

**TRENT RADIO BoD AGENDA**  
**29 August 2022 – 6:30pm**  
**to be held via teleconference**

1. Chair's opening remarks and agenda approval
2. Approval of previous minutes
3. Operations reports
4. Financial statements
5. 2022/2023 Budget
6. Strategic Planning – engagement plan & retreat dates
7. COVID-19 Safety Plan
8. Nomination committee
9. Confirming date of AGM – November 20, 2022
10. Schedule for fall 2022 board meetings
11. Adjournment

**TRENT RADIO**  
**Board of Director MINUTES**  
**20 June 2022 – 6:30PM via teleconference**

**In attendance:** Rob Hailman (DoO), Alissa Paxton (minutes), Ness Pringle, Tim Snodden, Jill Staveley (DoP), Andréanna Sullivan, Bill Templeman (chair)

**Regrets:** Hannah McCammon, Katie Pedlar

**1. Chair's opening remarks and agenda approval**

Bill Templeman chairs the meeting.

**2. Approval of previous minutes (24 April 2022)**

May meeting skipped due to storm damage and staff conflicts.

*Motion to approve minutes of April 24<sup>th</sup> moved by Andréanna, seconded by Alissa & carried*

**3. Operations reports**

a) Director of Programming (Jill)

- Important Dates for Board Participation:

Saturday June 25 - Mini Golf @ Milltown

Wednesday July 6th - Weird Music Radio Project Day

Tuesday July 19th - Radio Workshop: Fake News w/Ayesha Barmania (online, 7pm)

Wednesday July 27 - Summer Social @ Sadleir House (details to follow)

Saturday August 13th - Myth, Legends & Lore!

We have lost another member of our Trent Radio & Audio Art community. B.P. Hughes was a long-time producer, volunteer, supporter and member of Trent Radio. Guiding our audio artists with much kindness and care, B.P. Hughes will be dearly missed. There is a memorial planned for BP Hughes on Friday, June 24, from 7pm-midnight, to be held at Sadleir House.

b) Director of Operations (Rob)

Summer staff hired & on-boarded. Rob & Jill have strategically planned their vacation time.

**4. Financial statements**

On track with both income and expenses.

*Motion to accept reports & statement moved by Alissa, seconded by Ness & carried*

**5. Preliminary SU22 report**

Current schedule meets aims & objects and CRTC obligations.

**6. COVID-19 protocol**

Continuing current policy through Summer season, will revisit for Fall season to see if we want align with Trent's move to optional masking starting today, prioritizing staff's safety.

## **7. Board commitment for 2022-2023**

At least one, maybe two, student vacancies to be filled at AGM. Should start reaching out for interest now.

## **8. 2021-2022 student staff reports**

Received for Board information. Excellent record and reflections. Thank you to all staff for their hard work!

## **9. Any other business**

Strategic Planning: excellent first meeting to outline process and for consultants to get to know Trent Radio and our current challenges and successes. Dates pushed back to fall with goal of final plan to present to membership at AGM.

Indigenous Connections: past years' successes due to Trent Radio investment (staff, commissioned programs, etc.), good to keep in mind for strategic planning.

## **10. Date of next meeting**

Next meeting is Monday, August 29<sup>th</sup>, 2022.

No July meeting due to staff vacations & Board conflicts. Please keep an eye on email in case Board input is needed. Rob hoping to send a draft budget for feedback in July and approval at August meeting.

## **11. Adjournment**

Meeting adjourns 7:43PM

## Ops Reports - Aug 29 2022

### Director of Programming:

- Magnets were purchased from Renegade Apparel and distributed 1250 of them through the TCSA Welcome Bags. We had 1300 made. Rob & I each have one - and we have 48 remaining, which I thought would be a good item to send out in our donor letters this fall.
- Summer season has closed and we are now in our Shut Down period. Everything went smoothly this past season, and we currently have 18 Programme Proposals in for the Fall Season.
  - 8 applications are for Live/In-Studio Programming.
  - 10 applications are for Remote/Advance Production
  - 5 applications are planning to start during the pre-season
  - 13 applications are planning to start during the regular season
  - 14 of the applicants are returning programmers (though Stephen Stone hasn't been around for a number of years)
  - 4 of the applications are from new programmers
- Pre Season starts Tuesday Sep 6 & Fall Season Starts Sunday Sep 25
- Programme Proposal Workshops, lined up for Silver Bean, Campus & Sadleir House.
- PFF Went SO well! Thank you to our volunteers for making that happen (Andreanna, Bill, Gray, Katy, Alex, Rob, Charlie & Meara, Matt Watson)
- I managed to take a significant amount of time off, but still have 1 week that I'll bump forward to the 22/23 year.
- Summer staff reports will be available and presented in September, and you'll see that we had an incredible season, with lots of activity (social, radio & workshop). Statement of Performance will be presented at that time.
- I have included an option for Trent Students to indicate on their Programme Proposal if they are interested in becoming a board member. Stephen Stohn and one other student indicated interest in learning more about the opportunity. Who should I send this information to?
- Levy Council News. I've been actively working on two committees.

