



— A HILL COMPANY —

Diversity Report

Harvard Broadcasting Inc.

Cam Cowie, VP & COO

A large, abstract graphic at the bottom of the page consists of several overlapping, semi-transparent geometric shapes in shades of blue and grey, creating a layered, architectural effect.

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INTRODUCTION

1. Harvard Broadcasting Inc.(Harvard) is a Saskatchewan-based company with over four decades of experience in the Broadcasting industry. Since our last report in 2013, Harvard has acquired CHFT-FM in Fort McMurray and CKIK-FM in Red Deer. Harvard now owns and operates two AM and eleven FM stations in Western Canada. Each of Harvard's radio properties are distinct and locally focused. Harvard's programming is developed "in the market for the market" and each station has its own independent voice. Harvard prides itself on serving local communities and this is reflected in the unique character and format of each of our stations. The growth of this group of stations over the past twelve years has been a critically important step in the establishment of Harvard as a Western Canadian owned and operated regional broadcaster and significant contributor to Canadian Content Development ("CCD") and editorial diversity.
2. Harvard Broadcasting recognizes the importance of the provision of programming at the local level that responds to listeners' needs and interests and includes the reflection of Harvard's diversity on air. Harvard Broadcasting is accountable to meeting diversity commitments by monitoring and reporting on diversity initiatives.
3. Harvard Broadcasting is committed to achieving diversity both on-air and within the industry's workforce by:
 - a. creating best practices and practical initiatives to improve the representation and ensure the fair, accurate and non-stereotypical portrayal and reflection of diversity on radio;
 - b. ensuring an accepting, respectful and inclusive work environment, a representative workforce and a workplace where all employees experience fair treatment and equal opportunity for career advancement;
 - c. identifying and removing barriers to access and employment within the broadcasting system; and
 - d. identifying the business opportunities associated with fostering an inclusive and diverse workforce and airing programming that attracts diverse audiences.
4. In order to accomplish this, Harvard Broadcasting has developed the tools to measure progress in achieving our diversity objectives, and we are pleased to report on our progress.

CORPORATE ACCOUNTABILITY

1. Harvard Broadcasting has established a corporate diversity policy to ensure that the objectives set out therein are communicated to management and staff by email and a copy can be found on the company's intranet site.
2. Harvard Broadcasting understands the importance of leadership involvement in ensuring accountability in meeting our diversity commitments. The VP & COO, Cam Cowie is appointed as the Senior Executive responsible for the development, implementation, and evaluation of diversity practices and initiatives within Harvard Broadcasting's 13 radio stations.
3. While our Employee Services Director is responsible for the coordination of our diversity efforts, all of Harvard's General Managers and Program Directors are involved with and responsible for the identification, establishment and achievement of our corporate diversity goals. Diversity is part of our business plans and discussions are an integral part of our monthly General Management and Program Directors' meetings. This insures initiatives and opportunities are integrated into the fabric of what we do and not just an annual review and reporting process. Our General Managers and Program Directors have been tasked with the responsibility of forging partnerships and to develop relationships with local institutions, groups and organizations to expand our current practices.
4. We continue to provide each new employee with a confidential employee self-identification survey in order to analyze the diversity of our staff group and to foster a representative and inclusive work environment for members of traditionally under-represented groups. Creating the baseline information provides us the opportunity and vehicle to measure our progress on an annual basis which gives us an indication of where we are making progress and where we require additional initiatives.
5. Employment and diversity objectives are part of our day to day operations and all employees, management and non-management personnel are bound by these policies.
 - a. Copies of the CAB's Best Practices for Radio have been provided to each General Manager and is available to hiring managers on local company intranet.
 - b. All General Managers are responsible to ensure that fair hiring practices are in place in each location and instil these practices with their hiring managers.
 - c. All Program Directors are responsible to ensure that the on-air talent and product, reflects the diversity of the community.
 - d. All Program Directors and News Directors are responsible to ensure that station programming reflects the diversity of a station's audience.
 - e. Our commitment to equity and diversity is outlined on each job posting, and shared on our corporate website, internal intranet, as well as advertised on job boards, associated industry websites and educational institutions.

