

TRENT RADIO BoD AGENDA
27 July 2020 – 6:00PM
to be held via teleconference

1. Chair's Opening Remarks and Agenda Approval
2. Presentation of Previous Board Minutes – July 13th, 2020
3. Presentation of financial statements
4. Operations report
5. COVID-19 reopening & access policy
6. HR committee – draft job descriptions
7. Any other business
8. Date of next meeting
9. Adjournment

Season Bizarre started on March 23rd, 2020, and does not yet have a scheduled end date.
Trent Radio continues to meet CRTC License requirements including:

- broadcasting a minimum of 126 hours of Local Programming (Broadcast week is Sunday – Saturday, 6am – midnight), which includes our personal minimum of 42 hours of local programming per week, plus the 24/7 stream of Radio Free Peterborough (music & spoken word)
- Minimum percentage locally-produced spoken word required: 15% of the broadcast week or 18.9 hours per week of the standard 126 hour broadcast week.

** Note that locally produced programming is defined as programming produced “exclusively by or for” the station.

- Minimum percentage Canadian Content category 2: 35%
- Minimum percentage Canadian Content category 3: 12%
- Minimum percentage Canadian Content during musical selections ethnic broadcasting periods: 7%
- Minimum percentage of musical selections that must be from a category other than subcategory 21 (for community stations only): 20%
- Minimum percentage of category 3 musical selections required: 5%

Trent Radio BoD

July 13, 2020

**MINUTES OF THE BOARD OF DIRECTORS MEETING online via Zoom Meeting,
Various Locations in Ontario, on Monday July 13, 2020**

Present: Alex Campagnolo, Brazil Gaffney-Knox, Michael Gray, Alissa Paxton, Bill Templeman

Regrets: Shannon Culkeen, Katie Pedlar

Also present: Rob Hailman, DoO and Jill Staveley, DoP

1. 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 6:04pm, with Brazil Gaffney-Knox acting as Chair, and Alex Campagnolo recording the minutes of the meeting.
2. The minutes of the most recent Board Meeting were presented. UPON A MOTION duly made, seconded and carried unanimously, the minutes of the most recent Board meeting, which was held on July 13, 2020, were approved.
3. The Financial Statements were presented. UPON A MOTION duly made, seconded and carried unanimously, the Financial Statements were approved. We are in an exceptional financial situation. Studio V failed multiple times last week, so an order has been sent in to Benchmark to replace the computer and get a backup.
4. The Operations Reports were presented. UPON A MOTION duly made, seconded and carried unanimously, the Operations Reports of the DoP and DoO were approved. Season Bizarre continues to run smoothly, with 43 shows, 38 Programmers (7 Trent students), and 5 episodes of Red Morning Radio. Blank spots are being supplemented with archived content. We have received funding for three Canada Summer Jobs positions: Summer Producer (28 hours/week) and two Archive Clerks (20 hours/week). For the Radiometers Grant, we are working with Sean Conway at Curve Lake to produce content. Some volunteers have signed up to Operate remotely during Season Bizarre. Thank-you letters were sent out to donors for John K. Muir Day. The ad for the TCSA pamphlet has been made.
Trent Work Study Program positions are up. We will hire for positions in content production and physical plant. Gary Peeples has been contracted to build the fence, and building will begin soon. Red Morning Radio is being supplemented with logger files until a long-term solution is developed. The In-Concert Grant finale was completed July 4. It created 16 hours of new content recordings for our archives. Studio V failed Wednesday through Saturday this past week. We moved to broadcast from Studio A, which is workable but not sustainable. Job descriptions are being developed.
5. A Reopening Committee is being made to develop a Reopening Policy. They will be tasked with creating a quick guide for reopening which can be added to over time. They are meeting next week.
6. In Other Business, we will receive the 10% government wage subsidy automatically, in bulk at the end of the year. We have not applied to the 75% subsidy, as the program was created for organizations unlike ours.
7. The next Board Meeting will be July 27, 2020 at 6:00pm via online video chat.
8. There being no other business, the meeting was adjourned at 6:53pm.

COVID-19 Reopening & Staff/Board/Volunteer Access Policy

Created by:

Jill Staveley, Rob Hailman, Brazil Gaffney-Knox, Shannon Culkeen, Alex Campagnolo
July 2020

Preamble:

Trent Radio House has been closed to the public since 4pm on March 13th, 2020. Since that time the space has been monitored daily by the Director of Operations; visited on occasion by the Director of Programming and her family for programming events, financial/administrative errands & tasks, and for the retrieval of gear to complete on-going work responsibilities from home; visited on occasion by our Bookkeeper for monthly reconciliation and accounting; and other contract staff for physical plant jobs (gas line, squirrel proofing, backflow preventer testing).