One of them was to create a job description, contract and secure funding for a part time position to advocate for, and support Levy Groups. The position will be paid \$6000 for the year, representing approximately \$25/hour for 20 hours per month of work. We have appointed Sam MacAndrew to the position for year one to help define and secure the role, and propose future hiring (etc) model. Rob is sitting on the HR committee, and Trent Radio & Trent Annual have each offered \$1000 contribution to the role for year one while we define a contribution model for the Levy Council as a whole.

The other Committee is preparing an MOU between the University Admin, Student Union(s) & Levy Groups. This document outlines the responsibilities and expectations of each party in relation to collecting Levy Fees and student accountability. The document is close to approval, and is being looked through by legal representatives from the different parties.

Both docs are attached to the package.

Director of Operations:

- I took two weeks of vacation this summer, and have no remaining vacation time to carry into the upcoming year.
- I submitted our application to the CRTC to renew our broadcast license on August 12th. We are eligible for a new simplified renewal process as we are not seeking any changes to the conditions of our license. The next step is for the application to be posted by the CRTC for public submissions; I am not certain of the timeline for that.
- Our memorandum of understanding with Chris Culgin has ended, and we have chosen not to renew it. While he was able to complete some important upgrades & maintenance around the house (most significantly installing air conditioning!) overall the progress & communication over the summer did not meet the expectations set back in January. It is likely still in Trent Radio's best interest to have someone on contract in a similar capacity.
- As always, technical gremlins continue to be a periodic occurrence.
  - Our web server - which was down at our last meeting in June - was not repairable and was replaced with an old office PC that was repurposed to be a server, replacement is working well.
  - StudioA PC has a few random freezes in late July, cause unknown. I've temporarily swapped the StudioA and StudioB computers; it may just be time for a replacement.
  - One of the drives in NS0 (our main file server) is beginning to fail and will be replaced this week. NS0 is able to withstand the complete failure of two drives without data loss, so there is no risk at this time - but all the drives are of similar age so this may be a more frequent occurrence.
- We've purchased a RODECaster Pro digital mixing board, to be installed in StudioB prior to the start of the fall season. This is a much simpler board to operate compared to the mixing board that is in StudioB currently, so should hopefully simplify training and make it easier to broadcast live from StudioB.
- As at this time last year, our upstairs tenants have informed us that they are currently looking at the possibility of moving away from Peterborough. This is not a certain thing, and they have not provided us with notice yet, but we should consider our options in order to be prepared for vacancy in the upstairs unit.

**MOU Job Contract Draft (js20220823)**  
**Approved at Levy Council Meeting Aug 23 2022**

**Memorandum of Understanding between the Levy Council and the Levy Council Representative**

**Purpose:** To provide compensation and contractual obligations between the Levy Group Representative and the Levy Council

**Parties:**

For Year One (Sep22 - Aug23), the Levy Group Representative role which we propose will be appointed by the Levy Council.

The Levy Council will appoint a committee of 3 Levy Council Members to serve as the HR Committee, and one Levy Group to collect & disburse funds related to financial compensation for the role.

**Dates:** 01 September 2022 to 31 August 2023

**Reporting:** Reporting directly to The Levy Council HR Committee, the Levy Council rep will provide regular updates at Levy Council Meetings. The Levy Council Representative will also work directly with Levy Council Members to support and assist each group as needed.

**Compensation:** The Levy Council Representative will be paid the sum of \$6000 over the course of 12 months for 20 hours per month at \$25 per hour. Payment will be made by installments on a timeline to be agreed upon.

**Responsibilities and Duties:**

- Organize levy groups meetings (send out polls, reminders, agenda, etc.)
- Update drop box with relevant documents (policy, meeting minutes, contact list, etc.)
- Ensure contact list for levy groups is updated
- Assist levy groups with financial management (creating budgets, organizing financial reports, etc.)
- Liaise with Trent Finance and Trent Administration as a main contact for levy groups (ensuring updates are made to levy groups and obtaining consensus about general messaging/requests)
- support for governance (AGMs – CRO, policy, etc.).
- Fulfill role and scope as outlined in the MOU between Trent U, TCSA & Levy Council/Levy Groups.
- Any other tasks the levy groups collectively request.
- Identify and outline relevant tasks and community goals that should be included within the scope of the Levy Council Representative
- To monitor the levy council email address and act as one point of contact with students. The goal is to act as a liaison between levy groups and students.

**Contract Renewal Terms:** The Levy Council will review the effectiveness of this position and the details of this contract in January 2023. By April 2023 the Levy Council will determine how to proceed for September 2023 regarding hiring, training and oversight for the position in the future.

Date: \_\_\_\_\_

Levy Council Representative: \_\_\_\_\_  
Sam MacAndrew

Levy Council HR Committee: \_\_\_\_\_  
TBD

## MEMORANDUM OF UNDERSTANDING BETWEEN:

TRENT UNIVERSITY

(Referred to in the Agreement as "the University")

-and-

TRENT CENTRAL STUDENT ASSOCIATION (the "TCSA", [see Appendix II](#))

-and-

TRENT DURHAM STUDENT ASSOCIATION (the "TDSA", [see Appendix III](#))

-and-

TRENT GRADUATE STUDENT ASSOCIATION (the "TGSA")

(Referred to in the Agreement as "Student Associations", [see Appendix IV](#))

-and-

LEVY GROUP COUNCIL

(Referred to in the Agreement as "Levy Fee Recipients," see Appendix I)

### Purpose/Reason for this Agreement

The University collects fees from students who are enrolled in its academic programs on behalf of Student Associations, or other independent organizations, on the basis of student referendum. This agreement describes the administrative processes concerning the collection, distribution and reporting of levy fees charged to students at the University.

