



— 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 rectangular blocks in shades of blue and grey, creating a 3D effect. The blocks are arranged in a way that suggests depth and movement.

November 2013



## Contents

INTRODUCTION.....	3
CORPORATE ACCOUNTABILITY .....	4
RECRUITMENT, HIRING AND RETENTION .....	5
INTERNSHIP, MENTORING AND SCHOLARSHIPS.....	8
PROGRAMMING.....	11
NEWS & INFORMATION PROGRAMMING .....	15
COMMUNITY AND INDUSTRY OUTREACH .....	18
INTERNAL COMMUNICATIONS .....	22

## INTRODUCTION

1. Harvard Broadcasting Inc is a Saskatchewan-based company with over three decades of experience in the Broadcasting industry. Today, Harvard owns and operates two AM and nine FM stations in Western Canada. Recently, Harvard has applied to acquire the assets of a tenth FM station CHFT FM Fort McMurray. 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 seven 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 11 radio stations.
3. While our Human Resources Manager 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. One of our first steps towards measuring diversity was 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. Measuring against that base line on an annual basis 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 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) 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 – CKRI posts all of our 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. One of the Edmonton Harvard managers sits 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. Two of the Calgary Harvard managers sit 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 – For our APTN news mentorship position, we rely on APTN and its connections, relationships, history and access to sites that traditionally are visited by solid, potential candidates. By utilizing APTN and their expertise in this area, we are guaranteed to attract the best candidates possible.
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.

4. 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.

<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>
<b>Total Employees</b>	<b>267</b>	<b>113</b>	<b>10</b>	<b>5</b>	<b>15</b>	<b>11.2%</b>
<b>% of Total Workforce</b>		42.3%	3.7%	1.9%	5.6%	

\*designated group

5. Harvard Broadcasting in association with Aboriginal Peoples Television Network (APTN) and Aboriginal Media Education Fund (AMEF) has developed programs to integrate diverse individuals through mentorship and scholarship programs. Harvard and APTN work collectively through the entire process from designing and placing the postings to recruitment and selection.
  - a. SASKATOON - CFWD station has developed a solid partnership with APTN as part of a news mentorship initiative. Every year, one broadcasting student, or an individual with an interest or aptitude to work in Radio or TV broadcasting is chosen by the station and APTN to join our team for a one year mentorship. In order to attract potential candidates, our radio station relies on APTN and its connection, relationship and access to sites that traditionally are visited by the potential candidates. Once hired by the radio station, the student learns about and assists in researching and contributing content and news, social media initiatives and Blogs. For the term of the mentorship, this candidate who must be of Aboriginal descent becomes a full time employee.
  - b. CALGARY - CFEX has partnered with APTN to develop our news mentorship program. Each year, the station and APTN choose one broadcasting student to join our news team for a one year mentorship. The candidate learns news gathering, reporting, story writing, and with APTN’s involvement also learns video and camera techniques applicable to television. This candidate must be of Aboriginal descent and the candidate becomes a full time employee for the term of the mentorship. Harvard Broadcasting had also committed to hiring a minimum of one intern into a full time position after the completion of their mentorship. This has already occurred on two occasions, in one case the candidate went on to become the News Director for our Red Deer station.
6. 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.
7. The Hill Companies care about the family 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 six years, 74 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.

8. 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), NAB conference, RTNDA and Canadian Women in Communications (CWC). Harvard Broadcasting funds the membership in all professional associations relevant to an employee's field of expertise.
9. 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.
10. 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 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. This collaborative effort has had several successes to date.
  - a. The Calgary radio station CFEX and APTN have partnered to build on our news mentorship program. Each year, the radio station and APTN choose one broadcasting student to join the news team for a one year mentorship. The candidate learns news gathering, reporting, story writing, and with APTN's involvement learns video and camera techniques. This candidate must be from Aboriginal descent.
  - b. In Saskatoon, our first APTN intern was hired as a permanent full time producer. She then moved to Edmonton to become the Production Director for CKEA. Our second intern worked in several departments, but eventually found her niche in the Promotion and Marketing Department. Our third intern assisted in all departments, and then found himself on the air as an announcer. Our current APTN student is helping out in all departments, but appears to feel most comfortable assisting with Creative Writing.
  - c. The Fort McMurray station also hired an aboriginal student through our APTN partnership. During their paid internship, they were provided training and instruction within the news department. They covered areas such as story writing, editing, presentation and how equipment works. The individual also was given the task of broadcasting newscasts.
  - d. Red Deer's first News Director was a graduate of the APTN course in Calgary. She has moved up to become morning show co-host and news person in another western market.
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 Regina, past practices have included job shadowing and internships for students from the First Nations University of Canada. We also encourage, and where possible, allow 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.



