

TRENT RADIO BoD AGENDA 15 February 2017 - 7:15pm at Trent Radio House, 715 George Street North

01. Chair's Opening Remarks and Agenda Approval
02. Presentation of Previous Board Minutes - 18 January 2017
03. Business Arising
 - 715U Update - see attached
04. Operations Report - *see attachments
 - YE17 Student Memberships Update *
 - Financial Statements to 31 Jan 2017 *
 - mid-term CRFC "Live & Local Echo" report submitted.*
 - CRFC Application for Trent Radio Foundations
 - Building a Sustainable model for Succession & Growth submitted. *
 - Canada Summer Jobs (CSJ) Application for one 16wk 40hr position @ \$13/hr
 - T4s completed
- 05 Any Other Business:
 - Participation and Attendance at NCRC36 scheduled for 05-10 Jun 2017 (DGM)
- 06 Set date for next BoD meeting (see above)
- 07 Adjournment

MINUTES OF THE BOARD OF DIRECTORS MEETING held at Trent Radio House,
715 George St. N., Peterborough, Ontario on Wednesday, January 18, 2017.

P R E S E N T: Shannon Culkeen, Matthew Poppleton, Geoff Barnes, Scott
Somerville and Angelica Cooper.

R E G R E T S: Steve McNabb, and Zara Syed.

Also present: Jill Staveley, Deputy General Manager; and John Muir, General Manager.

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 about 7:20 pm, with Shannon Culkeen acting as Chair, and Geoff Barnes recording the Minutes of the Meeting. The agenda was agreed upon and discussion followed.
2. Previous Minutes: The minutes of the previous board meeting were presented. **UPON A MOTION** duly made, seconded and carried unanimously, the minutes of the previous Board Meeting, held on December 7 were approved as presented.
3. John Muir presented the an Operations Report (including current financials):
 - a. Cash is approx \$50k lower due to all the capital improvements completed last fiscal year. It was noted that we'll need to keep a close eye on cash flow this year because of this.
 - b. Accounts Receivable of \$20k represents monies in transit to Trent Radio in the form of grants
 - c. Membership Revenue (Student Levy Receivable) is an estimate at this point - funds will be received from TrentU in early Feb and the amount will be updated then.
 - d. Grants have been applied for and as the status on those grants become more clear, financials will be updated
4. As part of the Operations Report, the issues with the upstairs tenant were discussed:
 - a. Rent has not been paid for December 2016 & January 2017.
 - b. A number a negative interactions with the tenants were related to the Board:
 - i. Repair person chased out by dogs
 - ii. Tenant mail not being checked (correspondence from Trent Radio disregarded)
 - iii. Domestic disturbances involving police arrest and ambulance
 - iv. Female tenant tantrum in Trent Radio kitchen
 - v. Tenants banging on floor
 - vi. Tenants over-reacting re: icy conditions, parking issues
 - vii. Margie @ Babcock + Robinson (rental mgmt company) having problems and communication issues with tenant
 - c. The tenant eviction process has begun.
 - d. All staff and volunteers have been requested and directed to avoid contact with the tenants, keep the door locked and call the police if needed.

- e. Due to potential violence, anger and possible mental instability of the tenants, Trent Radio staff and volunteer safety concerns were discussed. As a result of the discussion it was agreed that Trent Radio staff will:
 - i. contact police and setup a meeting to explain the events to date for possible “pre-emptive help” and/or tips on how to handle the situation
 - ii. contact an experienced landlord familiar with Trent Radio for advice.
 - iii. setup a meeting with Babcock & Robinson to share information and to aid in the eviction process.

UPON A MOTION duly made, seconded and carried unanimously, the Operations Report minutes of the previous Board Meeting, held on December 7 were approved as presented.

- 5. **UPON A MOTION** duly made, seconded and carried unanimously, the following Board Members were appointed to the following committees:
 - a. Community Committee: Shannon Culkeen, Matthew Poppleton and Angelica Cooper
 - b. Sponsorship, Earned Revenue & Grants Committee: Shannon Culkeen and Angelica Cooper
 - c. Programme Committee: Shannon Culkeen and Scott Somerville
 - d. Radio Free Peterborough: Scott Somerville
 - e. Nominating Committee: Geoff Barnes
- 6. It was noted that each committees will arrange their own meetings and activities and report back to the Board as needed. Committees will be workshopped to determine how they will work going forward.
- 7. The date of the next Meeting having been decided as 15 Feb 2017 at 7:15pm and there being no further business. Meeting was adjourned at about 8:30 pm.