RECRUITMENT, HIRING AND RETENTION

1. Harvard Broadcasting is committed to ensuring diversity in our workforce. External recruitment processes must attract a variety of qualified diverse cultures, and all job advertisements must contain the statement “Harvard Broadcasting Inc. values diversity in its work force and is committed to Employment Equity.” Harvard Broadcasting always considers all applicants equally and looks for opportunities to hire from diverse groups.
2. As part of our long-term placement practices, Harvard advertises its available positions not only in the mainstream media but also through the community, cultural and educational institutes.
 - a. YORKTON - Our station group posts our employment opportunities with Western Academy Broadcasting College (WABC), The Southern Alberta Institute of Technology (SAIT) and The Academy of Broadcasting in Winnipeg. We also regularly host interns from both schools, where we provide mentorship and on the job training.
 - b. RED DEER – CKEX & CKIK posts opportunities for employment at Red Deer College and throughout the school system where the opportunity to hire individuals from diverse backgrounds is made available.
 - c. EDMONTON - We post our employment opportunities at Northern Alberta Institute of Technology (NAIT). We also have partnered with NAIT’s Radio & Television Arts to provide field placement, mentorship opportunities and employment opportunities. Two of the Edmonton Harvard managers sit on the NAIT Radio & Television Arts advisory board.
 - d. CALGARY - CFEX posts employment opportunities at the Mount Royal University as well as the Southern Alberta Institute of Technology (SAIT). We have partnered with both institutions to provide field placement, mentorship opportunities and employment opportunities. In the past five years, two of the Calgary Harvard managers have sat on the SAIT Radio & Television Arts advisory board.
 - e. REGINA - The cluster utilizes industry and local community group websites to encourage a wide range of job applicants. Additionally, we look for internships from the diverse groups. We offer mentorship to students through our relationship with the First Nations University of Saskatchewan & the Indian Federated College. We also open up opportunities for job shadow/placement programs through the Sask Abilities network and local high schools with preferred placement to those individuals within the designated groups that indicate an interest in broadcasting as a potential career path.
 - f. SASKATOON – CFWD posts employment opportunities with Western Academy Broadcasting College (WABC) and has hosted interns from the Prairie Spirit school division.
3. An interview template has been designed for each job/position so that all interviews are conducted with the same questions in the same order ensuring the candidates are measured against a specific set of job requirements and parameters. Hiring managers are involved in the development of the interviewing templates and trained on how the templates are used and scored, in selecting candidates.

- Upon hiring, employees are asked to complete a self-identification survey form. As part of our commitment to employment equity, we record and measure our Workforce Analysis to ensure that we are moving toward our goals for workplace diversity. With the “self-identification” form, we have noted on several occasions discrepancies in how employees are not identifying themselves against the definition of the designated groups. Whether this is a result of reluctance or education it tends to skew the reported measurement lower than actual. In the area of visible minorities, we feel that society as a whole has done a great job in breaking down the barriers of this designated group to the point that many of our employees no longer identify themselves within this group.

<u>Harvard Broadcasting Workforce</u>	<u>Total Employees</u>	<u>Women</u>	<u>Aboriginal Peoples*</u>	<u>Persons with Disabilities*</u>	<u>Persons of Visible Minority*</u>	<u>% of Designated Groups</u>
Total Employees	310	127	9	7	20	11.6%
% of Total Workforce		41.0%	2.9%	2.3%	6.5%	

*designated group

- Harvard is committed to fostering an inclusive and accepting work environment aimed at retaining our workforce. We offer not only great employment opportunities with remuneration and benefits, but a fun workplace environment which has contributed to our success of many long-term employees.
- The Hill Companies care about the families of employees and their children’s education. It is the Hill Companies’ desire to give children of employees a competitive advantage by assisting them in obtaining a quality education. The Hill Companies scholarship program will subsidize the student’s education. Allocations will be made based on qualified applicants and available funds. The Hill Companies Scholarship was established in 2006. In the past twelve years, 221 Scholarships have been awarded to children of Hill Companies employees. Applicants for the scholarship must be registered, or be in the process of being registered, in a recognized program of study in a university, university college, college, technical institute or private high school for an upcoming educational session.
- There are continued learning opportunities funded by Harvard Broadcasting to provide growth to its employees such as the Western Association of Broadcasters (WAB) Conference, Canadian Music Week (CMW), Western Association of Broadcast Engineers (WABE), National Association of Broadcasters (NAB) conference, Cult Gathering, World Wide Radio Summit, and the RTNDA (Radio Television Digital News Association). Harvard Broadcasting funds the membership in all professional associations relevant to an employee’s field of expertise.
- Harvard Broadcasting continues to develop and look for diversity training and courses in each specific market that will bring experts in the area of diversity.
- All hiring managers are well versed on the company’s Diversity Policy and provided copies of the CAB’s Best Practices for Diversity in Private Radio.