Levy fees are remitted by Trent University to student organizations, or other independent organizations, provided that a fee has been successfully voted on and is supported by a majority of students. Levy Fee Recipients meet through a committee established by student referendum in 2019 to provide a forum to discuss procedures and processes that are applicable to them.

Non-tuition related university fees (*ancillary fees*) charged by Trent University are also established through student referenda. All [ancillary](#) fees charged to students are governed by the *Trent University Ancillary Fee Protocol*. ~~The Ancillary Fee Protocol recognizes this agreement as a description of common practices expected of levy fee recipients. This agreement includes processes to monitor the use of funds by groups that receive fees from students.~~

~~Regarding scope, some levy groups in Peterborough also collect fees from graduate students and so the Trent Graduate Student Association is a party to this agreement and will assist in administering levy group reports and information to graduate students. The Trent Durham students currently (as of 2022) do not have separate student levy group fees but in the event that such fees were approved by referendum they would be subject to this agreement.~~

### Responsibilities

#### Trent University:

- 1) The University is responsible for the recognition of non-tuition related fees created through student referenda.
- 2) The University is responsible for facilitating the collections and remittances for all eligible fees to be charged in the upcoming academic year.



- 3) The University is responsible for working with Student Associations to apply the appropriate increases / changes to fees that are charged to Student Association members which have been initiated through student referenda.
- 4) The University is responsible for communicating changes to general billing practices, university personnel, policies, or legislation related to the billing of student fees [to the levy council and student associations](#).
- 5) The University reserves the right to ensure that fees are being used in ways that are in keeping with the group's [purpose mandate](#), as established by the student referendum question ([see Appendix V](#) if on record) or the University's written agreement with the group about their mandate statement.
  - a) The University may choose to hold a group's collected fees in trust where there is reason to believe that the fee is not being used for the purpose that it was collected for.
  - b) If a levy fee recipient fails to uphold their responsibilities under this agreement or
  - c) ~~For~~ fails to abide by its reporting requirements

In such cases, the University may choose to enact the Non-Compliance and Dispute Resolution process below.

#### **Student Associations:**

- 1) The TCSA, TDSA and TGSA are responsible for conducting referenda related to student fees according to their bylaws for their respective student constituencies. Referendum questions requesting a new fee must describe the purpose of the fee being charged, the initial amount of the fee (prior to any cost of living increases), the organization that is the recipient of the fee, and if the fee will be refundable or non-refundable.
- 2) Student Associations are fully responsible for any student association funds billed on their behalf by Trent University and must abide by any conditions established through their by-laws, student referendum, this agreement, or Trent University.
- 3) Once referendum results are ratified by a Student Association's Board of Directors, they will be reported to the University to facilitate the collection and remittance process for new, removed, or existing levy fees for the upcoming academic year.
- 4) The TCSA, TDSA and TGSA are responsible for communicating proposed and approved changes to their By-Laws related to levy fees with other parties described under this agreement.
- 5) The TCSA, TDSA and TGSA are responsible for applying annual increases to all fees as permitted by their by-laws. It is the responsibility of Student Associations to make these adjustments correctly and to communicate these changes to the University and groups that receive levy fees. If consumer price indexing (CPI) increases are permitted, they will be calculated based on the annual average CPI rate published by Statistics Canada.
- 6) The TCSA, TDSA and TGSA are responsible for [providing 60-days notice of the report deadline](#), collecting and publishing information about Levy Fee Recipients to their websites, including:
  - a) A list of current groups who receive levy fees from students.
  - b) Required annual reports and financial information submitted by levy fee recipients.
  - c) Contact information for organizations who receive levy fees.
  - d) The current Levy Group Policy and any common agreements regarding student fees.

**Levy Fee Recipients agree that:**

- 1) Levy Fee Recipients are fully responsible for the use of funds they receive from Trent University and must abide by any conditions established through student referendum, this agreement, or Trent University.
- 2) Levy Fee Recipients are responsible for responding to student information requests or concerns in a timely manner.
- 3) Levy Fee Recipients who collect refundable fees are responsible for honouring student requests for refunds within the published deadline period.
- 4) Levy Fee Recipients are responsible for submitting annual updates about their organization's operations over the previous 12 months, finances and contact information to Trent University and Student Associations by April 30<sup>th</sup> each year.
- 5) Levy Fee Recipients are responsible for collecting any funds remitted to them by Trent University once they are notified their funds are available for pickup.
- 6) Levy Fee Recipients are responsible for ensuring their organization remains in good standing with the Levy Group Policy.

**Annual Reporting Requirements**

This section outlines the annual reporting requirements that Levy Fee Recipients are expected to complete. In collaboration with the AVP Students (or designate) and the Levy Council Representative, Student Associations will develop and maintain a digital form for Levy Fee Recipients to report information required by Trent University and Student Associations. Information provided through this form will be consolidated and shared with the University ahead of the upcoming term's levy billing cycle. Each levy fee recipient is responsible for providing the following information by April 30<sup>th</sup> each year in order for the fall semester levy cheques to be released. [Winter semester levy cheques are released to levy groups in good standing that have met the annual reporting requirements for the fall semester of the same academic year.](#) If a group cannot meet this deadline they must contact the AVP Students (or designate) and Levy Council Representative prior to it to request an extension, providing their reasons for needing an extension and a new proposed deadline (up to two additional months). Extensions will not be unreasonably withheld.

