



BEST PRACTICES FOR CULTURAL DIVERSITY IN PRIVATE RADIO

Report Submitted: October 19, 2022

INTRODUCTION

Golden West Broadcasting Ltd. (Golden West) operates 39 radio stations, 5 repeaters and an extensive network of online community portals and apps across Manitoba, Saskatchewan, Alberta and Northwestern Ontario.

RADIO STATIONS:

- | | |
|-------------|---|
| 1. CFAM | Altona, MB |
| 2. CHSM | Steinbach, MB |
| 3. CILT-FM | Steinbach, MB |
| 4. CJXR-FM | Steinbach, MB |
| 5. CFRY | Portage la Prairie, MB |
| 6. CJPB-FM | Portage la Prairie, MB |
| 7. CHPO-FM | Portage la Prairie, MB |
| 8. CJRB | Boissevain, MB |
| 9. CHVN-FM | Winnipeg, MB |
| 10. CKCL-FM | Winnipeg, MB |
| 11. CKMW-FM | Winkler/Morden, MB |
| 12. CJEL-FM | Winkler/Morden, MB |
| 13. CKSW | Swift Current, SK |
| 14. CIMG-FM | Swift Current, SK |
| 15. CKFI-FM | Swift Current, SK |
| 16. CJSN | Shaunavon, SK |
| 17. CJSL | Estevan, SK |
| 18. CHSN-FM | Estevan, SK |
| 19. CKSE-FM | Estevan, SK |
| 20. CFSL | Weyburn, SK |
| 21. CKRC-FM | Weyburn, SK |
| 22. CHWY-FM | Weyburn, SK |
| 23. CJYM | Rosetown, SK |
| 24. CFYM | Kindersley, SK |
| 25. CKVX-FM | Kindersley, SK |
| 26. CHAB | Moose Jaw, SK |
| 27. CILG-FM | Moose Jaw, SK |
| 28. CJAW-FM | Moose Jaw, SK |
| 29. CHBO-FM | Humboldt, SK |
| 30. CHRB | High River, AB |
| 31. CFXO-FM | High River/Okotoks, AB |
| 32. CKUV-FM | High River/Okotoks, AB |
| 33. CKMR-FM | Strathmore, AB |
| 34. CKUV-FM | Lacombe, AB |
| 35. CFIT-FM | Airdrie, AB |
| 36. CKXY-FM | Cochrane, AB |
| 37. CKFT-FM | Fort Saskatchewan, AB |
| 38. CJGY-FM | Grande Prairie, AB (repeaters in Ft. St. John & Dawson Creek, BC) |
| 39. CKQV-FM | Kenora, ON (repeaters in Vermilion Bay, Dryden, Sioux Lookout) ** |

***As at the date of this submission, Acadia Broadcasting has an application before the Commission awaiting decision on the acquisition of CKQV-FM from Golden West.*

ONLINE PORTALS / APPS:

MANITOBA:

steinbachonline.com
discoverwestman.com
chvnradio.com
classic107.com
pembinavalleyonline.com
portageonline.com

SASKATCHEWAN:

swiftcurrentonline.com
discovermoosejaw.com
discoverhumboldt.com
discoverweyburn.com
discoverestevan.com
westcentralonline.com

ALBERTA:

discoverairdrie.com
highriveronline.com
okotokonline.com
fortsaskonline.com
lacombeonline.com
cochranenow.com
strathmorenow.com
reachfm.ca

NORTHWESTERN ONTARIO:

kenoraonline.com
drydennow.com

APPS:

All the portals listed above each also have a companion app
HelloGoodBuy

GENERAL:

localjobshop.ca
garagesalejunkie.ca
hellogoodbuy.ca
podcastville.ca

LOCAL COMMUNITY SERVICE RADIO

In March 2022, Golden West celebrated 65 years of providing essential local community service radio to our listening audiences in smaller markets in Manitoba, Saskatchewan, Alberta and Northwestern Ontario!