INTERNSHIP, MENTORING AND SCHOLARSHIPS

1. Harvard Broadcasting recognizes the importance of creating opportunities within the designated groups and is proactive in its initiatives to develop diversity in our workplace. Mentorship and scholarship opportunities are listed on our company website and most have direct links to the institution where the opportunity exists, complete with descriptions and requirements.
2. Harvard has provided funding to the Aboriginal Media Education Fund which provides training to individuals who have a goal of entering the broadcasting industry.
3. Harvard was instrumental in development of a mentoring/internship program with the Aboriginal Peoples Television Network. Harvard Broadcasting's past partnership with APTN in Saskatoon, Calgary & Fort McMurray has developed a mentorship program to place aboriginal candidates into a training program with the long-term goal of permanent employment.
4. At all of our stations, practicum, as well as work experience opportunities are provided to individuals from diverse backgrounds as they become available through the school system.
 - a. In 2015, Edmonton hosted a special needs student with Down Syndrome from Grant MacEwan University who was interested in pursuing radio after his Communications diploma. Ryan MacIntyre & his assistant spent 5 weeks rotating through different departments learning the behind the scenes of the radio broadcasting industry.
 - b. In Regina, past practices have included job shadowing and internships for students from the First Nations University of Canada. We also encourage, when possible, time away from work for employees to participate in career fair opportunities both local and provincial within our broadcast area, including those designated for First Nations youth.
 - c. Since 2016, the Regina stations have provided on air support for The All Nations Jobs Expo – an event matching employer demands with individuals looking for opportunities in the Saskatchewan marketplace. Support included produced promotional messages and a live on location the day of the expo.
 - d. The Regina cluster has continued to keep the opportunity open for interested high school students to participate in longer term job shadow/work experience programs with the stations. When receiving multiple requests for a specific opening, preference is awarded to a candidate who may fall into one or more of the designated groups for diversity.
 - e. Regina has also opened up work experience opportunities to clients of the Sask Abilities Network, which assists in job training for those challenged with a developmental handicap or recent injury where job training/re-training is required.
 - f. At our Yorkton radio stations, we participate in Career Fairs at local high schools in surrounding communities and are involved in career days at the local college. High schools are also invited to contact us for information and discussion for entering the broadcast industry. We host interns and practicum students from several different broadcast schools across Canada. Our most recent intern was a disabled visible minority.

- g. Yorkton has also provided internships for The Society for the Involvement of Good Neighbors'(SIGN) re-entering the work force program. This program provides skill upgrading for visible minorities and less fortunate women to allow them the opportunity to re-enter the workforce. One of those interns has been a long-term employee and has been promoted three times.
5. Assistant Program Director (APD) Program – This program allows Harvard Broadcasting to develop under-represented groups in broadcast, specifically women and visible minorities, for managerial positions within its programming departments, and make the Program Director position at radio stations more accessible to all designated groups.
 - a. CFEX's Marketing Director, Ginette Ouimet has completed the program in Calgary, and she has since held the position of Assistant Program Director for 5+ years.
 - b. Lacey Slater, Edmonton's Marketing Director also completed the APD Program and is APD of CJNW & CKEA for the past 5 years.
 - c. Tonya Cherry, CJGX Mid-Day Host has completed the APD program in Yorkton.
 - d. CFWD's Marketing Director, Zoe Vassos has recently completed the APD Program in Saskatoon.
 6. Harvard Broadcasting has several scholarships in different markets that give preference to individuals of diverse backgrounds. The scholarships are listed on our company website and most have direct links to the institution where the scholarship exists, complete with descriptions and requirements.
 - a. Saskatoon funded three music scholarships per year (2009-2016) at the University of Saskatchewan Fine Arts department with written preference given to students of Aboriginal descent.
 - b. Harvard is also committed to Keyano College in Fort McMurray for scholarships to students in technology diploma or University degree programs that include designations for aboriginal students. A total of 8 scholarships are given annually including awards for visual and performing arts, music, visual arts and drama.
 - c. In Red Deer, five scholarships have been provided to students at Red Deer College for the music program where preference is given to aboriginals, females, visible minorities and persons proving financial hardships.
 - d. Harvard Broadcasting Entrance Awards are given annually to students in Edmonton at Grant MacEwan University in the Music Diploma and Journalism major in Bachelor of Communications. Preference is given to Aboriginals, women, visible minorities and persons with disabilities.
 - e. At the University of Alberta, the Harvard Broadcasting Entrance Award and the Harvard Broadcasting World Sound Art Scholarship in Music is presented annually to students where preference is given to students of Aboriginal descent.

- f. In Calgary, multiple scholarships have been provided to students at Mount Royal College and SAIT that encourage individuals from diverse backgrounds & aboriginal descent to apply or continue in the music and journalism programs.
- g. Our Yorkton stations provide scholarships to several music and drama programs in Saskatchewan and Manitoba; we ask that all scholarships be awarded to children that would otherwise not be able to participate. We provide a scholarship to our local First Nations Pow Wow, which is used to assist aboriginal individuals in furthering their training in either traditional dance or drumming.

