- CONTENT is to be varied and comprehensive.
- EXECUTIVE PRODUCERS shall provide training, direction and support to their programmers and shall be in attendance at TRadio House for the entire period of their evening (i.e., 5pm-Midnight).

DATES

- Summer Season PLANNING Meeting Sunday, 15 April 2012 and first deadline for SUMMER programme proposals
- Summer Season 30 Apr to 17 Aug 12 @ noon - sixteen weeks
- Potential Summer Radio Camps TBD possibly not this year
- Earlybird FALL Programme Proposal Submission Deadline for Returning Programmers - Friday, 17 Aug 12
- No REUNION WEEKEND is planned for this year
- SHUTDOWN from 17 Aug until 03 Sep 12 (Labour Day)
- PD returns on Mon, 27 August 2012
- FALL PRE SEASON commences on Tuesday, 04 Sep 12
- Deadline for Fall 2012 Programme Proposals: Friday, 14 Sep 12 @ noon
- The REGULAR SEASON starts three days later on Monday, 17 Sep 12

WHAT IS AN SUMMER EXECUTIVE PRODUCER? (only part of what you were afraid to ask, and written by a veteran EP)

As **EXECUTIVE PRODUCERS** (EP), we are volunteers responsible for Trent Radio and its programming. We take on the role of Operator and select the programmes for their evening. EPs together with the Summer Operations & Information Manager (SOIM) form the Summer Programming Committee which is charged with the responsibility of fulfilling Trent Radio's obligations and commitments to Programmers, the CRTC, the community, sponsors, &c Please see SOIM job description to see how this fits together.

EPs are experienced Programmers who are chosen for their proven ability and trustworthiness and commitment to community radio.

While "on duty" at TRadio House, we act as Programme Director and General Manager and are vested with that responsibility and authority. Even if the Programme Director or General Manager happen to be in the building during our shift, our position remains unchanged - we're still "in charge". As EPs, we must arbitrate in the best interests of, and according to the policies of Trent Radio.

These are the basic responsibilities of our position:

PROGRAMME SELECTION

Pursuant to Trent Radio's licence granted by the CRTC, programming functions shall be rendered in accord with the Organisation's aims as a broadcaster (see attached), in support of, and in partnership with programmers, independent of external or commercial influence, and in consideration of Trent Radio's tradition of promoting varied and comprehensive programming and tolerance, permitting any lawful expression.

Also, at least 35 % of all music played must be Canadian, (all music programmers should include Canadian Content ... it's out there)

At least twenty-five percent of programming before 10pm must be Spoken Word or Foreground.

Does all this seem a bit legalistic ... this ROUGH PLAN should help guide decisions as to balance and timing.

Some questions to ask during programme selection:

Is this interesting? And can they pull it off? Is the programme direction clear, or does it look like they just want to play hits or requests? What will I need to ask them to find out? What will I need to do to help them?

After the process of calling, negotiating and confirming the programmers for your evening, prepare a listing of programme titles with a brief description along with the name, phone number, address and membership status for each programmer.

PROGRAMMER SUPPORT: CONTENT and TECHNICAL

This would involve establishing a working relationship with our programmers, and helping them to develop their programme ideas. A programmer will also need some technical training.

We also need to ensure that we have their name, address, phone number, membership status etc.

We should keep one ear cocked towards the radio during our shift (which should be playing at all times) to monitor what is being broadcast. Are levels too low/high? **Did you know . . . that it is an Industry Canada regulation that the person responsible for operating the transmitter must be aurally monitoring the transmission AT ALL TIMES - this means using headphones in the studio? Have you told all of your programmers this information?**

Do Programmers sound like they're having problems? Do you hear anything at all?

Listen to their programmes for the non-tech stuff. Feedback (of the non- technical kind) makes a huge difference for Programmers. Knowing one is not operating in a vacuum is comforting and builds a sense of community. Constructive criticism, when done with respect, can be valuable. Most Programmers want comments on how they're doing and need someone to bounce ideas off. We provide moral, critical, and technical support. This is what Trent Radio is all about - this is the partnership between the Programmer and us.

OPERATING - there are two vital aspects tied for first place in importance; one is monitoring what goes on air, the other is ensuring something is there to be monitored.