- 1) [A summary of the organization's purpose/mandate,](#) as agreed to by student referendum, and key annual activities (expectation of around 5 bullet points, can also include a link to the group's website), to be made publicly available on the relevant Student Association's website to help promote the group's activities.
- 2) [An actively monitored means of contact for students to communicate with the organization,](#) to be made publicly available on the relevant Student Association's website.
- 3) [Up-to-date contact information for two of the organization's signing officers](#) (including name, and primary means of contact), to be privately kept on record by the University and student association.
- 4) [The organization's final financial statements for the previous 12 months, or most recent reviewed/audited year end if applicable,](#) to be made publicly available on the relevant Student Association's website.

With respect to the financial statements, ~~the Levy Council, Finance Office and Student Affairs will agree on a standard template and instructions~~ for organizations that do not have separate accounting review or audit, groups can submit their financials using the standard template in the Appendix VI, or a Budget vs Actual Report (Statement of Financial Position/Balance Sheet (indicating equity, assets, accounts payable and receivable/Income Statement) from Quickbooks, or a comparable bookkeeping software. ~~which will simplify the process for levy groups.~~

The Levy Council representative and the student association are jointly responsible for ensuring that the above information is appropriately collected and distributed.

The Levy Council representative, student association representative(s), AVP Students or designate, and Finance Office designated staff member will meet to review the levy group annual reports annually or as needed in order to review any financial discrepancies, inadequate reports, or other issues, and flag these for identification as non-compliant and in need of resolution.

## **Non-Compliance and Dispute Resolution**

If a levy organization becomes non-compliant with this agreement, the University will confirm non-compliant status with the group and Levy Group Council in order to give them the opportunity to reconcile the issue. Non-compliance will result in the following steps:

1. providing a verbal and written warning to group using the most recent contact information;
  - a) if the primary issue is a failure to submit documents for April 30, providing up to a month to develop a plan and timeline for compliance;
  - b) providing notification to the Levy Council of non-compliance to activate follow up with the group;
2. temporary suspension of fee remission for up to a semester (withholding the cheque);
3. providing notification to the Levy Council of a potential permanent suspension of fee collection;
4. notice of dissolution referendum with the appropriate student association.

After the first semester of non-compliance (fall or winter), the university may also suspend fee collection from students. After two full semesters of non-compliance the fee may be permanently suspended and a referendum called to dissolve the group.

The University and Levy Council agree that they will work together to try and help the levy group resolve any outstanding issues in order to ensure compliance.

If the organization wishes to dispute a decision by the University to withhold funds or not collect a fee, they may make a written submission to the Office of Student Affairs for reconsideration. Written submissions requesting reconsideration must include:

- 1) A letter that describes reasons why the group should retain its eligibility to receive fees from the University. The letter should also include plans for funds that may be held in trust, if applicable.
- 2) A draft budget that demonstrates organizational and financial planning for the use of uncollected and upcoming fees if eligibility to receive fees is reinstated.

The group's application will be reviewed by the Office of Student Affairs within 14 days. The decision to reinstate a group's eligibility to receive student fees will be based on an assessment of the group's ability and willingness to meet their reporting requirements. Evidence that the group can maintain appropriate records and safekeeping precautions for funds entrusted to its custody is a requirement of reinstatement. The planned use of levy funds must also be in keeping with the original purpose of the fee, established by student referendum.

Student Associations will advise the University on outcomes for ineligible/non-compliant groups and associated funds. Student Associations will also ensure that their websites display up-to-date information about groups who remain in good standing with this agreement, or otherwise.

## **Student Complaints against Levy Group or Levy Fees**

Students should be provided with an opportunity to bring forward concerns and complaints about levy fee recipients to be addressed and hopefully resolved. Complaints will be addressed using the simplest option possible given the circumstances, preferably by taking the following steps:

1. Contact the group directly through the contact information provided on the student association website to work to resolve the issue.
2. Contact the Office of Student Affairs and/or the designated representative for the Levy Council to alert them to the issue and to get assistance in resolving it.
3. Contact the relevant student association to initiate a formal complaint process up to and including initiating a referendum.

## **Uncollected Levy Funds**

Levy fees that remain uncollected will be held in trust by the University's Finance Office until the month of August unless an extension is approved by the AVP Students or designate. Each August uncollected funds will be reviewed by the Office of Student Affairs, Levy Council representative, Finance Office, and the Student Association whose members were originally billed the fee.

In the event of the dissolution of a levy group or permanent suspension of fee collection, any uncollected levy fees will be disbursed to the Student Association whose members were billed the fee, to support an eligible direct student assistance fund for that Association's members if one exists in acting within the Association's by-laws. If an alternative use of the uncollected levy funds is identified, then a student referendum must approve the use of the funds for the identified purpose before they are disbursed by the University.

## **Fee Initiation, Amendment & Dissolution**

The initiation, amendment and dissolution of fees received by parties ~~to this~~in this agreement are governed by the University's *Ancillary Fee Protocol* and Student Association by-laws, including a required voting quorum of to be valid. This agreement does not supersede or take the place of these regulations. It is intended to compliment them by clarifying processes related to the administration of these fees.