Shannon Culkeen, President & Chair

Geoff Barnes, Secretary

715U Update for Trent Radio BoD 15 Feb 2017 prepared jkmuir@trentradio.ca

A discussion and review were made with a local small holdings landlord familiar with both Trent Radio and our agent for his advice. The main item that came up was preparing and executing a better articulated lease agreement. It is understood that although a better lease agreement would not have avoided our particular situation, looking forward, it will give us a clearer expectations and an idea of how to document and report problems systematically.

With the above session in mind, the state of affairs was appraised with our agent, Robert Babcock of Babcock and Robinson. It was confirmed that the tenants have now not paid the rent for three months. That each and every time rent was overdue a "Notice to End a Tenancy Early for Non-payment of Rent". There is a hearing schedule for Fri, 17 Feb 2017. If successful there are consecutive waiting periods of 11 and 7 days before an eviction order can be executed.

It was also noted that although we have been reporting behavioural problems to our agent, these have not gone forward into formalised notices. This appears to have been an internal oversight at Babcock and Robinson.

AYE2016-17**TrentU Student Membership Revenue Reconciliation YE17****2016-17 1st Instalment Cheque Calculation**

		TRadio
	Referenda Rate for 2016-17	19.81
Number of FT Ptbo Students* (preliminary count)	5,389	106,756.09
Number of FT Nursing Students** (preliminary count)	480	4,754.40
Number of PT Education Students*** (preliminary count)	-	-
	Estimated 2016-17 Revenue	111,510.49
Amount now payable (??% of 2016-17 Revenue Estimate)		83,632.87
Reduced by owings to TU AR account Sep 14		-
	TU 2016-17 1st Installment	83,632.87

2016-17 January 2017 Cheque Calculation

		TRadio
	Referenda Rate for 2016-17	19.81
Number of FT Ptbo Students* (full fee) at 01 Nov	5,688	112,679.28
Number of FT Nursing Students** (50% of full fee) at 01 Nov	487	4,823.74
Number of GSA Students (full fee) at 01 Nov	?	
2016-17 Revenue Reconciled to student counts at 01 Nov		117,503.02
Less: Amount applied to Trent U AR in Sep		-
Less Installment Cheque Issued Sep		(83,632.87)
Less: Amount applied to Trent U AR in Jan17		(2,502.22)
Plus/(Minus) Registration adjustments from:		8,716.40
	Value of Cheque Issued January 2017 - TU 2016-17 2nd Instalment	40,084.33

Total Trent Student Membership Revenue for AYE 2016-17 or YE17 **126,219.42**

* 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 the previous year	112,505.37
Gain/(Loss) on the previous year	13,714.05
As a percentage increase/(decrease) on the previous year	12.19%

COMPARE TrentU Estimate vs Actual

Actual minus Estimated 2016-17 Revenue	14,708.93
As a percentage	13.19%

**Projected Increase based on the previous year actual
& previous year & current year estimate**

Previous year Estimate :A	99,664.13
Previous year Actual :B	106,922.22
Current Year Estimate :C	111,510.49
% difference Prev Year Actual to Prev Year Estimate (B-A)/A x 100 :D	7.28%
Projected Increase of Actual to Estimate for the Current Year C x D :E	8,120.81
Projected Current Year Actual C + E :F	119,631.30