The first is accomplished through the use of a Computer Logger. This must be in working properly and recording all aired programming. Its importance cannot be stressed enough. Without it, the CRTC (Canadian Radio and Telecommunications Commission) may revoke or refuse to renew our broadcasting

license. This would be a very bad and awkward thing. Best case scenario means a trip to the CRTC for apologies.

The Computer Logger is set to record an audio file every hour on the hour, and store these files for 30 days.

Executive Producers must "monitor" the logger audio and web page periodically, and ensure that it is working. Should the logger fail, all programming must stop and the Programmer should sign-off, unless recording can be done by alternate means. Logger audio can be monitored from the back rack in StudioA, and the web page is at <http://www.trentu.ca/trentradio/logger/lgrrep/rep.txt>

How to check the Logger system

(1) Monitor the logger on the rack in StudioA.

Ensure that the correct button is selected (Yellow?), and that you can hear a delayed version of the current broadcast. If you do not hear anything, assume there is a problem, and use the Emergency Logger Kit until you have finished investigating the situation.

(2) Visit <http://www.trentu.ca/trentradio/logger/lgrrep/rep.txt> (or click on the 'L' in Welcome on our webpage). Every hour, a new file is created. If you do not see a new file set up for the current date and time, the logger may be experiencing technical difficulties, and you should contact the SOIM immediately, and use the Emergency Logger kit in case it is required.

We must ensure continuity in programming (to get to the second aspect), which means we make sure something is on-air during scheduled programming time. The first rule of radio is "Show Up".

Programmers have been known to neglect showing up for their time. We must be prepared to perform impromptu shows (if we desire) or plop a pre-recorded tape or audio file in to play. Try and determine why there was a "no-show" and make a note in the OPERATORS BOOK. We should discuss the best way to resolve a continuing problem with our evening's partner and the Summer Operations Manager.

Some Programmes are customarily pre-recorded, so make sure you know where the show is so you can air them when they are scheduled.

AUTHORITY:

Programmers and other occupants of the house are obliged to take direction from the Executive Producer. Drug or alcohol use (except for coffee or cigarettes) is not allowed on the premises, and Executive Producers are obliged to enforce this rule. (l.h.'s note: broadcasting while intoxicated usually makes for boring programming.)

If Programmers are acting irresponsibly in the studio, or anywhere else in the building, they should be warned, and if necessary, asked to leave. Remember, we must make decisions in the best interests of Trent Radio. Violence and/or assholes shall not be tolerated.

Most conflicts or concerns should be resolved after a Programmer is finished their programme. Most, that is. If a Programmer is spewing out nasty, hateful words they should be stopped. Go in and talk with them as soon as the microphones are off. Try calm, collected conversation. Disagreement or opinion-voicing is one thing, propagating intolerance and hate is quite another. Remember basic Trent Radio tenets. And Think before you intervene. This will have to be reported; what was your rationale, how best to act, etc.?

Also, NEVER give out Programmers' phone numbers to strangers. If the caller is insistent, ask for their number and call the Programmer yourself to give them the caller's number.

Remember that you're not alone. Talk with your fellow Producers and do not hesitate to call the Summer Operations Manager or General Manager.

(john muir's note: with these responsibilities and the authority to carry them out, Executive Producers should remember that making radio is a creative act and Programmers may exhibit a florid artistic temperament - or even temper.) (kristina's note: nobody is allowed to jump on your head without good reason.)

SECURITY - non-members are not allowed in the house after office hours. However, tours can be given, at your discretion. Use your head. Any guests the Programmer brings in are, of course, welcome, *IF* they are part of the programme. We should dissuade Programmers from entertaining an in-studio fan club.

Trent Radio has an alarm system. Learn how to set and disarm it. if for any reason you are in a situation where someone is threatening you while in the building, you may set the alarm and activate it by moving across the beam in the hall way. If the alarm doesn't scare the person, the General Manager showing up might.

Trent Radio's alarm system is only good for a few things. This is one of them.

Also, do not hesitate to call 9-1-1 from anywhere in the building if you need help, and use the spy hole in the door to check out who you might be letting in before opening the door.

Once during the evening do a quick walkaround of the building. Are both flood lights working in the back area parking lot, are both porch lights on, is the exterior front door light working? Please note problems in the Operator's book.

As the building, equipment, security and such is the General Manager's bailiwick, please report any damage, theft and security concerns to him.