Access to Trent Radio House

Trent Radio House, at 715 George St N, shall remain closed to the public. Access to the House is limited to Trent Radio staff, and such volunteers and contractors as may be allowed access with approval of the Director of Operations and Director of Programming. All staff, volunteers and contractors are encouraged to minimize the frequency and duration of their visits to Trent Radio House, and work from home or otherwise off-site as much as possible.

To ensure a safe work environment, no more than two people shall be present indoors at Trent Radio House at one time, and in-person work shifts shall be staggered as much as possible.

Trent Radio will create an online calendar to schedule visits to Trent Radio House, and all staff, volunteers and contractors must schedule their visits on that calendar in advance.

Any unscheduled visits to Trent Radio House, or visits that would result in more than two people present, must be approved by the Director of Operations and Director of Programming.

Face coverings

All Trent Radio staff and volunteers are required to wear face coverings when on site at Trent Radio House.

Contractors and other visitors shall be required to wear a face covering, in accordance with conditions and exemptions specified in the directive released by Peterborough Public Health on July 20th, 2020, available online at <https://www.peterboroughpublichealth.ca/wp-content/uploads/2020/07/200720-PPH-Mandatory-Mask-Directive.pdf>.

Trent Radio will ensure that face coverings are available on site at Trent Radio House, in order to support this requirement.

Hygiene and cleaning procedures

All visitors to Trent Radio House shall wash their hands or apply hand sanitizer when entering and leaving the facility. Hand sanitizer will be provided at all entrances and exits.

The Director of Operations and Director of Programming will develop cleaning procedures for all workstations and common areas, and ensure that these are prominently posted. All staff and volunteers are responsible for completing these cleaning procedures both before and after using a workstation or common area.

Screening and reporting

All Trent Radio staff and volunteers must familiarize themselves with the symptoms of COVID-19, and self-screen for those symptoms. In the event that a staff member or volunteer is exhibiting symptoms of COVID-19, they are prohibited from visiting or working at Trent Radio House.

No staff member or volunteer will be subject to any disciplinary action as a result of this prohibition.

In this circumstance, The Board of Directors, Director of Operations, and Director of Programming will ensure that alternate work arrangements are made to support the ongoing operation of Trent Radio.

Posting of policy

This policy shall be displayed in a prominent place in Trent Radio House. Additionally, posters or infographics explaining the expectations and requirements, such as face coverings and cleaning procedures, shall be placed at each entrance and exit, and at each workstation or common area.

Implementation and modification

Subject to the approval of the Trent Radio Board of Directors, this policy will take effect on Monday, July 27th, 2020.

The Board of Directors may amend or rescind this policy at any time. Any such changes to this policy must be made in consultation with the Director of Operations and Director of Programming.

Job Descriptions

draft: vjstaveley_20200724

Trent Radio's Staffing Model will consist of 2 x full-time management positions who will share the overall responsibilities of Trent Radio.

They are the Director of Operations and the Director of Programming.

Both reporting to the Board of Directors, the management of responsibilities will be delegated according to the following job descriptions.

It is important to understand that these job descriptions have been created together, and cannot exist independently from one another. Should changes be required for either job description, they must be made while referencing the document as a whole, and take into consideration the impact that the modifications will have on the other position.

The Director of Programming & The Director of Operations shall, in conjunction, be charged with the overall responsibility of the day-to-day operation of Trent Radio, and be granted the authority to carry it out. This includes day-to-day operation of the Office and Radio Facility belonging to the Corporation, and be accountable to the community and the membership of the organisation through the Board of Directors and report to the Board.

They will act as equals to support each other and the Trent Radio Board of Directors, and have the authority to hire and oversee contract positions through government and project funding, and engage in contractual obligations with other services such as bookkeeping, property maintenance and others as deemed necessary to meet the goals and obligations listed below.

All staff and other delegated personnel ultimately report to either the DO or DP.

General Responsibility and Authority:

The DO & DP shall have the authority and responsibility to handle all matters operational, including, though not limited to, licensing, security, legal, financial, personnel, technical, and programming matters and relations with other organisations and related business, and be responsible for funding and grant applications, project management and reporting.

To formulate, administer and supervise the overall budget and all financial matters;

- To be responsible for all applications for funds to all levels of government;
- To formulate, administer, and supervise, on-going and new earned revenue functions;

The DO & DP must exercise due diligence in matters pertaining to;

- all programming, publicity and other operations as they relate to the operation of Trent Radio's radio facility;
- the hiring, firing, discipline, and supervision of all delegated personnel, subject to Board policy, and according to the needs of the organisation and the law of the land;

The DO & DP shall, as a team, exercise leadership and provide direction, consultation and strategy development to the Board on principal organisational issues such as, though not limited to; mission, values and ethics; organisational structure and planning; programming and production; finance, funding and fundraising; service to members and the community; public relations and public awareness.