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

ASSETS	@ 31Jan17	@ 31Jan16	LIABILITIES	@ 31Jan17	@ 31Jan16
CURRENT ASSETS			CURRENT LIABILITIES		
Raffle & Bingo Acct	0.00	0.00	Accounts Payable	(1,978.19)	4,235.79
Boost & Freq Acct	0.00	0.00	Contract Obligation	0.00	0.00
General Funds Montreal	1,360.33	13,623.98	Deferred Income	0.00	830.00
ING Savings	435.61	30,336.01	Accrued Liabilities	40.00	0.00
Cash In Bank	1,795.94	43,959.99	Trillium StudioC	0.00	0.00
Petty Cash: Programming	(11.89)	0.00	CPP Payable	(0.00)	(0.00)
Petty Cash: Admin	(1,129.32)	(248.60)	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	20,000.00	1,914.26	WCB Payable	0.00	0.00
Doubtful Accounts	0.00	0.00	Health Benefit Payable	0.00	0.00
Receivables Net	20,000.00	1,914.26	Other Withholdings Net	0.00	0.00
Student Levy Receivable	28,367.13	37,251.91	TOTAL CURRENT LIABILITIES	<u>(1,938.19)</u>	<u>5,065.79</u>
Prepaid Expenses	386.60	827.21			
TOTAL CURRENT ASSETS	<u>49,408.46</u>	<u>83,704.77</u>	LONG TERM LIABILITY		
			CO Long Term Loan	41,473.21	44,648.96
FIXED ASSETS			Deferred Contribution	0.00	0.00
Land	10,000.00	10,000.00	TOT. LONG TERM LIABILITY	<u>41,473.21</u>	<u>44,648.96</u>
Buildings	211,992.23	138,450.86	TOTAL LIABILITIES	<u>39,535.02</u>	<u>49,714.75</u>
Office Equipment	20,774.21	20,774.21			
Technical Equipment	258,563.13	258,563.13	NON-SHARE EQUITY		
Technical Renovations	9,913.00	9,913.00	Retained Surplus/(Deficit)	10,611.65	(1,133.81)
Fixed Assets at Cost	511,242.57	437,701.20	Net Retained Surp/(Def)	10,611.65	(1,133.81)
Accumulated Depreciation	(403,926.81)	(394,044.24)	Current Surplus/(Deficit)	106,577.55	78,780.79
TOTAL FIXED ASSETS	<u>107,315.76</u>	<u>43,656.96</u>	TOTAL NON-SHARE EQUITY	<u>117,189.20</u>	<u>77,646.98</u>
TOTAL ASSETS	<u><u>156,724.22</u></u>	<u><u>127,361.73</u></u>	LIABILITIES AND EQUITY	<u><u>156,724.22</u></u>	<u><u>127,361.73</u></u>

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

REVENUE	01Sep-31Jan17	01Sep-31Jan16	EXPENSE	01Sep-31Jan17	01Sep-31Jan16
GOVERNMENT GRANTS			PERSONNEL		
Federal Grants	0.00	0.00	Programming Wage	33,933.77	36,137.42
Provincial Grants	0.00	0.00	Technical Wage	0.00	0.00
Municipal Grants	0.00	0.00	Publicity Wage	0.00	0.00
TOTAL GOVERNMENT GRANTS	0.00	0.00	Administrative Wage	21,174.92	20,501.83
			TA Payroll	21,967.41	24,233.73
FUND RAISING			Benefits	2,440.66	3,164.80
Corporations	0.00	75.00	CPP Expense	2,959.10	3,456.98
Foundations	50,500.00	43,000.00	EI Expense	1,976.34	2,419.33
Private	487.33	2,297.63	Total Wages & Benefits	84,452.20	89,914.09
Leadership	0.00	0.00	Programming Fees	0.00	6,988.54
Donations "In Kind"	0.00	0.00	Technical Fees	0.00	0.00
Net Donations	50,987.33	45,372.63	Publicity Fees	1,970.00	0.00
Trent Student Memberships	112,000.00	112,000.00	Administrative Fees	607.34	1,010.00
Commercial & Non-profit	0.00	0.00	Total Fees	2,577.34	7,998.54
Individual Memberships	740.00	720.00	TOTAL PERSONNEL	87,029.54	97,912.63
Discretionary M'ship Exp	0.00	0.00			
Net Memberships	112,740.00	112,720.00	SUPPLY & EXPENSE		
Special Events	0.00	0.00	Publicity & Promotions	0.00	0.00
Special Events Expense	0.00	0.00	Equipment Rental	0.00	0.00
Net Special Events	0.00	0.00	Line Rental	1,941.70	1,768.00
Fundraising	130.00	528.00	Rental Other	0.00	17.25
Fundraising Expense	0.00	(966.60)	Net Rentals	1,941.70	1,785.25
Net Fundraising	130.00	(438.60)	Postage & Delivery	13.20	8.50
TOTAL FUND RAISING	163,857.33	157,654.03	Office Supplies	345.97	32.85
			Telephone	376.72	309.25
EARNED REVENUE			Utilities	2,254.98	1,853.01
ON AIR Sponsorship	1,250.00	1,000.00	Programming & Licence	1,290.29	2,583.45
ON AIR Sponsorship Expense	0.00	0.00	Building R & M	1,843.25	541.58
Net ON AIR Sponsorship	1,250.00	1,000.00	Building R & M Upper Apt	1,340.92	387.05
Net "RADIO PAPER"	0.00	0.00	Technical R & M	3,174.18	9,271.70
Net Other Sponsorship	1,350.00	37.22	Net Repair & Maintenance	6,358.35	10,200.33
Tape Sales	0.00	0.00	Professional Fees	0.00	500.00
Tape Sales Expense	0.00	0.00	Insurance	3,226.15	3,468.26
Net Tape Sales	0.00	0.00	Travel	0.00	0.00
Rental Income	3,660.00	4,480.00	Volunteer Expense	454.47	494.86
Mgmt Services Gross	48,773.70	39,212.19	Bank Charges	141.85	381.07
Mgmt Services Nonpersonnel Expense	0.00	0.00	Mbanx Loan Interest	1,733.46	1,576.92
Net Misc Sales & Services	45.19	(53.08)	Net Interest	1,733.46	1,576.92
TOTAL EARNED REVENUE	55,078.89	44,676.33	Depreciation	0.00	0.00
			GST Paid	6.89	826.34
MISCELLANEOUS REVENUE			HST Paid	7,244.27	1,604.32
Interest Income	59.00	283.72	Bad Debts	0.00	0.00
Micellaneous Revenue	0.17	75.00	Miscellaneous	0.00	371.25
Amortisatn Dfrd Contribtns	0.00	0.00	TOTAL SUPPLY & EXPENSE	25,388.30	25,995.66
TOTAL MISC REVENUE	59.17	358.72	TOTAL EXPENSE	112,417.84	123,908.29
TOTAL REVENUE	218,995.39	202,689.08	NET INCOME	106,577.55	78,780.79