- b. The Regina cluster has continued to open up the opportunity 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.
  - c. 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.
  - d. 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. One of these female interns was disabled and after her practicum ended she accepted a full time position in our news room. Our most recent intern is a visible minority.
  - e. 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 here and has been promoted three times.
5. Assistant Program Director (APD) Program – This program allows Harvard Broadcasting to develop under-represented groups, 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. 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.
6. Harvard Broadcasting has a number of 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 funds three music scholarships at the University of Saskatchewan Fine Arts department with written preference that at least one of the scholarships is awarded to a diversity candidate. The purpose of the scholarships is to provide financial assistance to deserving students enrolled in the Fine Arts program.
  - 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 Performance Award 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 to apply to 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. PSAs are run on each of our stations providing the listeners a contact should they wish to question our programming. Our Vice-President and COO Cam Cowie serves the as an At Large Industry Adjudicator 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 directed. We continue to reach out to the community. We 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 – On air interview on HOT 107 with Chevy Rabbit (aboriginal) who was beaten up and robbed due to his sexual preference. To bring awareness to our audience and support for the individual, the station was renamed Chevy Rabbit 107 for the day.
  - b. CKEA Edmonton – On air interview with Georgia Lighting (Aboriginal) who was a speaker at the 2012 YWCA's Walk A Mile in Her Shoes to bring awareness to domestic violence. The station further supported the campaign by offering PSAs and on-air talent participated by walking a mile in high heels.
  - c. CFGW Yorkton - On air interviews with members of the Yorkton Tribal Council with Fox FM Morning to mark National Aboriginal Day June 21<sup>st</sup> annually. William also emcees the day's events.
  - d. CJGX Yorkton - Aboriginal artists played on GX94 and in studio interviews include Donny Parenteau, Shane Yellowbird, Crystal Shawanda, Teagan Littlechief, Terri Anne Strongarm & Jerry Sereda. Also played are Don Amero, Mike Gouchie, Genevieve Fisher & Kimberly Dawn. Traditional Aboriginal artist played during GX94's traditional music show on Saturday nights include Scott Cornelius, Desmond Legace, Phil Boyer, Al Henry & James Flett.
  - e. CFEX Calgary - During the last Calgary Mayoral race, all the candidates were interviewed on air including Naheed Nenshi who is a visible minority.
  - f. CKRM Regina - Saskatchewan Roughrider gameday broadcast team and panel includes visible minorities such as Matt Dominguez, Mike Abou-Mechrek, Lance Frazier and Luc Mullinder.
  - g. CKRM Regina – On air interview with Betty Fox (mother of Michael J Fox) to discuss the challenges, hardships, and day-to-day discrimination of those afflicted with Parkinson`s Disease.
  - h. CKRM Regina – During Juno Week, a First Nations hour dedicated to live music from Donny Parenteau and Don Amero, both multi-Aboriginal Music Award winning performers.
  - i. CKRM Regina – On air coverage of First Nations recording artist Donny Parenteau and his Anti-bullying themed song release and school tour.
  - j. CFVR Fort McMurray – on air interview of Kian Ahluwalia, an Indo-Canadian singer who publicly performs her own musical arrangements of ancient Persian and Punjabi poems.
  - k. CFVR Fort McMurray – Morning Show did on-air interviews with Raven Kanatakta from the Aboriginal Alternative band, Digging Roots, and added their song ``We Are`` in rotation.
  - l. CFVR Fort McMurray – We have featured bands like A Tribe Called Red (First Nations electronic group) and The Rezz Dawgz (aboriginal hip-hop group) in our hour long music program that focuses on local and Canadian talent.