PROGRAMMING

1. All Harvard Broadcasting stations are members of the CBSC and abide by the radio broadcasting codes. Public Service Announcements (PSA) are run on each of our stations providing the listeners a contact should they wish to question our programming. Both our Vice-President and COO, Cam Cowie, and our Yorkton General Manager, Angie Norton, serve as At Large Industry Adjudicators for the CBSC.
2. Harvard Broadcasting is committed to ensuring where possible that the overall programming of each station reflects the diversity of the audiences it is targeting. We continue to reach out to the community, and actively solicit feedback, input and consultation through our website. We are involved in smaller local community events and provide media partnership to many cultural events. Samples of programming that reflects the diversity of the audience we serve:
 - a. CJNW Edmonton morning show did an on-air interview with Jesse Limpscombe (visible minority) regarding an incident in Edmonton where a car full of people began hurling racial slurs at him. The video he posted on social media went viral & started a social media movement lead by Edmonton mayor called #makeitawkward to encourage people to call out those who feel the need to use racial slurs.
 - b. CFGW Yorkton - On air interviews with members of the Yorkton Tribal Council with Fox FM to mark National Aboriginal Day June 21st annually.
 - c. CFGW Yorkton – On air interviews with members of the Yorkton Phillipino community to promote their culture days.
 - d. CJGX Yorkton - Aboriginal artists played on GX94 and who came in for studio interviews include Donny Parenteau, Shane Yellowbird, Crystal Shawanda, Teagan Littlechief, Desiree Dorion, Terri Anne Strongarm & Jerry Sereda. Also played are Don Amero, Mike Gouchie, Genevieve Fisher & Kimberly Dawn. Traditional Aboriginal artists played during GX94's traditional music show on Saturday nights include Scott Cornelius, Desmond Legace, Phil Boyer, Al Henry & James Flett.
 - e. CFWD Saskatoon – Annually we broadcast live from the SIIT (Saskatchewan Indian Institute of Technology) for their annual pancake breakfast to raise funds for the `Camp Circle of Friends` and interview representatives of SIIT to talk about the training and educational programs available for the First Nations adults.
 - f. CKRM Regina - Saskatchewan Roughrider gameday broadcast team and panel includes visible minorities such as Mike Abou-Mechrek and Luc Mullinder.
 - g. CHMX Regina – Live cut-ins featuring Special Olympic Athletes, from the George Reed Special Olympics Saskatchewan Golf Tournament and Gala Dinner.
 - h. CFWF Regina – On air interviews and website coverage of Brain Boogie, supporting the efforts of the Saskatchewan Brain Injury Association.

- i. CFWF Regina – On air interview and coverage of the `Try On MS` event for the MS Society, explaining how MS affects the motor skills and daily life of those affected. Video interviews and a demonstration were posted to the station`s social media to share with our audience.
 - j. CKRM Regina – Arash Madani (visible minority) is a weekly contributor to our Sports Cage afternoon drive show.
3. Harvard Broadcasting strives to hire great on-air talent that also reflects the diversity of the audience they serve. We continue to look for ways to identify applicants from the designated groups in a process that has become almost exclusively now invisible; the vast majority of applicants deliver their demo`s electronically via the web and are evaluated against the other applicants on voice, presence and content.
- a. **Harvard Broadcasting employs 3 Visible Minorities as On-Air Talent**
 - b. **Harvard Broadcasting employs 5 Aboriginals as On-Air Talent**
 - c. **Harvard Broadcasting employs 3 Persons with Disabilities as On-Air Talent**
 - d. **Harvard Broadcasting employs 30 Women in Programming positions**
4. Harvard Broadcasting continues to focus on the cornerstones of artist development: Discovery, Exposure and Support. Using regulated financial contributions to Canadian Content Development Harvard supports music from diverse backgrounds. Harvard`s contribution to CCD initiatives which supported diverse groups included:
- a. Aboriginal Media Education Fund - Harvard Broadcasting is a proud sponsor of AMEF (Aboriginal Media Education Fund) which “Encourages, promotes and make possible the development of an Aboriginal pool of film, television and broadcast professionals, and create opportunities for original programming and professional development, which will be recognized nationally and internationally”. AMEF programs target three specific groups: Aboriginal youth (age 13+), recent Aboriginal graduates from film and broadcast programs and mid-career professionals seeking new career opportunities in broadcasting.
 - b. Numerous scholarships where preference is given to aboriginal peoples and visible minorities:
 - i. Keyano College in Fort McMurray for scholarships to students in technology diploma or University degree programs.
 - ii. In Red Deer, five scholarships have been provided to students at Red Deer College for the Music Program.
 - iii. Saskatoon`s University of Saskatchewan scholarships for Music Program within the Fine Arts Program.
 - iv. Harvard Broadcasting Entrance Awards are given annually to students in Edmonton at Grant MacEwan University in the Music Diploma and Journalism major in Bachelor of Communications.