PROGRESS REPORT

File Number	Station Name	Station Email	Station Address
CFFF-RM-1617-01	CFFF	jstaveley@trentradio.ca	715 George St. North, Peterborough, ON

1. At what date did you start your project?

Wednesday January 06 2016

2. Briefly describe the activities that have been conducted.

So far we have completed the administrative, workshop and training portion of the Story Machine Production project. Our Craft Mentors are working in cooperation with our Community participants as they produce their individual broadcasts. We have begun assessment of our support documents, and have started to outline general goals for the production of support materials that do not already exist at Trent Radio. Through the work of the Community Outreach Development Manager we have increased our volunteer presence significantly (12 Operational volunteers per week increased to 26), and have improved our on-line and social media presence to connect with a larger group of regional/community members. The first stages of outreach regarding our Local Content Management Project took place at the NCRC, and since then, our Local Content Project Manager has maintained connection with 11 C/C Radio Stations, as well as worked to develop the first stage of a "how to" document that can be used as a reference & guide for other organisations who want to become stewards of Local Content in their region.

3. In general, is everything on track with your project?

Yes, in general, everything is on track with our Story Machine project.

4. Did you have to overcome unexpected challenges?

Yes. One major challenge for us was that our Programme Director resigned from his position in August, which - in conjunction with our modified timeline - has slowed, but not prevented successful achievement of our measurable goals and general timeline. We feel that we have moved forward at a steady pace, and have taken this opportunity to use the CODM as a resource to measure and provide feedback on our current methods (effectively reaching out to our regional community), literature (volunteer guides and resource documents) and, specifically, the role of the Programme Director.

5. Do you think you will be able to follow your timeline until the end of the project

Yes. Other than shifting our start date (agreed upon when we accepted an alternative funding distribution timeline), we are moving forward at a consistent and successful rate of achievement for our goals. We have an excellent crew of staff and volunteers who are working together to help Trent Radio meet all of our measurable goals in the Story Machine project.

6. Do you think you will be able to meet the expected outputs of your project?

Yes.

Performance Indicators & Progress

#	Performance Indicator	Progress
1	Conduct 10 regional surveys to gain statistics regarding who is participating with, listening to and aware of Trent Radio.	We have completed 2 surveys in person, as well as launched an online campaign, that is promoted and available throughout the region in cooperation with local Public Libraries. Specifically: Lindsay Public Library; Omemee Branch; Douro-Dummer Public Library (Warsaw); Peterborough Public Library. The remainder of surveys will take place once the weather is warmer so we can meet face-to-face with a larger group of people.%
2	Deliver 5 Informational sessions in communities where there is little to no engagement with Trent Radio (as determined by the regional surveys)	To be completed based upon gathered information.%
3	Redevelop, publish (both online & In print) and distribute new Support Documents (at least 4 distinct documents) covering topics relevant to: Programmers, Operators, Board Members, Trent Radio History, Technical Skill Support for Live Broadcast and Studio Based Production Projects.	In Progress. Documents being revised/created: Programmer Guide, Operators Guide, Programme Director Guide, Board Member Hand Book%
4	Hire three (3) locally based Craft Mentors for the delivery of the Story Machine Project	Hired, and mid-project. They are Deb Scott, Brian Mitolo, Ayesha Barmania.%
5	Facilitate and record five (5) Craft Mentor workshops, open to Trent Radio Membership, on themes relevant to producing locally reflective historical broadcast content (research and story development, presentation, audio production skills, interview skills)	Completed. Sessions have been delivered and recorded. Production for broadcast & inclusion on LCMP in progress.%
6	Select five (5) Story Machine Participants through a public application process, to work directly with our Craft Mentors and produce locally reflective history based broadcast content.	Completed. 5 applicants were selected, and are mid-project. They are Jason Hartwick, Hayley Raymond, Kemi Akapo, Hilary Wear, Jeff Moore.%
7	Produce, broadcast and archive (at least) five (5) documentary style, locally reflective segments, each focusing on a specific theme, event or era associated with the history of our geographical region - our analogue broadcast range.	In Progress. We are at the tape-gathering stage. The content is due April 2017, and will be broadcast on Trent Radio during a Radio Project Day.%