### **Amendment**

No modification or amendment to this Agreement may be made unless agreed to by the parties listed in this agreement.

### **Assignment of Parties and Update of the Agreement**

This Agreement will be assignable by the University, Student Associations and Levy Council to groups that secure a levy fee based on the terms and conditions of student referendum. The agreement shall be reviewed and updated every two years to ensure its currency. Any amendments that have been agreed to by parties to this agreement shall be updated as required.

## Reasonable Efforts

The Parties to this agreement shall always act in good faith when dealing with each other and when carrying out their obligations under this agreement. The Parties shall always take reasonable steps and act in a timely manner to ensure that the objectives and goals of the agreement are fulfilled.

### Appendix I - List of Current Levy Fees/Groups / Annual Fees Charged to TCSA Members as at April, 2022:

All groups/fees outlined in this section are charged on a per semester basis to TCSA members who are registered in 1.5 credits or more. The fees charged to students are listed on the TCSA website and the Trent Finance website. The list is update annually by the TCSA following their spring election cycle to correctly reference levy fees that are currently billed to TCSA members:

1. Absynthe (refundable), ~~\$4.76 per year~~
2. Active Minds (refundable), ~~\$2.40 per year~~
3. Anne Shirley Theatre Company (refundable), ~~\$3.09 per year~~
4. Arthur Newspaper (non-refundable), ~~\$11.37 per year~~
5. B!KE (refundable), ~~\$ 4.46 per year~~
6. Centre for Gender & Social Justice (non-refundable), ~~\$5.97 per year~~
7. College Cabinet/Council (non-refundable), ~~\$15.25 per year~~ (allocated via student registration by college)
8. Community Movements Conference (refundable), ~~\$0.82 per year~~
9. Community Race Relations Committee (refundable), ~~\$2.28 per year~~
10. Electric City Hacks (refundable), ~~\$3.20 per year~~
11. **International Scholarship Fund (non-refundable, ancillary fee), \$5.98 per year**
12. Journal of Undergraduate Studies (refundable), ~~\$2.51 per year~~
13. Kawartha Sexual Assault Centre (non-refundable), ~~\$3.59 per year~~
14. Kawartha World Issues Centre (refundable), ~~\$6.14 per year~~
15. Ontario Public Interest Research Group (refundable), ~~\$14.25 per year~~
16. Organic Gardens (non-refundable), ~~\$5.09 per year~~
17. Oxfam Working Group (refundable), ~~\$3.59 per year~~
18. Peter Robinson Community & Student Association (non-refundable), ~~\$30.15 per year~~
19. Seasoned Spoon Cafe (refundable), ~~\$6.78 per year~~
20. Sustainable Agriculture & Food Systems Society (refundable), ~~\$2.19 per year~~
21. Sustainable Trent (non-refundable), ~~\$2.40 per year~~
22. **Trent Nature Areas (refundable, ancillary fee), \$2.40 per year**
23. Theatre Trent (non-refundable), ~~\$3.59 per year~~
24. Trent Child Care (non-refundable), ~~\$2.40 per year~~
25. Trent Film Society (non-refundable), ~~\$3.59 per year~~
26. Trent International Students Association (non-refundable), ~~\$2.40 per year~~
27. Trent Outdoors Club (refundable), ~~\$3.15 per year~~
28. Trent Queer Collective (refundable), ~~\$1.78 per year~~
29. Trent Radio (non-refundable), ~~\$21.43~~
30. Trent Students for Literacy (refundable), ~~\$2.40 per year~~
31. **Trent University Emergency First Response Team (non-refundable, ancillary fee), \$8.46 per year**
32. Trent University Music Society (non-refundable), ~~\$2.98 per year~~
33. Trent University Native Association (refundable), ~~\$2.23 per year~~
34. Trent Valley Fencing Club (refundable), ~~\$2.19~~

~~35. Walkhome (non-refundable, ancillary fee), \$1.20~~

36. World University Service of Canada (non-refundable), ~~\$7.06 per year~~

37. Youth Emergency Shelter (non-refundable), ~~\$3.15 per year~~

~~a. 2021-2022 TCSA Refundable Levy Fees: \$74.21~~

~~b. 2021-2022 TCSA Non-refundable Levy Fees: \$157.57~~

~~c. 2021-2022 TCSA Levy Fees Total: \$231.78~~

#### Appendix II - Annual Association Fees Charged to TCSA Members:

##### **TCSA Fees**

1. TCSA Membership Fee (non-refundable), ~~\$35.38~~, billed on a per term basis according to credit threshold.
2. TCSA Benefits Fee (refundable, based on alternative coverage), ~~\$300.47~~, billed annually to students registered in 1.5 credits or more (summer term, opt-in).
3. TCSA Transit Fee (non-refundable), ~~\$305.65~~, billed annually to students registered in 1.5 credits or more (prorated in winter and summer terms for opt-ins).
4. TCSA Clubs fee (non-refundable), ~~\$10.26~~, billed on a per term basis according to number of credits.
5. TCSA Food Bank fee (non-refundable), ~~\$3.60~~, billed on a per term basis according to number of credits.
6. Student Centre fee (non-refundable), ~~\$103.96~~, billed to full-time students only.
7. CFS Ontario & National (non-refundable), ~~\$7.98 & \$9.58~~, billed on a per term basis according to number of credits.