- v. At the University of Alberta, the Harvard Broadcasting Entrance Award and the Harvard Broadcasting World Sound Art Scholarship is provided annually to students in the department of Music.
 - vi. In Calgary, multiple scholarships have been provided to students at Mount Royal College and SAIT for the music and journalism programs.
 - vii. Yorkton provides a scholarship to the local First Nations Pow Wow, which is used to assist aboriginal individuals in furthering their training in either traditional dance or drumming.
- c. Annually, Harvard Broadcasting contributes to FACTOR, the Radio Starmaker, CAB Starmaker, and other organizations supporting the music industry in Canada such as The Edmonton Folk Festival, The New Music Society (formerly Tonus Vivus), Sask Music, Interplay Society, Alberta Music Industry Association, Canadian Music Week Showcases, and Canada Blast.
5. Harvard Broadcasting's commitment to the first cornerstone of talent development, "Discovery", is well served by a variety of initiatives looking to help find Canada's next big stars and support emerging artists in the music industry.
- a. **HOT Factor (CJNW)** was designed to support and encourage local Canadian artists. HOT Factor ran from 2010 to 2017, with an open call to anyone within HOT 107's listening area who demonstrated the "HOT Factor" - whether in the form of singing, song writing, or performing in any music genre. The 6-month program wraps up with a HOT Factor Showcase where the winners of HOT Factor perform on stage for a free show open to listeners of all ages. In 2015 & 2016, the HOT Factor event was moved to the Taste of Edmonton festival & headlined by Canadian pop stars. The HOT Factor Program also provides funding to the local artists that are selected to participate in the showcase. Many of the past winners were visible minorities.
 - b. **Edmonton Folk Fest Emerging Artist Sponsorship (CKEA)** partnered with the Edmonton Folk Festival (2013-2017) to provide an annual sponsorship to a list of up and coming Canadian artists and bands that performed during the Edmonton Folk Festival. The judges narrowed down the selection to the final 3 who shared in the cash prizing of \$10,000. The prize money is to be used towards the enhancement of their careers in music.
 - c. GX94 (CJGX) hosts the Talent Stage at the **North West Roundup** in Swan River Manitoba, which is a local talent contest. Majority of contestants are visible minorities.
 - d. **GX94 Star Search (CJGX)** is designed to assist local country artists begin or further their musical career. Star search has been running for over 27 years and during that time we have kick started the careers of several Canadian Artists. Contestants enter the talent search and they perform at several venues. The semi-finalists, finalists and champion are selected by a panel of music industry professionals. The Star Search Champion performs at several events over the course of their reigning year; they also receive a recording of two songs and international radio distribution of those singles. We have hired Donny Parenteau, an aboriginal Canadian Country Artist, to produce some of those singles. Of those winners 23 have been women and 3 have been Aboriginal women.

- e. **Mix 103.7 (CFVR) “Northern Spotlight”** has been running since 2007 and is a one-hour show that runs twice a week. The show was created to introduce the Fort McMurray population to Canadian artists they might not otherwise be exposed to. It also features artists from our region such as Brendan Rice (Rice Raps), Michela Saverina Perry (Lady Saint), Becca Hess, Justin Philips (Philly) and Cory Huber (Hubris).
- f. **Xposure Program (CFEX)** For almost 12 years Xposure has been a massive part of the music scene in Calgary and is critical in showing support for thousands of independent, and unsigned acts on commercial radio from Calgary, Alberta and across Canada. Xposure has been a platform for many charity shows, fundraising concerts, and album release parties, as well the program has given a spotlight to many up and coming Canadian acts that encompass the wide range of what “alternative music” means from Miesha and The Spanks, to Nuela Charles, to Fake Shark and William Prince. This weekly on-air program can now be heard in Red Deer on CKEX as well. We are looking forward to showcasing thousands more artists in the years to come.
- g. **620 CKRM Proudly Saskatchewan Showcase (CKRM)** – Formerly named The Big Country Talent Showcase & entering its 42nd year. To our knowledge, this is the most tenured continuously running radio station amateur talent competition in Canada. The Proudly Saskatchewan Showcase affords country music vocalists of all ethnic backgrounds the opportunity to perform with a live backing band in a series of venues from intimate nightclub, to lounge, to the largest stage in the province at Craven Country Thunder. Competitors, Finalists and Champions come from a number of ethnic backgrounds including First Nations and other visible minorities and have seen many opportunities to further their careers within the Saskatchewan and, in many cases, the national music scene. In 2018, the winner of the Songwriting award and overall runner-up was Jarrid Lee who is Aboriginal.
- h. **104.9 The Wolf’s “Queen City Rocks” Band Competition (CFWF)** - With no entry fee required, not only are local and independent bands afforded the opportunity to grow their fan base and play for a prize package consisting of cash, prizes, airplay and tangible benefits, they also have the opportunity to earn cash for their run-off appearances – a unique concept among many traditional Battle of the Band Showcases.
- i. **104.9 The Wolf’s (CFWF) “Homegrown” and “RadioActive” (2013-2016)** With the Homegrown feature, The Wolf gives an emerging Saskatchewan act prime placement within the Regina’s Rock 20 Countdown. RadioActive is a 2-hour program dedicated to those same Homegrown artists, as well as the new and emerging sounds from across Canada and around the globe.