Try as best you can to fix things, write it up in the log and email John – jkmuir@trentradio.ca

HARDWARE - Make a note of what is needed, what is missing, what has finally decided to give up the ghost. There should be some spare light bulbs in the kitchen cupboards - art of the tech end of the job.

TELEPHONE - Get to know your Programmers and judge as to whether intercepting phone calls during their show would help keep things on a more even keel. It can be very disruptive for the Programmer if all their friends try calling while they are on. Refer all phone calls regarding music tracking to Jean Reno's email (jreno@trentradio.ca), and take THOROUGH MESSAGES in the messages book. Callers' feedback should be passed on to the Programmer, and may warrant a discussion. Was the caller "out of their mind"? Was there something in it at all? In taking a complaint, listen to determine precisely what the complaint is about and how to contact the complainant later. Make a note of all this in the Operator's Book. Messages for John Muir should be transcribed and sent by email to jkmuir@trentradio.ca.

UPSTAIRS APARTMENT - Many people don't realise that we have someone living above the studio and archive area. Keep the monitor levels down, especially after 9pm ... drums and bass go right through the floor as though there wasn't one.

OPERATING CHECK LIST

Things to do when beginning: 5pm

- Clean up BEFORE starting.
- Check the OPERATOR'S BOOK - has the transmitter blown up?
- Check on the logger audio and webpage.
- Is the Transmitter button pushed in and showing the green eye?
- Is the red "Off Air" monitor button pushed down? Are we, in fact, on air?

It is heartbreaking to programme, only to find out you really were talking only to yourself (the usual paranoia of radio folks)

- are both turntable styli in good repair (write problems in the Operator's book)
- Find list of programmes for the night. Is the first Programmer here yet? Who won't be? Any pre-recorded shows to be set up? Any sponsorships to be run?
- Check the Programme Log for instructions from our Operations Manager or General Manager. This may show last minute changes or direct how we will spend our time tonight.
- Turn the kitchen radio on, if it isn't already. Start listening.

** At 10pm Check the Logger audio and webpage.

Things to do when finished: Midnight

- Operator's Book (recording any events ~ or the lack thereof; names of no-shows; CDs/Albums not put away; equipment problems; general comments, etc ... even if 'nothing' happened, write it down)
- Transmitter dis-engaged from the StudioA console & RFP running smoothly from StudioV.
- StudioA cleaned up (CDs/Vinyl away, garbage/recycling taken to kitchen, volume turned down...don't forget we have neighbours upstairs!)
- StudioA, StudioB, StudioC Shut Down & Locked (radios off/volume turned down; doors shut and locked)
- Leave lights on in the Hall, Studio B, and the Kitchen (leave overhead lights on, turn off all other lights including the lamp by the phone in the kitchen, and the light over the window to the porch - so that it can be seen if the building is occupied if the alarm goes off.)
- Kitchen: wash dishes, deal with any food that has been left out (garbage/fridge); Make sure Toaster, Kettle & Coffee Maker are Turned Off
- Make sure the Front Door (George St.) is Shut and Locked (as it is prone to not being shut properly, slam it to be sure)
- Turn On The Alarm
- Make sure Kitchen/Porch Door is SHUT & LOCKED (it needs an extra slam in the winter)
You don't have to go home...but you can't stay here!

Why do we want to do this?? It's an interesting way to widen our range of acquaintances as well as our experiences. It's a way of putting something back into the community from which we draw. It's a means of furthering, aiding and abetting creative and socially responsible actions. And it's a good way to become familiar with the workings of an organisation, specifically Trent Radio.

And then there's this thing... this passion for radio ...

This document was stolen from "What is an Operator" and massaged somewhat to include Executive Producer's programming role.

Thanks to Barb Woolner, Kristina Rawlings, JK Muir and Lisa Howard.