Most of our communities lack a daily newspaper and the nearest local television stations are located farther away in the larger metropolitan cities. Our radio stations, community portals and apps are frequently the **only** local media service available to local residents. Keeping these communities connected is vital and fundamental to what we do every day – whether its relaying up-to-the-minute information in times of emergency or simply sharing day-to-day activities. This commitment to our communities is what makes our radio stations so deeply engrained into the fabric of our communities.

INDUSTRY COMMITMENT

Local service is a vital lifeline for the smaller markets we serve. We continue to invest significant resources into providing extraordinary levels of local radio service to the many smaller communities on the Canadian prairies. This provides the opportunity to create and broadcast content that has intentionally very broad appeal to our diverse local listening audiences.

Golden West strives to ensure a fair, accurate portrayal and reflection of the communities we serve by fostering respectful workplaces, providing accessibility to those with disabilities and ensuring we have workplaces that are free of discrimination and violence.

Our brand of local radio continues to be the collective “voice” of the local community, delivering cultural diversity through local news, local weather, local sports, local community activities and stories. The key to providing that level of continuous local content is to source staffing locally wherever possible; Golden West strives to hire from the immediate local region, ensuring our workforce reflects the unique diversity of each of these rural towns and regions.

CORPORATE ACCOUNTABILITY

As a radio broadcasting operation, the Canadian Association of Broadcasters (CAB) “*Employment Equity Guide for Broadcasters*” as well as the Canadian Broadcast Standards Council (CBSC) Codes continue to act as guidelines in developing best practices.

As a federally regulated industry, we submit annual Employment Equity Reports to ESDC (Employment and Social Development Canada). To date, we have maintained an excellent record.

Golden West continues to foster cultural diversity, on the air, online and in our overall workforce. Committed to ensuring barrier-free and respectful workplaces, our culture strives to be inclusive, reflecting and encouraging diversity at all levels of the company.

Corporate accountability is overseen by the Executive Leadership Team to establish goals and to continually develop and enhance internal best practices.

Golden West is an active, long-time member of Women in Communications & Technology (WCT), national organization that promotes leadership and professional development for women in the Communications and Technology sectors.

CURRENT STATUS

Self-identified representation in each of the four designated groups, as of August 31, 2022:

TOTAL EMPLOYEES	376
Women	202
Aboriginal Peoples	13
Persons with Disabilities	18
Visible Minorities	15

INVESTING IN EMPLOYEES

For 65 years, Golden West has invested in our people for the long term and firmly believes this is a testament to why **26%** of our current employees have been with Golden West for 10 years or more.

Total Employees	376
10-14 years	32
15-19 years	24
20-24 years	15
25-29 years	6
30+ years	21

RECRUITMENT

We recently created the position of *Employee Experience Manager*. This new role streamlines our recruitment, hiring and onboarding practices, encourages awareness of our diversity best practices and allows for stronger and more focused recruitment from the various designated groups.

Our workplaces continue to be highly reflective of the communities where we operate as recruitment continues to focus primarily on the level: at local job/career fairs, high schools, local youth employment programs, and internship programs. To balance that, given the recent prevalence and acceptance of working remotely, we do recruit from further afield should we be unable to hire skilled talent from within our local communities.

We actively continue to utilize our own local media products - local radio, local community portals, localjobshop.ca - as recruitment 'vehicles' as these resources are ideal to promote local recruitment efforts and to help us to build a diverse local employee base. However, given the current tight labour market in Western Canada, other external recruiting vehicle are utilized more frequently than in past years: Indeed, LinkedIn, and broadcast-industry specific sites.

All new job postings and recruitment advertisements clearly state that Golden West is an equal opportunity employer and applications are encouraged from all designated groups in the general local region. Anyone meeting the required position qualifications is encouraged to apply.