NEWS & INFORMATION PROGRAMMING

1. One of the key operating principles of the Programming Managers and News Directors of Harvard Broadcasting is its commitment to “local” programming. This manifests itself through extensive news coverage of the many communities within the markets we serve and it assures balanced coverage of the issues facing all cultures and ethnic groups.
2. Some examples of news & information provided to our audience that reflect diversity:
 - a. CJGX Yorkton – coverage of the Annual World Indigenous Business forum
 - b. CJGX Yorkton – coverage of the Saskatchewan Aboriginal Woman’s Circle Corporations Symposium which is an event held to discuss Saskatchewan’s role in the National Inquiry into missing and murdered Indigenous Women and Girls
 - c. CJGX Yorkton – interviews with children ambassadors of Camp Easter Seals in support of a fundraising event for children and adults with disabilities
 - d. CFGW Yorkton – Coverage of the Festival of Cultures, an event that offers exhibits from 14 different countries that are representative of new and established residents including visible minorities
 - e. CJGX Yorkton- Coverage of the Justice for our Stolen Children Camp
 - f. CKEA Edmonton - morning news story on the results of Canada’s federal election including Edmonton’s City Councilor, Amarjeet Sohi (visible minority) elected for the Federal Liberal party
 - g. CKEA Edmonton - morning news story on Amarjeet Sohi (visible minority), MP of Edmonton Millwoods being assigned to Justin Trudeau’s Cabinet as Minister of Infrastructure & Communities
 - h. CFVR Fort McMurray – news story covering New Indigenous Environmental Panel
 - i. CFVR Fort McMurray – story of two local children competing in swimming events for Team Alberta at the North American Indigenous Games
 - j. CFVR Fort McMurray – news story on a Mikisew Cree First Nation member that has been named to the Provincial First Nations and Metis Women’s Economic Security Councils
 - k. CFVR Fort McMurray – information about the highly anticipated TOTAL Aboriginal Interpretive Trail grand opening
3. With specific respect to our news coverage, we also employ an editorial policy that advances diversity objectives and ensures that our newsrooms are aware and inclusive of the market demographic composition to reflect culture and diversity.

4. We strive to provide news & information programming that fairly and accurately reflects the diversity of our audience. Harvard actively solicits feedback, input and consultation through on-air broadcasts and our websites.
5. In addition, we are involved in local community events and provide media partnership to various cultural events.
6. In the markets in which we operate, Harvard Broadcasting solicits responses for all points of view from every segment of the community and from those involved in order to maintain diversity and equality in news coverage.
 - a. The Regina News Department is tasked with sourcing, vetting and distributing information to our stations within the cluster from a wide variety of sources including; the First Nations University of Canada (FNUC), Federation of Saskatchewan Indian Nations (FSIN), Saskatchewan Indian Gaming Authority (SIGA), Saskatchewan Indian Institute of Technology (SIIT) and Idle No More. We have had interviews and news coverage of a United Nations study on Canada's treatment of Aboriginals, Federated Saskatchewan Indian Nation Vice-Chief discussed a First Nations protest of pipeline construction, the FSIN Vice-Chief was interviewed on his run for presidency of the National Assembly of First Nations, the Aboriginal Walk for Justice highlighting missing aboriginal women, an interview with the development officer for the Kawacatoose First Nation and coverage of a proposed health facility in Regina. Stories are shared, and feedback is solicited on community events such as Aboriginal Week, Louis Riel Day, North Central Regina Culture Days, the Saskatchewan African Canadian Heritage Museum, Treaty 6 Day, and the North American Indigenous Games to name a few. A recent story featured First Nations recording artist Donny Parenteau and his anti-bullying initiative heading to schools across Saskatchewan.
 - b. The mandate in Fort McMurray is to always focus on local, which can encompass a wide range of diverse groups and their stories in our news coverage. Diverse groups and organizations that make up our market are the Athabasca Tribal Council, Nistawayou Friendship Centre, Northeastern Alberta Aboriginal Business Association and the Chipewyan Prairie First Nation. The opportunity exists to focus on these groups during our half hour noon news program "Fort McMurray Matters". This is where news makers within these communities discuss areas of concern providing them with a community forum to deliver information on a variety of topics.
 - c. In Yorkton, CJGX has done interviews with Saskatchewan Aboriginal Women's Circle President, and provided coverage of the Annual Sisters In Spirit International Vigil to bring awareness for missing women, and CFGW covered the marking of the National Day of Healing and Reconciliation for victims of Canada's residential schools, including Pow-Wow demonstrations at the local schools.
7. Harvard Broadcasting's goals include development, establishment and sharing of a list of experts from diverse backgrounds in a wide variety of categories and topics including financial, employment, political and social issues. Harvard also ensures diversity in experts and commentators by requesting or soliciting experts on topics from institutions that represent and reflect interests and composition within the communities it serves.

- a. In Regina we have invited institutions such as First Nations University of Canada and the Federated Saskatchewan Indian Nations who have responded and given commentary on news stories such as the gun registry. We have solicited responses from all sectors on Federal, Provincial and Civic politics, budgets and the effects on the community. Additionally, Harvard Broadcasting is a primary supporter of the Mosaic annual multicultural event and guests of every culture are given air time to express their heritage. Aboriginal Week is also an opportunity to invite their committee on air to share the message and history of aboriginals in our community. Our stations also offered airtime and coverage for events such as the North American Indigenous Games which saw over 6000 First Nations coaches and athletes compete in traditional and contemporary events across Regina.
- b. In Yorkton, we have provided opportunities for commentary on many issues and topics from the Federated Saskatchewan Indian Nation and the Tribal Council.

COMMUNITY AND INDUSTRY OUTREACH

1. Support of Canadian Broadcast Standards Council

- a. All Harvard Broadcasting stations are members of the CBSC that oversees the application of the broadcast codes including the CAB's Best Practices for Radio.

2. Role of Radio in Community Events

- a. Harvard stations interact with individuals, groups, and educational institutions and support their initiatives through on-air announcements, PSAs and direct support through numerous fund-raising activities.
- b. Harvard Broadcasting believes in supporting the communities to which they serve, and are committed to providing talent, airtime and promotion of community events.