Produced 16Dec94

Amended 11Jul97, 18Apr98, 15Mar99, 12Feb00, 28Mar01, 15Mar02 02Mar03, 12Apr04, 22Mar05, 16Mar06, 29Mar07, 24Mar08, 08Mar09, 04Mar10, 23Feb12

Modifications:

added: Potential Radio Camps

amended: email addresses

amended: StudioA as a production daytime facility

amended: Logger Tape Section to become Computer Logger Section

amended: suggested schedule to put "smooth operator" at 5pm

amended: Summer Programme Coordinator becomes Summer Operations Manager

amended: Summer Operations Manager becomes Summer Operations & Information Manager

deleted: CKCU Logger Section

amended: "Things to do when Finished" section in accord /w JStaveley's "Closing.doc" 110121

amended: made several minors repairs

Trent Radio's Aims as a Broadcaster:

- To Maximise diversity of programming.
- To Inspire creative contributions to radio programming.
- To Increase awareness of the power and potential of radio.
- To Encourage and inspire a positive use of radio.
- To Encourage empowerment and the politics of liberation and discourage protectionism and the politics of resentment.
- To Formalise its operations so as to promote fairness, clarity and efficiency in its decisions.
- To Encourage access to the facilities by both the Peterborough area and Trent communities.
- To Encourage the production of programming which reflects both of these communities.
- To Encourage co-operation, interaction, communication and understanding within and between these communities and fully reflect this radio community to the world beyond.

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Foreground Format Definition for Music Programmes at Trent Radio (as approved by the BoD April 98)

- the matter broadcast is broadcast without interruption
- the intrinsic intellectual content of the matter broadcast is entirely related to one theme or subject
- the duration of the presentation is at least 15 minutes,

Generally, this is an opportunity to make an especial feature within your programme, and talk about the music you've been playing. This could include discussion and comparison of musical styles, biographical notes on musicians, info about a particular musical instrument, and anything else that either isn't printed on an album's sleeve (unless there's an essay there) or isn't common knowledge. Whatever you say is up to you - opinions, readings, discussion of philosophy, etc...

Prohibited Interruptions; these would include sponsorship messages, time and temperature checks and other surveillance information.

Other material which would be considered Foreground music would include;

A live (or live-recorded) Canadian concert (either the producer or artist must be Canadian) produced specifically for broadcast and at least 15 minutes in length.

Radio Art produced specifically for broadcast.

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POTENTIAL EMPLOYMENT OPPORTUNITY at TRENT RADIO

APPLICATION DEADLINE: MONDAY 16 APRIL 12 @ 5PM

SUMMER OPERATIONS & INFORMATION MANAGER: Job Description 2012

Reporting to the General Manager, the Summer Operations & Information Manager (SOIM) shall be charged with the gathering and dissemination of information a) regarding area summer festivals, community events and agricultural elements associated with the Peterborough Exhibition; and b) of particular interest to recent immigrants, children and seniors in Peterborough and the area, along with interviews and reportage. Also included will be a twice-daily broadcast listing of events and attractions,

In addition s/he will be charged with the day-to-day operation of Trent Radio and in concert with the Summer Programming Committee, s/he shall be responsible for developing a balanced programming schedule in accordance with Trent Radio's license and mandate. The primary duties include management of Trent Radio's broadcast and studio facilities for the use of more than one hundred community volunteers.

S/heshall convene and chair regular meetings of, and shall analyse and report on the balance of programming to, the Summer Programming Committee (all the Producers). S/heshall provide individual support and advice to the Summer Executive Producers.

S/he shall have the responsibility and authority to initiate and implement special programming, to enforce CRTC and other programming regulations, and shall have a hand in making preparations for some activities to take place in the Fall of 2012.

The Summer Operations & Information Manager shall also be charged with the general upkeep of Trent Radio House and shall ensure that the facilities are kept in good working order and that it be an area conducive to the production of effective community radio. This would include coordinating security and technical arrangements.

Specific Administrative Duties:

- Prepare and Maintain Programme Logs & Music Sheets (Computer System)
- Ensure Logger is working and being used correctly
- Ensure sponsorships are logged and aired
- Prepare and Maintain Programmer listing with contact data
- Convene volunteer socials
- Convene and chair regular meetings of the Summer Programming Committee, and prepare minutes of these meeting for distribution to the Committee and the General Manager. Note: The Summer Programming Committee is the Summer Operations & Information Manager and all the Summer Executive Producers
- Attend planning meetings with the returning fall & winter Programme Director
- Respond to Summer and Fall season programme applicants
- Act as Fill-in Operator as necessary
- Render Community Liaison through information sessions and informal facility tours
- Prepare and Distribute Summer Radio Guide
- Produce Trent Radio fall pre-season and summer promos
- Maintain community group announcements book
- Pick-up and sort the post
- Ensure trash & recycling is taken out & compost maintained
- Ensure that the facilities used by Programmers are clean and tidy
- Respond to email queries for the Music Director
- Prepare monthly reports on his/her activities for the General Manager (do you want to include the preparation of the final report as a specific duty?)
- Ingest CDs and other material into the digital server.