- m. 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.
  - n. CFWD Saskatoon – On-air interviews with White Buffalo Youth Lodge directors in support of their event “Wake Ride” to raise funds to improve the quality of life and health for children and families in the inner city of Saskatoon.
  - o. CHMX Regina – Live cut-ins featuring Special Olympic Athletes, from the George Reed Special Olympics Saskatchewan Golf Tournament and Gala Dinner.
  - p. CFWF Regina – On air interviews and website coverage of Brain Boogie, supporting the efforts of the Saskatchewan Brain Injury Association.
  - q. 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 demonstration was posted to the station`s social media to share with our audience.
3. Harvard Broadcast 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 9 Visible Minorities as On Air Talent**
  - b. **Harvard Broadcasting employs 4 Aboriginals as On Air Talent**
  - c. **Harvard Broadcasting employs 2 Persons with Disabilities as On Air Talent**
  - d. **Harvard Broadcasting employs 26 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. 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.
    - iv. At the University of Alberta, the Harvard Broadcasting Entrance Award and the Harvard Broadcasting Performance Award is provided annually to students in the department of Music.
    - v. In Calgary, multiple scholarships have been provided to students at Mount Royal College and SAIT for the music and journalism programs.
    - vi. 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), New Music West, Sask Music, Interplay Society, Alberta Music Industry Association, Canadian Music Week Showcases, and Canada Blast.
- 5. Harvard Broadcasting commitment to the first corner stone 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. **Xposure Program (CFEX)** Local bands are encouraged to submit 3 original radio ready songs for their chance to win a cash prize, radio airplay and other incentives to further their musical careers. By submitting their material via the X on Demand widget embedded on the X929 web page, their music is featured on the site allowing all listeners to hear their material. Once all entries are parred down to the Top 20, the winning bands are chosen by a panel of music professionals, X92.9 staff and listeners based on their material submitted. Each Xposure winning band has made some noteworthy accomplishments since their involvement in the Xposure program including touring opportunities and nationwide recognition in the Canadian music scene. Now awarding 3 local bands \$25,000 and incentives the Xposure program has solidified its credibility in the Calgary music scene. The goal of the program is to promote local artists and help further their careers with cash and on air support. One such winner is the band Ghostkeeper. Ghostkeeper a winner in 2009, is lead by Northern Alberta's Shane Ghostkeeper and Sara Houle. One of their more recent shows was playing the Aboriginal Music Week festival in Winnipeg. Xposure winners will always have a place on X92.9 as the support of the musical careers extends well beyond the year they won the competition.
  - b. **HOT Factor (CJNW)** is designed to support and encourage Canadian artists through education, mentorship and promotion. HOT Factor kicked off in January 2012, 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, performing or production - in any music genre. The HOT Factor Program starts with an Emerging Artist Workshop, open to all participants of the program, featuring industry experts who provide information on how to turn your passion into a business – by way of funding, marketing, tours, etc – and an open demo critique of entries collected through the open call. The program wraps up with a HOT Factor Showcase, featuring a selection of artists from the program, and headlined by two Canadian pop stars. The show is free and open to listeners of all ages. The HOT Factor Program also provides funding to the local artists that are selected to participate in the showcase. This year six new local artists were supported financially by the HOT Factor Program. Three of the six artists were visible minorities.

- c. **GX94 Star Search (CJGX)** is designed to assist local country artists begin or further their musical career. Star search has been running for over 20 years and during that time we have kick started the careers of several Canadian Artists. Contestants enter 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 18 have been women and 2 have been Aboriginal women.
- d. **GX94 JR Star Search (CJGX)** was designed seven years ago to assist local country artists under the age of 16 compete in a less intimidating format. Contestants compete at several venues for a chance to become champion. The winner of GX94 JR Star Search receives a scholarship. Six of the Jr Star Search winners have been female and two of those have gone on to win GX94 Star Search.
- e. **620 CKRM Big Country Talent Show (CKRM)** - Entering its 37th year, and to our knowledge the most tenured continuously running radio station amateur talent competition in Canada, the BCTS affords country music vocalists of all ethnic background 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 Jamboree. 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 career within the Saskatchewan and in many cases, the national music scene.
- f. **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.
- g. **Emerging Artist SpotLite (CKEA)** Local bands and artists are encouraged to submit original radio ready songs, via the station webpage, for their chance to win a cash prize and other incentives to further their musical careers. The winning entries were chosen by listeners on-line votes along with a panel of music professionals and CKEA staff, based on their demo songs and from a list of different criteria. One of the top 5 winners was given the opportunity to play on the main stage at the Edmonton Folk Festival. This year, there were 5 winners and 2 of the winners were visible minorities.
- h. **Edmonton Folk Fest Emerging Artist Sponsorship (CKEA)** partnered with the Edmonton Folk Festival to provide a sponsorship to a list of up and coming Canadian artists and bands that performed during the 2013 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.
- i. **104.9 The Wolf's (CFWD) "Homegrown" and "RadioActive"** - 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. Some examples of news & information provided to our audience that reflect diversity:
  - a. CFWF Regina – newscast coverage of the North American Indigenous Games countdown launch, along with interview opportunities with organizers to discuss the event that is coming to Regina.
  - b. CKRM Regina – major newscast coverage of the Idle No More series of protests and demonstrations initiated by the First Nations community, along with surveillance of the Teresa Spence hunger fast in Ottawa for First Nations equality.
  - c. CKRM Regina – coverage of the 2 international students of visible minority who had taken refuge when faced with deportation for taking part time employment at a Regina Walmart location.
  - d. CKRM Regina – extended coverage of the initial fallout and the debate that followed within the Pheasant Rump band, First Nations groups and the Province over the decision and obligation of the band to pay out a severance package to the Chief in the wake of a criminal conviction. The story sparked opinions and concerns centered around legal precedence, First Nations self-governance and due process.
  - e. CFVR Fort McMurray – Profile stories with local Paraplegic Association and its members on accessibility issues prevalent across the city, and their lobby efforts with regional government for infrastructure improvements.
  - f. CFVR Fort McMurray – coverage of stories on local families with special needs children, fight for improved services in the city, many also facing forced relocation in search of services not available here.
  - g. CFWD Saskatoon – interview clips and stories of the passing of Randell Morris, President of SIIT (Saskatchewan Indian Institute of Technology) with focus on his incredible work as a leader in the aboriginal community, and his dedication to making SIIT the excellent training and education institution for First Nations adults that it is today.
  - h. CFEX Calgary – coverage of the Calgary floods, and on air interviews with Calgary’s Mayor Nenshi (visible minority) to deliver updates on flood relief to affected areas.
  - i. CJGX Yorkton – interview with Chief Sheldon Taypotat of the Kahkewistahaw First Nation in regards to the building of a new hotel in Yorkton.
  - j. CJGX Yorkton – interviews and coverage with GX on Agriculture, a daily agriculture news program, on the story of more than two dozen aboriginal students taking an introduction to agriculture program on the Keeseekoose First Nation.
  - k. CJGX Yorkton – interviews with children ambassadors of Camp Easter Seals in support of a fundraising event for children and adult with disabilities.
  - l. 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.
2. 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.