All managers or leaders who participate in the recruitment and selection process are required to take training first. This training advises on best practices in hiring, including the importance of fair interviewing practices and an overview of protected classes in Canadian human rights law.

RECRUITMENT & RETENTION BEST PRACTICES

- Hire Packages – All new employees receive a comprehensive New Hire package that includes a current Employee Manual outlining the general practices and policies of the company including Employment Equity and the recently updated Workplace Harassment & Violence Policy. Employees are made aware of our commitment to providing safe, respectful and barrier-free workplaces and there is zero-tolerance to behaviours that contravene these policies.
- Onboarding Process – Throughout onboarding, an Employee Experience Coordinator confirms that new hires have received and reviewed the Employee Manual. They also hold regular onboarding “check-ins” to ensure that new hires are acclimating well and to provide an opportunity for new employees to celebrate their progress and voice any concerns.
- Exit Interviews - These are conducted regularly as an additional resource in identifying gaps and/or barriers that may exist in the workplace.
- Professional development and education – We continue to provide opportunities for mentorship, leadership and skills growth to all employees. These needs are identified through the performance review process, on an on-going basis or as may be required for a specific position.

WORKPLACE HARASSMENT & VIOLENCE POLICY & TRAINING:

The comfort and safety of everyone working at Golden West is essential. As a federally regulated company, Golden West recently updated our Workplace Harassment & Violence policy and process.

- A specific committee was created for this initiative to provide feedback and guidance.
- The committee is representative of a cross-section of staff and management (gender, age, position, geographic location)
- An extensive overview was provided to all staff on this newly updated process, policy and training; feedback was encouraged
- A formal online training program was established.
- All existing employees took the training course in May & June 2022
- All new hires are required to take the online training course within the first 90 days of employment as part of the onboarding process
- All material relating to Workplace Violence & Harassment is posted and available 24/7 in the Golden West General Teams channel

GENERAL ACCESSIBILITY

If/when designing or building new studios, wheelchair accessibility is taken into account for general access and overall layout. There are currently only 3 Golden West studio locations that are not fully wheel-chair accessible given that we have occupied those facilities for considerable periods of time and/or inherited the location through the acquisition process.

ACCESSIBILITY FEEDBACK PROCESS

As stated in Canada’s Accessibility Act, federally regulated entities have a responsibility to create and publish their Accessibility Plans:

- The initial step in creating an Accessibility Plan was to establish a feedback process from persons with and without disabilities that will help identify, remove or prevent barriers within our organization.

- As outlined in our Accessibility Feedback Report submitted to the CRTC in May 2022, the feedback form was implemented in July 2022 and is in place to acquire feedback and comment from persons with or without disabilities.
- Feedback collected during this process will serve as the foundation on which Golden West's Accessibility Plan will be based.
- The link to the Accessibility Feedback Form is located on all Golden West portals; hard copies of the form are also available at all our radio station locations.

COMPREHENSIVE BENEFITS PLAN

A comprehensive and competitive Employee Benefits Plan is available to everyone after 3 months of consecutive full-time employment. This includes but is not limited to:

- Extended Health, Dental and Travel Health coverage
- Annual Health Spending Account (HSA) for all fulltime employees
- Short-Term and Long-Term Disability Insurance, inclusive of gradual/modified return-to-work opportunities
- Accidental Death & Dismemberment with a Critical Illness component
- Life Insurance
- Ambulance/Hospital Coverage
- Pension Plan - mandatory entry after two years of fulltime employment
- Voluntary Group RRSP payroll deductions – available after probationary period completed
- Employee Wellness Program (EAP) – access to confidential 24/7 counselling services and a host of mental health resources.
- Employees receive a paid day off on their birthday

INTERNSHIP & SCHOLARSHIP:

Golden West radio stations regularly bring in local practicum students or interns from various secondary educational institutions, local branches of community colleges or from local youth programs such as The International Youth Program Initiative (YIP) and the local high schools.