Terms: Employment Period: Start: Monday, 30Apr12 Finish Friday, 24Aug12 (17 weeks)
Dependent upon funding 20 hours/week for 5 weeks then 40 hours/week for up to 12 weeks
Trent Radio's Minimum Commitment: 20 hours/week for 17 weeks
Pay Rate: \$12.00 hour, plus 4% vacation pay, plus statutory benefits.

Deadline for application: Monday, 16 April 2012 @ 5pm

Hard Copy Applications Only - Resumes with a Cover Letter including references may be mailed to:

Trent Radio, 715 George Street, North, Peterborough, ON K9H 2T3
or brought to Trent Radio House, 715 George Street North, and dropped in the letterbox.

Applications should be marked "Attn: CSJ 2012 Hiring Committee".

Familiarity of Trent Radio's mission and operations will be considered an asset.

Please read "A ROUGH PLAN: TRadio Summer Season 2012 " <http://www.trentradio.ca/12sumpln.pdf>

Selected candidates will be contacted on the evening of Monday, 16 Apr 12 to arrange interviews for the following morning.

Eligible Candidates for federally funded Canada Summer Job positions must;

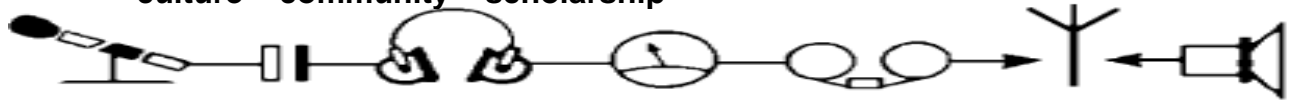
- a) be between 15 and 30 years of age (inclusive) at the start of employment;
- b) have been registered as a full-time student during the preceding academic year;
- c) intend to return to school on a full-time basis during the next academic year;
- d) be a student in a secondary, post-secondary, CEGEP (Quebec only), vocational or technical program;
- e) be a Canadian Citizen, permanent resident, or person on whom refugee protection has been conferred under the Immigration and Refugee Protection Act (Foreign students are not eligible) and;
- f) be legally entitled to work according to the relevant provincial / territorial legislation and regulations.

Trent Radio cfff-fm 92.7

"A Community Radio Project"

culture – community – scholarship

715 George Street North
Peterboro, ONTARIO,
CANADA K9H 3T2
ph:(705)741-4011 / no fax
www.trentradio.ca / info@trentradio.ca



INTERVENTION

- 01. Comments and Notes from Trent Radio, Peterborough, ON per CRTC "Broadcasting Notice of Consultation 2011-797" relating to Call for comments on the National Campus and Community Radio Association's (NCRA) proposed Codes of Conduct and proposed guidelines and best practices - prepared by Jacob Quinlan and John Muir 16 Feb 12 <info@trentradio.ca>**
- 02.** Trent Radio is shared and organised with the community as a whole as a non-profit cultural, educational and charitable organisation, and is licensed to operate a community radio undertaking, CFFF-FM. Its aims and objectives include broad community participation for the production of creative and exceptional local radio which reflects and animates Peterborough area communities, and sends out a clear signal of Peterborough's vigour and vibrancy to the world beyond.
- 03.** We welcome the opportunity to participate in this CRTC process and recognise the ongoing hard work done by the NCRA. We file this intervention in good faith and on the basis that you really should say something before its too late.
- 04. from CRTC Broadcasting Notice of Consultation 2011-797**
In particular, the Commission seeks comment in regard to the following questions:
 - Is a distinct Code(s) to be applied when adjudicating programming complaints for the campus and community radio sector appropriate?**
- 05. YES**
- 06. If a code is needed it should be more comprehensive so as to be more useful to all - complainants, respondents, CRTC, observers, and the general public.**
- 07.** We contend that no code could be devised that could be used to fairly and clearly determine complaint matters without explicit reference to or in the context of the following:
- 08. a)** freedom of expression as provided for in the Canadian Charter of Rights and Freedoms (Charter); and that such freedom includes both the right to speak and the right to be informed (Public Notice CRTC 1993-78 03 Jun 1993)
- 09. b)** that all persons licensed to carry on broadcasting undertakings have a responsibility for programs they broadcast but the right to freedom of expression and the right of persons to receive programs, subject only to generally applicable statutes and regulations, is unquestioned; (Decision CRTC 90-772 20 Aug 1990)
- 10. c)** that the greatest possible emphasis be given to the affirmation of the right to freedom of expression, subject to the requirement for programming of high standard and subject to achieving an intelligent harmony with the requirement for balance in the discussion of matters of public concern. (Decision CRTC 90-772 20 Aug 1990)