3. 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.
4. In addition, we are involved in local community events and provide media partnership to various cultural events.
5. In the markets in which we operate Harvard Broadcasting solicits responses for all points of view from every segment of the community and 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 and an interview with the development officer for the Kawacatoose First Nation and 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. At our Calgary station, stories of interest concerning diversity will be included in our newscasts. Also, for further insight, we go deeper into the story to provide added coverage with the use of our blogs which gives our audience an opportunity to comment which can add to the discussion. In these instances, we'll provide some video coverage, interviews, and further commentary from our APTN news mentorship student.
  - c. 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. Also of importance we have an aboriginal student working within our news department covering issues regarding our local aboriginal community and how it relates to our region.
  - d. In Yorkton, CJGX has done interviews with Saskatchewan Aboriginal Women's Circle President, and 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.

6. Harvard Broadcastings 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 offer airtime and coverage for events such as the North American Indigenous Games which will see 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.
  - c. With the successes of our Calgary, Saskatoon and Fort McMurray mentoring partnership with Aboriginal Peoples Television Network (APTN), we are able to provide more detail when stories arise regarding the aboriginal community how they can benefit by having access to our radio station.

# COMMUNITY AND INDUSTRY OUTREACH

## 1. Support of Canadian Broadcast Standards Council

- a. All Harvard Broadcasting stations are a member 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. CALGARY

- i. CFEX continually promotes through daily PSAs, online elements as well as fundraising efforts - The Canadian Music Therapy Trust Fund. The Canadian Music Therapy Trust Fund is a dynamic registered non-profit organization that funds music therapy programs across Canada. The organization works to promote, develop, and support music therapy services and research in order to restore, maintain, and improve the mental, physical, and emotional health of Canadians. Music therapists provide both individual and group services in a variety of settings including but not limited to: Psychiatric and medical hospitals, Hospices and palliative care centres, Rehabilitation centres, Schools, Community mental health centres, Residential group homes, Halfway houses.

### b. EDMONTON

- i. CKEA - For the past 3 years, CKEA has supported the World Partnership Walk celebrating the diversity in Edmonton and taking steps to end Global Poverty. This events was emceed by CKEA on air talent and supported through PSAs on both CKEA & CJNW.
- ii. CJNW – Hot 107 renamed the radio station Chevy Rabbit 107 for the past two years to promote the Walk of Hope and bring awareness of sexual discrimination against gays & transsexuals. Chevy Rabbit, an aboriginal transsexual was brutally beaten and robbed because of his sexual preference.
- iii. Annually, both CKEA & CJNW supports 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.