Director of Operations

Director of Operations will report directly to the Trent Radio Board of Directors, and work in cooperation with the Director of Programming to oversee and ensure the completion of all tasks required to maintain Trent Radio's Broadcast License, Charitable Status, and Physical Assets.

The Director of Operations will be charged with responsibilities specifically pertaining to: all matters technical, production, physical plant, administrative and governance, including IT Equipment, Broadcast Technology, ISED Compliance, LCMP, Music Archives, Financial Planning and Monthly Book Keeping Sessions, Governance support and guidance, Physical Plant, Landlord relations, and Production Projects.

The Director of Operations will oversee the management agreement with the Trent Student Annual Publishing Corporation (TSAPC), including financial management and recordkeeping, the hiring and management of TSAPC staff, and the management of TSAPC's relationships and agreements with other organizations such as Jostens and Trent University.

Tasks include:

- all technical arrangements - comprising all audio, radio frequency, computer, internet and telecommunications systems and equipment,
- all physical plant matters - comprising Trent Radio House, transmission facilities lease with Corus Entertainment (CHEX), or their assigns, and generally all fixed assets of the Corporation;
- all landlord functions relating to the Upper Apartment;
- Provide training and support for staff and volunteers in studio and remote production
 - maintain and update record, tape and written archives; creating computer files to catalogue material, input data to generate print-outs, reorganise resources to increase accessibility.
- to arrange all security and insurance matters.
- to oversee payment of all wages and, where applicable, including though not limited to, statutory deductions and remittance of these to the government;
- to negotiate and oversee proper and timely reporting to all government and regulatory agencies. Preparation of all documents required by government and regulatory agencies, including CRTC, Industry Canada, Revenue Canada T4s, and charitable receipts. Management and retention of the files, records, drawings, archives, library and equipment inventory.
- To deal with all financial matters and to follow arrangements made for proper books of accounting be kept, under the direction of the Bookkeeper and in conjunction with the Treasurer.

- preparation of all payroll, remittances and other disbursements; Preparation of deposits and depositing of receipts to the account of Trent Radio. To arrange for bookkeeping;
- organize and administer tasks pertaining to Trent Radio's year end, including a financial review engagement and the Annual General Meeting

Director of Programming

The Director of Programming will report directly to the Trent Radio Board of Directors, and work in cooperation with the Director of Operations to oversee and ensure the completion of all tasks required to maintain Trent Radio's Broadcast License, Charitable Status, and Physical Assets.

The Director of Programming will be charged with responsibilities specifically pertaining to: all matters programming on Trent Radio, including all scheduling, the format of programmes, continuity, hours of operation, publicity and promotions, programme quality maintenance, enforcement of Trent Radio, and CRTC programming regulations, planning and control of special broadcasts and related activities.

The Director of Programming shall chair an advisory Programming Committee whose objects are to aid in programming operations, programme policy execution and direction, and programming publicity. Membership of the Programme Committee shall be the Director of Operations, Operators and any others who shall serve at the pleasure of the Director of Programming. This committee shall meet regularly and shall generate minutes.

The crucial element in this position is in making sure each programmer using the facilities is provided with production training and regular guidance, while working with programmers as a whole as to the overall direction at Trent Radio.

Tasks include:

- Train and oversee teams to orient and train potential programmers.
- provide support and assessment to present programmers.
- maintain programme proposal and programmer information files.
- develop more efficient ways of organising the programming.
- develop and maintain a schedule.
- talk to programmers about programming, scheduling, promotion, Trent Radio, space use etc, etc.
- arrange meetings for the evaluation of programmes.
- recruit, co-ordinate and train operators.
- arrange meetings for operators.
- prepare logs, song sheets, (CRTC/SOCAN)
- attend meetings of the programming committee to discuss programming related concerns, evaluate programming policy.
- deal with programming complaints.

- sort out problems with programmers.
- co-ordinate the publication and distribution of the Programme Guide.
- compile and send out playlists.
- maintain the P.S.A. book, the memo book and the on-air book.
- Trent University & Levy Group engagement.

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, in support of, and in partnership with programmers, independent of external or commercial influence, and in consideration of Trent Radio's tradition of tolerance, permitting any lawful expression.

Additionally, the Director of Programming shall consult with the Director of Operations on all issues of programming which may have an affect on budget, equipment, security, licencing and such like matters.

The Director of Programming may appoint volunteers for production and programming committees and roles, and will engage with and oversee student staff, intern and cooperative placement candidates including TWSP, TI, High School Co-op Placements, Trent U Interns, Canada Summer Jobs pertaining to Programming and Special Projects.

The DoO and The DoP recognise that Trent Radio has historically been unable to meet the goals outlined below within a 2 staff model. They will work together to enable volunteers, interns and contract staff to help create an environment where we can work together to reach these goals.