11. d) It is principal tenet of the Canadian broadcasting system that licensees should provide balance on matters of public concern. The CRTC balance policy seeks to ensure that a reasonably consistent viewer or listener will be exposed to a spectrum of differing views on issues of public concern within a reasonable period of time. Freedom of expression has always been a fundamental consideration under this policy. Accordingly, it is reasonable to give preference, as the Act does, to the right of the audience to be informed about differing views on matters of public concern. Correspondingly, those who choose to express their views should be able to do so in a tolerant and welcoming environment (Public Notice CRTC 1993-78 03 Jun 1993). This latter assertion echoes several Supreme Court of Canada decisions including *Ramsden v. Peterborough (City)*, [1993] 2 S.C.R. 1084.
12. The Code of Ethics of the now defunct Canadian Association of Broadcasters does not contain these references. It is hard to understand how a complainant, respondent, conciliation, or adjudication could proceed without all these precepts being understood and accepted by all parties.
13. Indeed the Canadian Broadcast Standards Council (which operates the CAB Code of Ethics) verdict advocating a bowdlerised version of the song "Money for Nothing" by Dire Straits (CBSC Decision 09/10-0818) may have come about through too heavy a reliance on the CAB Code on its own. While we understand that Charter rights are neither absolute, nor do they grant permission to be abusive, we would prefer an clearer articulation that the Charter provides for controversy, unreconciled disagreements, and even the right to offend and be offended.
14. We note that the CAB Code vaguely alludes to Charter freedoms, and that it would appear that the CAB Code affirms a "right to full and equal recognition", which is phrase used by certain bodies with provincial jurisdiction. We would understand that broadcasting comes under federal law. In any case, nowhere does the CAB code affirm the basic right to speak and the right to be informed. We also note that the word "freedom" was not found in any of the NCRA documents.
- 15. The CAB Code was developed for and by private broadcasters, who are, for the most part, commercial licensees.**
16. There are three main types of Canadian radio licences - the CBC, along with commercial and non-for-profit entities. In looking at the missions attaching to each form of broadcasting we say that simply put; CBC radio manufactures an idea of country and "nationality" and often deals with matters of "high culture" (that which can be judge by time honoured values); and Commercial radio is concerned with profit, and the quantity and quality of listenership. It manufactures audience and sells it to advertisers;
17. Our job as a community radio licensee is to inspire our producers and programmers to manufacture varied and comprehensive communities within our allocated coverage area and to the world beyond.
18. Commercial broadcasts are in a commercial relationship with their listeners which are either consumers of the broadcasts or part of a product sold to advertisers. As such, we see that the CAB Code is framed to be a form of consumer protection.
19. The Charter guarantees the rights and freedoms set out in it subject only to such reasonable limits prescribed by law as can be demonstrably justified in a free and democratic society. From this point of view, broadcasting and lodging a complaint or concerns about high standards can both be seen as expressions of citizenship.
- 20. from CRTC Broadcasting Notice of Consultation 2011-797**
 - ***Do the proposed [NCRA] Codes provide appropriate guidance on matters of high standard?***
- 21. NO**
22. For the purposes of our submission please see the foregoing, in which we attempt to articulate the need for a code's comprehensiveness, with contextual considerations for (i) the freedom of expression

as specified in the Charter of Rights and Freedoms, (ii) an intelligent harmony guided by the requirement of balance, and (iii) the corollaries of the foregoing for exercising citizenship and creating a healthy democratic forum. The differentiations specifying the ambit and intentions of the CBC, commercial, and community radio are very effective and salient; the adumbration of community radio emphasises the problems of a code not acknowledging (i), (ii), (iii). The questions for the NCRA will hopefully also serve a heuristic role - compelling an interrogation of its precepts and motives in formulating a response.