### c. FORT MCMURRAY

- i. CFVR annually presents the South East Asian Music Festival and has a representative advisor to the board of the Multicultural Association.
- ii. CFVR is the media sponsor for the Canadian Mental Health Association's Annual Golf Tournament.
- iii. We have provided promo airtime for NAABA and Aboriginal Women in Business.
- iv. CFVR actively promotes the Regional Aboriginal Recognition Awards.

d. SASKATOON:

- i. 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.
- ii. CFWD also provides supports for the Saskatchewan Special Olympics Summer Games in the form of on air and website.
- iii. Our station also supports the SIIT (Saskatchewan Indian Institute Of Technology) Pancake Breakfast.
- iv. Other community events that CFWD supports include: the Saskatoon Pride Festival, the Ride for Breath of Life for Cystic Fibrosis Canada, Rayna's Day Of Play in support of Children's Hospital of Saskatchewan, and the Pink Revolution in support of Anti-Bullying.

e. RED DEER

- i. CKRI is a major sponsor of Centrefest. It is the largest festival of the year in Red Deer with numerous pavilions showcasing all the city's ethnic groups. We provide our on air talent as emcees for the event.
- ii. CKRI is the exclusive media sponsor for the Royal LePage Golf Tournament raising money for the Central Alberta Women's Emergency services (CAWES). An organization dedicated to assisting battered and abused Women in the community.
- iii. CKRI participates and supports The MS Golf Classic to raise awareness of people affected with Multiple Sclerosis.
- iv. CKRI Morning show host ( who is aboriginal) walks in the "Walk a mile in her shoes" event to bring awareness to violence against women for the YWCA.
- v. CKRI supports the Women of Excellence for the past three years. Prior to the actual event we invite all of the nominees in to the radio station for a morning show interview to introduce them to the community via the radio.

f. REGINA

- i. CHMX annually supports the Special Olympics Saskatchewan Golf Tournament
- ii. All three stations are premier partners with the George Reed Foundation benefiting Special Olympics.
- iii. The 620 CKRM Musical Christmas Card for MS has for over 20 years turned the airwaves over to the local MS Chapter for the purposes of fundraising and education.
- iv. CFWF The Wolf's "Good Crap For Christmas" sees a porcelain toilet driven to businesses around the city, raising money for the local women's shelter.
- v. All three of our Regina stations provide airtime and staff to participate with the CNIB Blind Bowling Challenge, with on-air personalities competing in bowling frames with the visually impaired.
- vi. Other community events that Harvard Regina supports through our various properties include: Regina Pride Festival, Sofia House Women's Shelter, George Reed Foundation, All Nations Job Fair, Juvenile Diabetes Walk, Kinsmen Telemiracle, Kidsport Corporate Challenge, MS Society, Parkinson's Society, and Save The Children Canada.

- g. YORKTON:
    - i. We 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.
    - ii. We provide airtime in the form of PSA's and live interviews for the National Aboriginal Day. CFGW Morning show host is the MC each year. Our Yorkton FM stations morning show host is the MC for National Aboriginal Day.
    - iii. 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.
    - iv. We provided airtime for the Roblin Multicultural Festival.
    - v. We 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.
    - vi. We 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.
  
  - 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 are 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. Program Director for CJNW is a volunteer for the "Edmonton Immigrant Services Association" organization which assists new immigrants in establishing themselves into the Edmonton workforce by offering translating services and support groups.
  - b. In Fort McMurray the General Manager is a volunteer advisor to the board of the Multicultural Association.
  - c. Harvard Saskatoon Sales Manager is a member of the Synergy Group, an organization consisting of eight business people whose charitable initiatives over the past 5 years have benefitted underprivileged, sick and poor children and families, and also children with disabilities in the Saskatoon area. Their efforts have also raised substantial funds for hospital equipment and a crisis nursery.
  - d. CKRM Regina's Afternoon Drive host provided a keynote address and acted as a panelist to the Gordon First Nation's career fair, highlighting opportunities within the broadcast industry for First Nations individuals.
  - e. CHMX Regina morning show co-host is an active mentor with Big Sisters in the community, mentoring kids.
  - f. A Calgary Harvard Manager sits on the Canadian Music Therapy Trust Fund advisory board.
  - g. CFGW Yorkton's mid day host is a Girl Guide Leader, mentoring children in the community.
  - h. A Harvard account executive in Yorkton is an active member of Habitat for Humanity, which provides affordable housing for less fortunate families, and also an active member of Big Brother and Big Sisters mentoring children in our region.

- i. 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.
  - j. CFGW's morning show host was one of the founding members of the first Aboriginal Kinsmen Club of 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, and 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 by 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) Internal intranet 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 "Harvard Local" and employees will be encouraged to review and offer comments or suggestions.