#	Performance Indicator	Progress
8	Develop initial promotional content to describe Trent Radio's Local Content Management Project, and initiate contact with (at least) 30 C/C Radio Facilities across Canada.	"Keeping it Local: The social benefits of local audio archives". Workshop delivered at NCRC 2016. Workshop attendance was 30+. and direct contact has been maintained with 11 representatives from C/C Radio Stations.%
9	Develop and make available to the public one (1) document that outlines the steps and technology required to build and maintain a Local Content archive.	In progress. First Stage will be live by February 01, 2017.%
10	Engage with 10 new Trent Radio Programmers through Outreach efforts	Yes. We have already engaged with at least 10 new volunteers/programmers with improved & expanded outreach efforts and methods.%

8. Are you having any problems with the chosen performance indicators?

No.

Expense & Amounts

#	Expense	Amount	EXPENSES AS OF Jan 25 2017 (progress report)
1	Local Content Project Manager	\$2500	\$1277.00
2	Community Outreach Development Manager	\$12000	\$6345.00
3	Story Machine Craft Mentor Fees	\$4500	\$1500.00
4	Story Machine Project Manager	\$28000	\$14409.00
5	Story Machine Community Participant Honoraria	\$3000	\$0.00
TOTAL EXPENSES :		\$50,000.00	\$23,531.00

9. Are you spending according to your approved budget?

Yes.

10. Is there anything else you wish to mention?

Thank you for this opportunity.



Application Details

Applicant details

Call Letters	Name	Title
CFFF	John K Muir	General Manager

Address	City/Province	Zip
715 George St. North	Peterborough, ON	K9H 3T2

Contact #	Email
705 930 4000	jkmuir@trentradio.ca

Postal Address	Postal City/Province	Postal Code
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Project Description

1. Title of the project:

Trent Radio Foundations - Building a Sustainable model for Succession & Growth

2. Description of your project:

Trent Radio Foundations project is designed to provide Trent Radio staff and volunteers with the opportunity to reflect and reference the skills, information and resources developed through Radiometres projects since 2013, and to develop and implement sustainable structures and resources to meet changing volunteer, staff and organisational needs, as well as reflect the organisation founders and the original Aims and Objectives set out by them.

Trent Radio will increase our capacity to train new volunteer Programmers; to increase our skill building workshop opportunities for returning Operational volunteers; and improve our ability to preserve and transfer organisational history within our broad, and regularly changing membership.

Outcome

3. Select ONE outcome you want achieve with the completion of your project:

Better training, supervision and retention of volunteers

4. Explain how your project will support the selected outcome:

As a Producer Oriented Broadcast Facility, Trent Radio's mandate is not to create programming and content, but rather, our priority is to provide the services, training, assistance and technical resources required to support our volunteer membership - amateur radio producers, and a wide range of community members – as they create programming and broadcast content.

We strive to create and provide educational and community building opportunities centered around the opportunity to produce radio content intended for local analogue broadcast.

Trent Radio operates within a Seasonal Staffing Model that reflects our Seasonal Broadcast Schedule. At the end of each Season - we scramble to clean up, then we scramble to set up and train a new collection of Trent Radio volunteers. We do this to foster Community Participation, and to facilitate as many new volunteers and members as we possibly can. It is a fast paced job that requires an incredible amount of multi-tasking, and flexibility to accommodate volunteer and programmer needs, requests and work/school/personal schedules. This model worked for a time, but that time has passed. Trent Radio's programmer needs has grown beyond its current staff model.