~~a. 2021-2022 TCSA Fees: \$776.88, according to credit threshold~~

#### **Appendix III - Annual Fees Charged to TDSA Members:**

Fees charged by the TDSA are charged per credit regardless of the course location unless otherwise indicated. The list is update annually to correctly reference levy fees that are currently billed to TDSA members:

1. TDSA Membership Fee (non-refundable), ~~\$18.89~~, per credit
2. TDSA Peer Support Fee (non-refundable), ~~\$16.54~~, per credit
3. TDSA Food Bank Fee (non-refundable), ~~\$0.73~~, per credit
4. TDSA Walkhome Fee (non-refundable), ~~\$2.50~~, per credit if student is registered on campus

~~a. 2021-2022 TDSA Fees: \$38.66, per credit.~~

#### **Appendix IVH - List of Current Levy Fees / Annual Fees Charged to TGSA Members:**

All fees outlined in this section are charged on an annual basis to full and part-time TGSA members (excluding on-line programs) unless otherwise specified. The list is update annually to correctly reference levy fees that are currently billed to TGSA Members:

1. Peter Robinson Community & Student Association (non-refundable), ~~\$5.00 per year.~~
2. Kawartha World Issues Centre (non-refundable), ~~\$5.35 per year.~~
3. Seasoned Spoon (non-refundable), ~~\$3.00 per year~~, only charged to full-time Graduate Students.

~~a. 2021-2022 TGSA Levy Fees: \$13.35~~

##### **TGSA Fees**

1. TGSA Student Support Fee (non-refundable), ~~\$104.60~~, billed in equal amounts by term

a. ~~2021-2022 TGSA Fees: \$104.60, annually~~

**Appendix IV –**

**Referendum Questions/Mandates**

**Appendix VI – Financial Template**

| NAME OF ORGANIZATION                      |                         |                          |
|---|-------------------------|--------------------------|
| STATEMENT OF OPERATIONS                   |                         |                          |
| PERIOD - EXAMPLE: "JAN.1 TO DEC.31, 2020" |                         |                          |
|   | <u>YEAR</u>             | <u>BUDGE</u><br><u>I</u> |
| <u>Revenue:</u>                           | <u>YEAR</u>             |                          |
|   | \$ _____                |                          |
| <u>Levy</u>                               | <u>13,000.00</u>        |                          |
|   | \$ _____                |                          |
| <u>Misc</u>                               | <u>200.00</u>           |                          |
|   | \$ _____                |                          |
| <u>Interest</u>                           | <u>45.00</u>            | -                        |
|   | \$ _____                |                          |
| <b><u>Total Revenue</u></b>               | <b><u>13,245.00</u></b> |                          |
| <br>                                      |                         |                          |
| <b><u>Expenses</u></b>                    |                         |                          |
|   | \$ _____                |                          |
| <u>Bank Fees</u>                          | <u>(130.00)</u>         |                          |
|   | \$ _____                |                          |
| <u>Advertising &amp; Promotion</u>        | <u>(3,125.00)</u>       |                          |
|   | \$ _____                |                          |
| <u>Insurance</u>                          | <u>(800.00)</u>         |                          |
|   | \$ _____                |                          |
| <u>Memberships and licenses</u>           | <u>(750.00)</u>         |                          |
|   | \$ _____                |                          |
| <u>Office Expenses</u>                    | <u>(350.00)</u>         |                          |
|   | \$ _____                |                          |
| <u>Wages</u>                              | <u>(1,800.00)</u>       |                          |
|   | \$ _____                |                          |
| <u>Rent</u>                               | <u>(3,600.00)</u>       | -                        |

|                       |                                 |
|-----------------------|---------------------------------|
| <u>Total Expenses</u> | <u>\$</u><br><u>(10,555.00)</u> |
| <u>Net Income</u>     | <u>\$</u><br><u>2,690.00</u>    |