We work with local organizations seeking to potentially place persons with disabilities or with the local educational institutions that teach communications, journalism and/or broadcasting.

Scholarships and bursaries are provided to local organizations as opportunities emerge. It should be noted that for close to a decade, Golden West has almost single-handedly funded the entire Communications Program at the Canadian Mennonite University (CMU) in Winnipeg. This long-standing relationship provides excellent opportunities to engage in the community and acts as an excellent recruitment resource.

PROGRAMMING

a) Spoken Word, News and Information

Golden West is committed to ensuring local cultural diversity is reflected in our on-air product. Our family-friendly content is appealing to a very broad demographic. Each community has their own unique and individual character; our programming content is reflective of that very local personality and is relevant to its residents and listening audience.

Our radio stations and online portals provide ongoing local coverage of news, weather, sports and local community information and surveillance. Local announcer-talk and surveillance focuses on the activities

of the local community, its residents, schools, churches, businesses, sporting groups and the many non-profit or charitable organizations.

Newscasts are intensely focused on the activities and happenings of the local residents and report on the overall diversity of the community. Local experts – from a wide range of backgrounds - are regularly brought into the studio to speak on any number of topics, drawing attention to current issues that impact the local community.

We continually strive for fair, accurate and representative reporting and coverage in all programming, announcer talk, news stories and anecdotal items.

b) Local Artists

Significant efforts are taken to seek out and promote local artists, concerts and events with in-studio, on-air interviews and announcer-talk promotion of local musicians. Golden West continues to make Canadian Content Development financial contributions to local musicians and emerging artists, whose music gets regular airplay. *“Made in Manitoba”, “Made in Saskatchewan”* and *“Made in Alberta”* airs songs by local musicians on all of our Mix and Country formats 4 times daily along with backgrounds on these artists.

Local festivals and concerts were virtually non-existent across the country during the Covid-19 pandemic. This year, as many musical events and related activities once again took to the stage, our extensive coverage of local music festivals and other art and music-related community is once again a focal point.

All our stations are major supporters of local musical artists and the various local venues and communities where they perform; staff regularly host or emcee these events. Devoting considerable financial support, airtime and promotion, we continue to provide exceptional and extensive coverage to countless local musicians, enhancing the cultural diversity of voices in the community and in the region.

COMMUNITY SUPPORT:

Golden West supports innumerable organizations through promotional airtime, volunteer time, on-air interviews and by providing MC/s or hosts. As local community involvement is highly encouraged, our people are embedded in local Chambers of Commerce, local sports organizations, Arts Councils, immigration and refugee aid groups, food banks, hospital foundations, local music festivals and so much more.

STAFF VOLUNTEERISM:

Everyone – at every level – is strongly encouraged to actively engage in volunteering in their respective local communities whether it is for local charities, churches, sporting organizations, Chambers of Commerce, arts groups and/or other non-profit organizations.

The result is that our people are exceptionally active local volunteers and members of countless organizations that promote mentorship and outreach in every community where we operate. In turn, Golden West stations regularly support these many non-profit organizations in our communities in a variety of ways.

If relevant to their positions or career-path, participation in a variety of professional and/or industry organizations is also highly encouraged.

Golden West has a long-standing involvement and commitment to WCT (Women in Communications & Technology). In fact, Golden West's CEO was among the founding members of WCT, a national organization dedicated to the professional development and leadership of women, particularly through mentorship and education. The VP HR & Regulatory Affairs has been an active member of the WCT Board of Directors for well over 15 years and now continues as an ex-officio board member.

CONCLUSION

Golden West will continue to strive to ensure our workforce is highly representative of these communities where we operate, maintaining respectful, accessible workplaces as well as consistently and accurately mirroring all our unique communities, on-air and online.

Golden West radio stations are the local "voices" of their communities; these local community stations genuinely and wholly reflect the cultural diversity of all towns and regions we are licenced to serve.

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