The Trent Radio Foundations project would allow project staff to start in June of 2017, a significant lead up time before our Fall Season begins - and give us the time to make significant and well thought out plans and changes that will impact Trent Radio's ability to meet the needs of our volunteers and programmers, and grow with our community and the industry.

This opportunity to take stock of our resources, policies, models and organisational structure so we can create new systems will directly improve our ability to manage and fulfill day-to-day operations at 715 George Street North. We will be in a position to plan for future growth and stability, as well as continue to provide meaningful hands-on experiences in the realm of Community Radio for a larger group of volunteer participants.

5. Describe your current situation:

Trent Radio has seen an immense amount of growth and change over the past 20 years. This has not only affected the audio production and broadcast technology available to Community Broadcast Facilities, but also the way that people view the function of a Community Radio Station.

Trent Radio is navigating a transitional period. Our management staff is changing, as are the needs of our programmers and volunteers. With the input of our Community Development Outreach Manager (RM Grant Contract Position), we are gathering input regarding functional staff structures that will improve the sustainability of Trent Radio's future in a positive and succession based way.

We have recently revised our collections policy, and are mid-grant for a project that is gathering information about the people who participate with Trent Radio regionally – and how we can better serve our geographical community. With an impressive core of about 80 on-site volunteers each week, Trent Radio needs to improve its training capacity and volunteer support structures.

Trent Radio embraces an operational model that allows for significant amount of fluidity and change in our Programming Schedule, and also within our roster of Programmers. We find that this model truly meets the goal of Community Radio - which we believe is the goal to manufacture Community. This happens when community members come to Trent Radio with a passion and something to say, and we are able to get them on the air as quickly as possible. We also create room for participation from Trent University Students by building our Broadcast Schedule around the Academic Calendar each year, and ultimately develop a new Programming Schedule three times each year - each one requiring training, support and guidance for new programmers, and experienced programmers taking on new roles.

6. What are the objectives (outputs) of your project:

1. Develop and implement effective and sustainable community engagement and outreach methods and realistic annual goals to attract new volunteers annually.
2. Increase the size of our team of both regular and fill-in Operational Volunteers (Operators & Executive Producers).
3. Improve volunteer retention and continuity within our Operational Volunteers (Operators & Executive Producers)
4. Improve our Seasonal Programmer and Volunteer training and support plan and model for both first time volunteer Programmers, and experienced Operational Volunteers.
5. Re-evaluate and restructure Trent Radio's Staffing Model to meet current organisational and programming support needs, and to maintain alignment with our Aims and Objectives.
6. Gain a better understanding of the ideas and goals Trent Radio was built upon.
7. Increase and improve staff and volunteer management and oversight.
8. Develop up-to-date documentation of Trent Radio's Broadcasting Technology, including recommendations for future maintenance, growth and relevance.
9. Gain an understanding of what broadcast technology is currently in place, where it stands in terms of remaining life-span and relevance to current broadcast and production technologies.
10. Implement effective Outreach Strategies to both Trent U and Peterborough Region community members

7. Quantify or qualify your outputs (performance indicators):

1. Organise, Promote and Deliver 6 Advanced Skill-Development Workshops for Volunteers (October, November, January, February, March, April)
2. Organise, Promote and Deliver 5 Community Outreach Information & Training Sessions for Operational Volunteer positions (Operators & Executive Producers)
3. Organise and facilitate 6 Operational Volunteer Meetings to increase annual training and communication opportunities (October, November, January, February, March, April)
4. Create, Promote and Deliver revised Programmer Training Schedule to accommodate influx of new Programmers and volunteers at the beginning of each new season (3 times per year - September, January, May)
4. Interview (recorded) at least 4 Trent Radio members involved with building the organisation
5. Produce, broadcast and archive a series of at least 3 radio broadcasts that serve as both Historical Accounts of Trent Radio as a community organisation, and Training Resources for new volunteers.
6. Create a well-organised, easily maintained and accessible resource of training and volunteer support documents.
7. Increase Trent Radio's Operational Volunteer roster by 10 people.
8. Develop 1 report outlining Trent Radio's current broadcast technology, and provide recommendations for repair, maintenance and upgrade options.
9. Deliver 1 Full-Day Outreach Information Session open to TrentU and other student clubs & groups.