Fundraising Director & Membership Coordinator Job Description second draft only (2000)

This full time job is really two (part-time?) jobs. They are linked so that we keep sight on what is the most important thing about Trent Radio, programmers and programming. Through this position, there is a direct connection to income and membership generation and relationships with programmers. That is to say that income generation is not an end in itself.

The Fundraising Director & Membership Coordinator will coordinate and supervise all activities related to income generation and member services, except for granting programmes and rental of real property, which would

remain largely under purview of the General Manager. Wherever possible specific tasks will be delegated to qualified volunteers, but the Fundraising Director will monitor and take responsibility for these tasks.

The Fundraising Director & Membership Coordinator will work directly with the Programme Director and General Manager and will report to the General Manager.

Fundraising - Core duties

- a) Developing and maintaining sponsorships
 - (1) Contact previous sponsorship coordinators for reports and leads.
 - (2) Prepare a data base of sponsors and potential sponsors with contact information.
 - (3) Prepare a brochure on Trent Radio for sponsors
 - (4) Follow through on sponsorship, that is write, edit and produce sponsorship notice.
 - (5) Ensure all possible sponsorship time is full.
 - (6) Maintain weekly sponsorship log and ensure that all are aired as scheduled.
 - (7) Prepare certificates of support and distribute to sponsors each season.
- b) Managing an annual on-air fundraising campaign (inc. Giveaways)
- c) Overseeing other fundraising events and projects
- d) Working with General Manager and Board to develop and implement policies related to fundraising, sponsorship, and promotion.
- e) Maintaining complete and accurate records of donors and sponsors;
 - (1) Plan and execute regular donor communications;
 - (2) Process and record tax receipts
- f) Producing regular reports on the above
- g) Coordinating volunteer training in areas relevant to fundraising.
- h) Supervision of Volunteer Task Groups - Each of these groups will be supervised by the Fundraising Coordinator, who will ensure that the volunteer workers, trainers, and team leaders are properly trained and performing tasks in a satisfactory manner. Although examples are provided below, the makeup and mandate of Volunteer Task Groups will vary depending on the need.
 - (1) Sponsorship Task Group - a select group who can work closely with the Fundraising Director in developing major sponsors.
 - (2) On-Air Fundraiser Task Group - a group who handle most tasks related to the On-air fundraiser. (Phone supervision; pre-pledges;

training for pitchers; data entry)

Membership Coordinator - Core Duties

a) Maintaining volunteer records

- (1) Design and test database using Filemaker Pro
- (2) Contact all existing volunteers and update information
- (3) Design and print volunteer contact list for staff
- (4) Develop volunteer run system for updating volunteer lists on an on-going basis
- (5) Develop system for recording and tracking Trent Radio alumni

Note: Trent Radio has approximately 200 volunteers with a 30%-40% turnover each year

b) Evaluating and designing training programs for new volunteers

- (1) Conduct follow-up interviews with workshop attendees to assess the effectiveness of existing workshops.
- (2) Act as primary contact for scheduling workshops and communicating the dates to interested new volunteers
- (3) Research and design new workshops as needed

c) Developing advanced training workshops for more experienced volunteers

- (1) Identify areas where advanced training may be needed
- (2) Find qualified experts to teach these workshops
- (3) Provide whatever support is needed to make these sessions successful
- (4) Conduct follow-up interviews with participants

e) Ongoing Volunteer Communications

- (1) Develop self sustaining ways of communicating with volunteers at Trent Radio.
- (2) Design an ongoing cycle for recurring announcements
- (3) Develop communications strategies for volunteers who have English as a Second Language
- (4) Research effective ways of monitoring content of non-English language shows.

f) Morale & Security

- (1) Take a leadership role in planning socials; open houses, end of season parties, bowling parties to name a few.
- (2) be Attentive to programmers' lives outside of radio ie. cut out newspaper articles of them, send get well cards etc.
- (3) Take a role in planning and follow through of on-air events - live

broadcast during intro week for example.

- (4) Research and budget various options for facility security and volunteer identification.

Skill and Abilities needed;

- a) Proven experience in non-profit fundraising
- b) Proven experience in volunteer management, with particular attention to techniques for training and motivating volunteers.
- c) Proven experience in sponsorship development.
- d) Experience in working within a sometimes chaotic environment; needs to set and meet deadlines, be thorough, and have a demonstrated ability to work as part of a group. Huge social skills.
- e) Good understanding of, or ability to learn, database use and design, digital editing and graphics layout.
- f) Experience in donor communications
- g) Ability to deal effectively with corporate, government, and similar funders.
- h) Understanding of the purpose of Trent Radio and standard fundraising practices at other public broadcasters in Canada.
- i) Proven ability to work with persons from different cultures, with persons for whom English is a second language, and with members of under-represented groups.
- j) Demonstrated skills in planning and/or project coordination.
- k) Initiative, and the ability to identify and solve problems related to core duties.

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