3. The following are just a few examples of the community outreach that Harvard supports:

a. SASKATOON:

- i. Since 2013, CFWD has been the exclusive radio partner for TLC@HOME that collects toys, clothes & essentials for underprivileged inner-city school children, the majority of whom are of aboriginal descent.
- ii. CFWD supports and promotes the Saskatoon Multicultural Folkfest, which is an annual 3-day multicultural festival showcasing culture through displays, demonstrations, entertainment and ethnic cuisine.
- iii. CFWD also supports the SIIT (Saskatchewan Indian Institute of Technology) Pancake Breakfast.

b. CALGARY

- i. Annually (2013-2018) CFEX – X92.9 supports the Calgary International Film Festival which includes screenings of Native submissions such as the 2016 submission of “WE Can’t Make the Same Mistakes Twice” from award-winning Native director Alanis Obomsawin. This event is supported through PSAs & online listing.
- ii. CFEX supported the Aboriginal Awareness Week (2014, 2016-18) This week-long celebration of events promotes pride, understanding and awareness of Aboriginal cultures, traditions, contributions and achievements to Canadian society. Includes the “Family Day Festival & Powwow Day”. The week leading up to national Aboriginal Day is known locally as Aboriginal Awareness Week Calgary. We promoted this event through PSAs & online listing.
- iii. In 2016, CFEX supported the fundraiser efforts for the EvenStart Foundation – a local charity that provides assistance to children ages 3-5 with special needs. This event was supported through PSAs & online listing.

- iv. In 2018, CFEX supported the Aboriginal Friendship Centre of Calgary's 9th Annual Walk for Reconciliation. The walk was started to remember the statement of apology to former students of Indian Residential Schools by Prime Minister Stephen Harper on June 11, 2008. The event was promoted through our online event listings page.
- v. CFEX also supported the Aboriginal Awareness Week's "Family Day Festival and Powwow" in 2018. An initiative to raise awareness and celebrate the Cultural Diversity of Canada's Indigenous people. This event was promoted through the on air & online events listings.

c. EDMONTON

- i. From October 2014 to March 2015, CJNW partnered with United Way on a poverty song contest to showcase the best voice against poverty while engaging the community to think about the effects of poverty and inspiring listeners to make a difference. The winner of this showcase was Rellik, an aboriginal artist who won a \$5000 prize package and performed at the United Way Red Tie Gala.
- ii. CKEA supported the World Partnership Walk in 2014 celebrating the diversity in Edmonton and taking steps to end Global Poverty. This event was emceed by CKEA on air talent and supported through PSAs on both CKEA & CJNW.
- iii. Annually, both CKEA & CJNW support the Heritage Festival by running PSAs, promotional elements and live broadcasts. This is a 3 day showcase of Canada's vibrant multicultural heritage featuring 60 pavilions representing over 85 cultures from all over the world.
- iv. Annually (2015-2018) both CKEA & CJNW supported fund raising events for the Easter Seals of Alberta through participation at events & PSAs. Easter Seals of Alberta's mission is to provide services that foster inclusion, independence and recreation for individuals with disabilities.

d. REGINA

- i. In 2014 over a 12-month period, all 3 Regina stations provided support for the North American Indigenous Games including live announcer mentions, online listings and on-air community calendars.
- ii. Annually (2013 - 2018) – CHMX, CKRM, CFWF –supported the Special Olympics Saskatchewan Golf Tournament – the world's largest sports organization providing children and adults with intellectual disabilities year-round training and competitions. Support included both on-air & on-line promotion to increase registration and donations.
- iii. Annually (2013-2018) All Regina stations provided support for the CNIB Blind Bowling Challenge – a friendly competition to focus attention on blindness and visual impairment. Support included live announcer mentions, social media inclusion as well as announcer participation.

- iv. In 2017, Regina provided on air & on-line support for Regina Polar Plunge for Special Olympics Saskatchewan which provides year-round training & competition for both children & adult athletes with disabilities.
- v. The past two years (2017 & 2018), Harvard Regina has supported the YWCA's Walk A Mile in Her Shoes – a walk raising awareness and funds for YWCA Regina's essential programs and services that support women and children affected by violence.

e. FORT MCMURRAY

- i. Annually (2014-18) both CFVR & CHFT provided support to the McMurray Metis – an organization governed under the bylaws of the Metis Nation of Alberta in pursuit of the advancement of the Metis people of Fort McMurray and North Eastern Alberta. We provide annual support for The Metis Festival with online listings of their event, workshops and fundraisers.
- ii. For the past 3 years, (2015-18) – both stations have supported the Fort McKay First Nations for awareness and to celebrate their culture. Treaty Days spans over 3 days with Powwows, fundraising tournaments and a parade.
- iii. Annually (2016-2018) both stations have provided emcees & on air mentions to support the Multicultural Association's Multicultural Expo.
- iv. The past 2 years (2017-2018), Both CFVR & CHFT have provided The Rehoboth Alliance & Afro-Canadian Community support for the Black History Month Gala.