8. Name and describe the activities you will undertake and indicate the start and end dates of each activity:

Anticipated project duration

Start	End
2017-07-03	2018-06-29

Activities

Activity	Date
Complete all administrative tasks associated with confirming and preparing for a successful delivery of the Project: prepare contracts for staff; source and confirm workshop leaders for volunteer development opportunities; contact Trent Radio founders and supporters to schedule interview dates/availability, promote project to community at large	July 2017
Deliver 5 - Community Outreach Information & Training Sessions for Operational Volunteer Positions (Operators & Executive Producers)	July - September 2017
Complete Volunteer Feedback Survey with as many past and present Trent Radio volunteers as possible	July - September 2017
Create, Promote and Deliver revised Programmer Training Schedule to accommodate influx of new Programmers and volunteers at Fall Season (September)	August - September 2017

Activity	Date
Plan, Develop and Deliver 5 Volunteer Skill Development Workshops	September 2017 - April 2018
Interview (recorded) Trent Radio members involved with building the organisation	July - October 2017
Produce Trent Radio History Series, (for Broadcast in March 2018)	October 2017 - March 2018
Prepare and present a report on Trent Radio's Broadcast Technology - repair, maintenance and upgrade recommendations.	July 2017 - June 2018
Create, Promote and Deliver revised Programmer Training Schedule to accommodate influx of new Programmers and volunteers at Spring Season (January)	December 2017 - January 2018
Plan, Promote & Deliver Outreach Information Session to Trent U and other student based clubs and groups during reading breaks to increase student group participation	December 2017 - February 2018
Facilitate progress and report meetings with Trent Radio staff and Project staff regularly throughout the project to ensure successful achievement of all outcomes and delivery of all outputs.	July 2017 - June 2018
Prepare and submit final reports to Trent Radio's BoD and CRFC	May - June 2018
Create, Promote and Deliver revised Programmer Training Schedule to accommodate influx of new Programmers and volunteers at Summer Season (May)	April - May 2018

Monitoring and evaluation

9. Tell us how many staff and/or volunteers will be involved in this project and what will be their tasks and responsibilities:

The Trent Radio Foundations Project would be delivered by 3 primary staff members, 2 support staff members, and an undetermined number of volunteers and community participants:

Trent Radio Foundations Project Manager: 35 hours/week, 52 weeks. Oversee all activity described in the Trent Radio Foundations application, including developing and publishing promotional material; sourcing, contacting, and scheduling time with Trent Radio Founders and supporters; ensuring all output performance indicators are being met as per the project timeline, meeting with and assisting all project staff and volunteers to provide support as needed to successfully meet all project goals as per the project timeline; responsible for reporting to Trent Radio's Board of Directors and CRFC.

Community Outreach Development Manager (phase 2): 25 hrs/wk, 52 weeks. Work in co-operation with the Volunteer Support and Training Coordinator and the Project Manager to deliver all project goals described in the application, including acting as Chair of Trent Radio Programming Committee, overseeing all volunteers involved with programming and broadcasting,

Volunteer Support and Training Coordinator - 15 hrs/wk 42 weeks. Work in co-operation with the Community Outreach Development Manager and the Project Manager to deliver all project goals directly related with improving resources, training and support for Operational Volunteers (Operators & Executive Producers).

General Manager 10 hrs/week. 52 weeks: Provide administrative management and support as required for the purposes of preparing documentation required for hiring and payroll, and grant reporting purposes. (Trent Radio Staff allotment - not funded by CRFC)

Broadcast Technology Advisory. Provide Trent Radio with a technical report detailing the current gear and technology in place, accompanied by recommendations for repair, maintenance and upgrades.

PD Assist 10 hrs/week. 26 weeks. Provide administrative support as required for the successful completion of the grant outcomes (Trent Radio Staff allotment - not funded by CRFC)

Production Trainer 10 hrs/week. 26 weeks. Provide production support for broadcast content created as part of this grant. (Trent Radio Staff allotment - not funded by CRFC)

This project would also include an unknown number of volunteer community members in attendance at workshops and training sessions, and who will be directly affected by increased support and direction for Operational Volunteers. (estimate 40 Operational Volunteers, 30 New Programming Volunteers, 80 Returning Programming Volunteers, and 50 one-time Community Participants over the course of a year)

10. Explain how you will monitor and evaluate the ongoing progress of your project:

At the beginning of the Trent Radio Foundations Project in June 2017, all core project staff, plus Trent Radio's General Manager, will be given a document outlining the grant priorities, outcomes and expected outputs. As a team, we will delegate tasks, and determine training and support needs for each staff member to successfully deliver their activities and outputs as outlined in the proposed timeline.

The Trent Radio Foundations Project Manager will meet with Trent Radio's General Manager on a monthly basis to ensure all administrative documents are being prepared for grant reporting purposes, to report on the current progress, success and/or problems of the project delivery, and to gain support as required for the successful delivery of the project outcomes.