# Trent Radio

## Comparative Balance Sheet

As of July 31, 2022

|  | TOTAL               |                          |                      |
|--|---------------------|--------------------------|----------------------|
|  | AS OF JUL. 31, 2022 | AS OF AUG. 31, 2021 (PP) | CHANGE               |
| <b>Assets</b>                              |                     |                          |                      |
| Current Assets                             |                     |                          |                      |
| Cash and Cash Equivalent                   |                     |                          |                      |
| 1100 Chequing - Bank of Montreal           | 200,484.57          | 266,439.92               | -65,955.35           |
| 1110 Tangerine Savings                     | 3.62                | 3.62                     | 0.00                 |
| 1115 Paypal                                | 808.69              | 731.65                   | 77.04                |
| 1160 Petty Cash - Programming              | 80.73               | 0.00                     | 80.73                |
| Clearing                                   | 39.84               |                          | 39.84                |
| <b>Total Cash and Cash Equivalent</b>      | <b>\$201,417.45</b> | <b>\$267,175.19</b>      | <b>\$ -65,757.74</b> |
| Accounts Receivable (A/R)                  |                     |                          |                      |
| 1200 Accounts Receivable                   | 3,654.90            | 13,851.05                | -10,196.15           |
| <b>Total Accounts Receivable (A/R)</b>     | <b>\$3,654.90</b>   | <b>\$13,851.05</b>       | <b>\$ -10,196.15</b> |
| 1300 Prepaid Expenses                      | 4,712.31            | 2,997.46                 | 1,714.85             |
| <b>Total Current Assets</b>                | <b>\$209,784.66</b> | <b>\$284,023.70</b>      | <b>\$ -74,239.04</b> |
| Non-current Assets                         |                     |                          |                      |
| Property, plant and equipment              |                     |                          |                      |
| 1520 Land                                  | 10,000.00           | 10,000.00                | 0.00                 |
| 1560 Buildings and Improvements            | 213,566.01          | 213,566.01               | 0.00                 |
| 1570 Accum Depr - Building                 | -151,463.13         | -151,463.13              | 0.00                 |
| 1580 Office Equipment                      | 20,774.21           | 20,774.21                | 0.00                 |
| 1590 Accum Depr - Furn and Equip           | -20,774.21          | -20,774.21               | 0.00                 |
| 1600 Technical Equipment                   | 333,487.10          | 333,487.10               | 0.00                 |
| 1610 Accum Dep'n - Technical               | -305,384.10         | -305,384.10              | 0.00                 |
| 1620 Technical Renovations                 | 9,913.00            | 9,913.00                 | 0.00                 |
| <b>Total Property, plant and equipment</b> | <b>\$110,118.88</b> | <b>\$110,118.88</b>      | <b>\$0.00</b>        |
| <b>Total Non Current Assets</b>            | <b>\$110,118.88</b> | <b>\$110,118.88</b>      | <b>\$0.00</b>        |
| <b>Total Assets</b>                        | <b>\$319,903.54</b> | <b>\$394,142.58</b>      | <b>\$ -74,239.04</b> |
| <b>Liabilities and Equity</b>              |                     |                          |                      |
| Liabilities                                |                     |                          |                      |
| Current Liabilities                        |                     |                          |                      |
| Accounts Payable (A/P)                     |                     |                          |                      |
| 2200 Accounts Payable                      | 159.62              | 5,057.26                 | -4,897.64            |
| <b>Total Accounts Payable (A/P)</b>        | <b>\$159.62</b>     | <b>\$5,057.26</b>        | <b>\$ -4,897.64</b>  |
| 2220 Deferred Revenue                      | 910.00              | 7,030.00                 | -6,120.00            |
| 2240 Accrued Liabilities                   | 3,750.00            | 3,750.00                 | 0.00                 |
| 2500 Payroll Liabilities - Rec Gen         |                     |                          |                      |
| 2530 CPP Payable                           | 0.00                | 1,370.94                 | -1,370.94            |
| 2550 EI Payable                            | 0.00                | 538.99                   | -538.99              |
| 2570 Income Tax Payable                    | 0.00                | 1,393.92                 | -1,393.92            |

|   | TOTAL               |                          |                      |
|---|---------------------|--------------------------|----------------------|
|   | AS OF JUL. 31, 2022 | AS OF AUG. 31, 2021 (PP) | CHANGE               |
| <b>Total 2500 Payroll Liabilities - Rec Gen</b> | <b>0.00</b>         | <b>3,303.85</b>          | <b>-3,303.85</b>     |
| 2510 WSIB Payable                               | 28.74               | 66.84                    | -38.10               |
| 25500 GST/HST Payable                           | -6,079.69           | -2,503.80                | -3,575.89            |
| Payroll Liabilities                             |                     |                          |                      |
| Federal Taxes                                   | 3,990.92            |                          | 3,990.92             |
| <b>Total Payroll Liabilities</b>                | <b>3,990.92</b>     |                          | <b>3,990.92</b>      |
| <b>Total Current Liabilities</b>                | <b>\$2,759.59</b>   | <b>\$16,704.15</b>       | <b>\$ -13,944.56</b> |
| <b>Total Liabilities</b>                        | <b>\$2,759.59</b>   | <b>\$16,704.15</b>       | <b>\$ -13,944.56</b> |
| Equity  |                     |                          |                      |
| 30000 Opening Balance Equity                    | 110,038.60          | 110,038.60               | 0.00                 |
| Retained Earnings                               | 267,399.83          | 267,399.83               | 0.00                 |
| Net income                                      | -60,294.48          |                          | -60,294.48           |
| <b>Total Equity</b>                             | <b>\$317,143.95</b> | <b>\$377,438.43</b>      | <b>\$ -60,294.48</b> |
| <b>Total Liabilities and Equity</b>             | <b>\$319,903.54</b> | <b>\$394,142.58</b>      | <b>\$ -74,239.04</b> |