23. from CRTC Broadcasting Notice of Consultation 2011-797

• *Is it appropriate for the proposed Codes to require radio stations to develop their own programming policies on certain matters, rather than setting out specific guidelines in the proposed Codes themselves?*

24. YES

25. We wonder if there really is a need for a Code if the CRTC were to require licensees to prepare and submit a "Promise of Performance" (PoP) as was the case until struck down by Public Notice CRTC 2000-13 Community radio policy & Public Notice CRTC 2000-12 Campus radio policy.

26. We are critical of there being codes. There are usually associated with corporate and professional bodies communication strategies. PoPs are much more creative documents and articulate high standards on a day-to-day basis.

27. from CRTC Broadcasting Notice of Consultation 2011-797

• *Should adherence by NCRA members to the proposed Code(s), if approved by the Commission, be voluntary, as proposed by the NCRA?*

28. YES

29. After many years of avoiding the NCRA, we joined in last year as a show of support in their recent management and internal policy improvements. We have also been very impressed with their representational work in matters such as copyright. Our joining was on the understanding that the NCRA was not our intermediary and that while we did and wish the NCRA well in pursuing their mission and goals, they were not our goals.

30. If NCRA members were forced to follow the NCRA Code, we could no longer be NCRA members, although we would try to find some other way of supporting their work

31. Related and informing documents

Broadcasting Notice of Consultation 2011-797
<http://crtc.gc.ca/eng/archive/2011/2011-797.htm>

Canadian Charter of Rights and Freedoms (see Sec 2b)
http://laws.justice.gc.ca/eng/charter/page-1.html#_I:s_2

Broadcasting Act (S.C. 1991, c. 11) (See Sec 3(1)(g), 3(1)(g)(1), Sec 3(2)
<http://laws.justice.gc.ca/eng/acts/B-9.01/>

Radio Regulations, 1986, SOR/86-982 (See Sec 3 and esp. 3(b))
<http://www.canlii.org/en/ca/laws/regu/sor-86-982/latest/sor-86-982.html>

CAB Code of Ethics
<http://www.cab-acr.ca/english/social/codes/ethics.shtm>

CAB Equitable Portrayal Code
<http://www.cbsc.ca/english/codes/epc.php#code>

The "faggot" stupidity
CBSC Decision | CHOZ-FM re the song "Money for Nothing" by Dire Straits
<http://www.cbsc.ca/english/decisions/2011/110112.php>
CBSC Decision | Review of the Atlantic Regional Panel decision in CHOZ-FM re the song "Money for Nothing" by Dire Straits <http://www.cbsc.ca/english/decisions/2011/110831.php>

Interesting example of CRTC analysis
Broadcasting Decision CRTC 2004-296 - <http://www.crtc.gc.ca/eng/archive/2004/db2004-296.htm>
Complaint regarding the broadcast of advertising material promoting The Sopranos and City Hall

CRTC Stuff about self-regulation
<http://www.crtc.gc.ca/eng/archive/1988/PB88-13.HTM>

CRTC RELIGIOUS BROADCASTING POLICY
<http://www.crtc.gc.ca/eng/archive/1993/PB93-78.HTM>

Supreme Court of Canada decisions including Ramsden v. Peterborough (City), [1993] 2 S.C.R. 1084
<http://scc.lexum.org/en/1993/1993scr2-1084/1993scr2-1084.html>

Trent Radio Brokered Programming Policy - http://www.trentradio.ca/sponsorship/brok_pol.htm

NCRA Mission - <http://ncra.ca/our-mission>
NCRA Cover Letter - <http://crtc.gc.ca/public/broad/applications/2011/NCRA-ANREC%20Codes%20letter%20final%20July%202022,%202011.pdf>

NCRA Proposed Codes of Conduct -
<http://crtc.gc.ca/public/broad/applications/2011/Codes%20Final%20July%202022.pdf>

NCRA Proposed NCRA/ANREC Guidelines and Best Practices -
<http://crtc.gc.ca/public/broad/applications/2011/Guidelines%20Final%20July%202022.pdf>

<http://en.wikipedia.org/wiki/Monoculture>
http://en.wikipedia.org/wiki/Chilling_effect_%28term%29
<http://www.chillingeffects.org/>

Peers Frank W. The Politics of Canadian Broadcasting, 1920- 1951 (University of Toronto Press, 1969)

De Ridder Retrospective, ed.: Groninger Museum , 1983

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