The Trent Radio Foundations Project Manager, will meet with the Volunteer Support and Training Coordinator and the Community Outreach Development Manager on a weekly basis to over see the progress of the project goals, and to arrange and deliver all support, training and development needs as required throughout the project timeline.

In cooperation with the GM, the Trent Radio Foundations Project Manager will meet with the Broadcast Technology Adviser to determine and assign specific project goals, and to monitor progress of the report.

11. Demonstrate how this project is relevant, important, and innovative:

The past few years have seen a certain type of growth in Peterborough, and at Trent Radio. We have been re-assessing the needs of our community, and the features that make Community Radio relevant to a community of our size and location through Radiometres projects since 2013, and this project is the logical step in our assessment and revision process.

We are also directly affected by the changes happening at Trent University regarding academic calendar schedules. Many TrentU courses are now being offered as half-year credits, which directly affects the stability of our Trent student programmers schedule and availability. We have recently found ourselves in a position where, instead of managing 2 distinct Broadcast Schedules annually (Sept - April, & May - August), we are required to re-shape about 25% of our schedule (approximately 20 shows that need new time-slots to accommodate new class schedule, and 5 new applications) at the beginning of the Winter Term at Trent University in January.

With our current training model, we are not effectively covering all areas of information and skill required as we are struggling to provide training sessions "off the cuff", and accommodate new programmers quickly and efficiently. We now find that we are lacking in volunteer training opportunities outside of introductory sessions, and need to create an infrastructure that allows us to get new programmers on-air as quickly as possible, and then enhance their training experience through well thought out follow-up training opportunities and workshops.

We would like to take all of the information we have learned and combine the experiences and findings to build sustainable working models for volunteer training and retention, as well as a functional staffing model that meets our membership and community, and is one that can grow easily with the changing needs of our community, as well as the growth of Radio Broadcasting as an industry.

12. Demonstrate the sustainability of your project :

The Trent Radio Foundations project will provide Trent Radio and its membership with the opportunity to build a strong plan for a strong future. In order to move forward as a Community Organisation and Broadcast Facility, Trent Radio needs to trace its roots back to our founders, and reestablish our connection with the Aims and Objectives of the organisation.

This project will provide the organisation with the opportunity to thoroughly assess and consider the growth and change afforded to us through previous Radiometres grant projects, and to determine how to establish and promote the core values, specifically to our volunteer Programmers and Operators.

With this information and knowledge, gathered and disseminated in an accessible way, future staff, volunteers and members can effectively access the stories about why Trent Radio operates in the fashion that it does, and gain a better understanding of how to maintain the health of the organisation and it's members, and accurately pass along information about who we are, and how we operate..

By taking the time to focus on foundational history, take stock of our current situation and improve volunteer training methods and models , Trent Radio will be better situated to make decisions that are aligned with core values in the future. By nature, Community Radio – especially associated with University Students – has a high turn over rate, and regularly finds itself in a position where volunteers have not had enough contact with long-time members who can share knowledge and history in meaningful ways. This project will directly impact Trent Radio's sustainability as a community organisation.

Detailed Budget

13. Provide the total budget of your project:

Cost paid by:

Expenses	CRFC	Your station	Other sources
Project Manager - 35 hours/week @ \$18.10/hr for 52 wks + statutory & health benefits	\$ 28000	\$ 8565	\$ 0
Volunteer Support and Training Coordinator - 15 hrs/wk @ \$14.65/hr + statutory & health benefits	\$ 7000	\$ 3250	\$ 0
Community Outreach Development Manager (phase 2): 25 hrs/wk @ \$13.50/hr, 52 wks + statutory & health benefits	\$ 12000	\$ 7500	\$ 0
Broadcast Technology Advisor - \$250/month, 12 months	\$ 3000	\$ 0	\$ 0
Advertising & Promotion	\$ 0	\$ 500	\$ 0
Allowance for volunteer & other staff participation	\$ 0	\$ 12500	\$ 0
Related Production Expenses - Portable Recorders, Headphones, Paper & printing services etc	\$ 0	\$ 250	\$ 0
Sub-Total	\$ 50,000.00	\$ 32,565.00	\$ 0.00

Total cost of the project : \$82,565.00

Partnership

This application is not part of partnership

Other Information

14. Is there anything else you would like to add in your application?

Signing Authority

Name	Title	Phone	Extension	Email
John K Muir	General Manager	705 930 4000		jkmuir@trentradio.ca