f. YORKTON:

- i. Annually, both stations provide airtime in the form of PSA's and interviews to the Kinsmen Telemiracle Fundraiser, which is a Provincial Fundraiser that provides funding to disabled people.
- ii. The Yorkton group provides airtime in the form of PSA's and live interviews for the National Aboriginal Day.
- iii. Both Yorkton stations provide airtime in the form of promotional announcements and an emcee for the annual Traditional Music Competition in Swan River, MB. Part of this is a Métis Jigging Competition.
- iv. CJGX has partnered with First Nations JR Hockey Clubs and broadcasts their games. These teams include Waywayseecappo Wolverines (MJHL) and the Ochapowace Thunder (PJHL). We broadcast approximately 14 of their games per season. Part of this partnership includes interviews with the athletes, coaching and management staff, both during the broadcast and during regular sports coverage.
- v. CJGX provided airtime for the Roblin Multicultural Festival in Roblin, Manitoba.

- vi. CFGW/CJGX both provide airtime in the form of PSA's and Interviews to Timmy's Sno-arama which is a fundraising effort to provide funding to Camp Easter Seal in Watrous, a summer camp for people with disabilities. We also provide emcees and participants to this fundraising effort.

g. RED DEER

- i. CKRI (now CKEX) was the media sponsor for Evening of Decadent Desserts, a gala supporting "Aspire" learning Centre. A Centre that is devoted to the care of children with special needs. The Gala raises over \$65,000 each year.
 - ii. CKRI (now CKEX) was the media sponsor for the MS Society Annual Golf Tournament raising funds for those afflicted with MS.
 - iii. Each Year CKEX and CKIK are on-site for Caribbean Festival which is celebrated in the downtown Ross Patio area to highlight and celebrate the culture, food and music of Red Deer's Caribbean community.
 - iv. CKEX participated with a live on location event for the Red Deer Native Friendship Society for their 1st Annual Asooahum BBQ celebrating the Aboriginal community.
- h. All six Saskatchewan Harvard radio stations supported and served as the media sponsor for the SaskTel Aboriginal Youth Awards of Excellence resulting in a record number of nominations in categories including academia, sports, leadership and the arts. Our Saskatchewan stations were also in partnership with the 2014 North American Indigenous Games.
4. Many of the staff are actively involved in various community programs and industry initiatives that support diversity:
- a. CJNW's Morning Show Host has been involved for the past few years (2015-2018) with the Creating Hope Society of Alberta whose goal is to have an Aboriginal home for every Aboriginal child in care by 2025.
 - b. Several of Yorkton's staff members belong to the Kinsmen Club of Canada. This is a service organization that raises money for the community with a primary focus on people with disabilities.
 - c. Harvard Saskatoon's Sales Manager is a member of 100 Men That Give A Damn, providing quarterly donations to local charities, many in support of aboriginal and persons with disabilities.
 - d. In Fort McMurray the General Manager is a board member of the local United Way helping 27 member agencies including Centre of Hope, Girls Inc., and the Multicultural Association of Wood Buffalo.

- e. The Yorkton Program Director is part of the St Gerard's Refugee Committee who brought a family of five Eritrean Muslim refugees to the City of Yorkton.
 - f. Edmonton's General Manager is a regular volunteer for the Edmonton Christmas Bureau which provides festive meals to Edmonton families, seniors and individuals in need, many of which are new immigrants to Canada.
5. Feedback from listeners is encouraged by all Harvard stations through social media, station websites, surveys and market research. On-air concerns are dealt with by the station's Program Director whose contact information is readily available on the station website. All General Managers are listed on the corporate website.

INTERNAL COMMUNICATIONS

1. Diversity is part of Harvard Broadcasting's business plans and discussions are an integral part of our monthly General Managers and Program Directors meetings. Information, initiatives and successes flow between the two management groups which helps to provide direction and a shared ownership of our diversity goals.
2. Our diversity objectives, results and initiatives are reviewed each June at our Annual General Managers Meeting.
3. General Managers are responsible to communicate diversity objectives, training and initiatives to hiring managers and employees through department head meetings, general staff meetings and one on one training.
4. General Managers are responsible for ensuring the workplace is inclusive and provides a respectful work environment. They are expected to participate in any initiatives that serve the purpose of increasing inclusion and representation of diversity in all areas of the stations' operations.
5. Our staffs are encouraged to celebrate the diversity of our local communities through active involvement in community events.
6. Harvard Broadcasting has established processes to ensure that company policies, practices and initiatives are communicated effectively throughout the organization and obtainable by all employees by:
 - i) Providing an all Harvard Employee "The Loop" email for company-wide distribution
 - ii) A secure website for job postings
 - iii) Our internal intranet, "Harvard Local", is accessible to all employees containing policies, forms, opportunities, and articles of interest and training purposes
 - iv) A copy of our "Report to the CRTC on Diversity in Radio" will be posted on our internal intranet site and employees will be encouraged to review and offer comments or suggestions