**Note**

Subject to review and adjustment

# Trent Radio

## Comparative Income Statement

September 2021 - July 2022

|  | TOTAL                 |                            |                      |
|--|-----------------------|----------------------------|----------------------|
|  | SEP. 2021 - JUL. 2022 | SEP. 2020 - JUL. 2021 (PP) | CHANGE               |
| <b>INCOME</b>                                      |                       |                            |                      |
| <b>4000 GOVERNMENT FUNDING</b>                     |                       |                            |                      |
| 4090 Federal Grants                                |                       |                            |                      |
| 4010 Canada Summer Jobs                            | 13,338.00             | 11,959.00                  | 1,379.00             |
| <b>Total 4090 Federal Grants</b>                   | <b>13,338.00</b>      | <b>11,959.00</b>           | <b>1,379.00</b>      |
| 4160 Provincial Grants                             |                       |                            |                      |
| 4155 Other Provincial                              | 8,797.53              | 6,974.00                   | 1,823.53             |
| <b>Total 4160 Provincial Grants</b>                | <b>8,797.53</b>       | <b>6,974.00</b>            | <b>1,823.53</b>      |
| 4190 Municipal Grants                              |                       |                            |                      |
| 4170 City of Peterborough                          | 3,250.00              | 7,500.00                   | -4,250.00            |
| <b>Total 4190 Municipal Grants</b>                 | <b>9,250.00</b>       | <b>7,500.00</b>            | <b>1,750.00</b>      |
| <b>Total 4000 GOVERNMENT FUNDING</b>               | <b>31,385.53</b>      | <b>26,433.00</b>           | <b>4,952.53</b>      |
| <b>4200 DONATIONS &amp; FUNDRAISING</b>            |                       |                            |                      |
| 4230 Foundations & Service Groups                  |                       |                            |                      |
| 4231 Community Radio Fund of Canada                | 53,429.54             | 61,001.00                  | -7,571.46            |
| <b>Total 4230 Foundations &amp; Service Groups</b> | <b>53,429.54</b>      | <b>63,251.00</b>           | <b>-9,821.46</b>     |
| 4240 Individual Donations                          |                       |                            |                      |
| 4310 Trent Student Memberships                     | 187,315.66            | 182,843.87                 | 4,471.79             |
| 4330 Commercial & Non-profit Mships                | 400.00                | 300.00                     | 100.00               |
| 4340 Individual Memberships                        | 920.00                | 1,145.05                   | -225.05              |
| <b>Total 4200 DONATIONS &amp; FUNDRAISING</b>      | <b>247,168.73</b>     | <b>277,285.16</b>          | <b>-30,116.43</b>    |
| <b>4500 EARNED REVENUE</b>                         |                       |                            |                      |
| 4630 Net On Air Sponsorship - Local                |                       |                            |                      |
| 4610 On Air Sponsorship - Local                    | 2,000.00              | 1,500.00                   | 500.00               |
| <b>Total 4630 Net On Air Sponsorship - Local</b>   | <b>2,000.00</b>       | <b>1,500.00</b>            | <b>500.00</b>        |
| 4660 On Air Time Sales - National                  |                       |                            |                      |
| 4725 Net Merchandise Sales                         | 3,701.01              | 7,791.44                   | -4,090.43            |
| 4720 Merchandise Sales                             | 504.00                | 535.00                     | -31.00               |
| 4722 Merchandise Sales Expense                     | -571.03               | -330.81                    | -240.22              |
| <b>Total 4725 Net Merchandise Sales</b>            | <b>-67.03</b>         | <b>204.19</b>              | <b>-271.22</b>       |
| 4750 Rental Income                                 |                       |                            |                      |
| 4770 Production Services                           | 10,539.43             | 10,518.73                  | 20.70                |
| 4790 Misc. Earned Revenue                          | 900.00                |                            | 900.00               |
|  | 0.30                  |                            | 0.30                 |
| <b>Total 4500 EARNED REVENUE</b>                   | <b>17,073.71</b>      | <b>20,014.36</b>           | <b>-2,940.65</b>     |
| <b>Total Income</b>                                | <b>\$295,627.97</b>   | <b>\$323,732.52</b>        | <b>\$ -28,104.55</b> |
| <b>GROSS INCOME</b>                                | <b>\$295,627.97</b>   | <b>\$323,732.52</b>        | <b>\$ -28,104.55</b> |
| <b>EXPENSES</b>                                    |                       |                            |                      |
| <b>5000 SALARIES &amp; BENEFITS</b>                |                       |                            |                      |
| 5010 Programming Wage                              | 111,584.60            | 87,655.20                  | 23,929.40            |

|   | TOTAL                 |                            |                  |
|---|-----------------------|----------------------------|------------------|
|   | SEP. 2021 - JUL. 2022 | SEP. 2020 - JUL. 2021 (PP) | CHANGE           |
| 5030 Technical Wage                       | 23,691.30             |                            | 23,691.30        |
| 5070 Administrative Wage                  | 46,763.19             | 68,054.33                  | -21,291.14       |
| 5075 Trent Annual Payroll                 | 50,373.48             | 34,042.97                  | 16,330.51        |
| 5080 Employee Benefits                    | 4,641.52              | 3,605.39                   | 1,036.13         |
| 5082 CPP Expense                          | 3,762.53              | 7,976.66                   | -4,214.13        |
| 5084 EI Expense                           | 1,965.45              | 4,197.20                   | -2,231.75        |
| 5086 WSIB Expense                         | 553.51                | 453.44                     | 100.07           |
| <b>Total 5000 SALARIES &amp; BENEFITS</b> | <b>243,335.58</b>     | <b>205,985.19</b>          | <b>37,350.39</b> |
| <b>6000 ADMINISTRATION</b>                |                       |                            |                  |
| 6010 Contract Staff - Admin               | 3,553.47              | 1,694.23                   | 1,859.24         |
| 6030 Audit                                | 4,105.63              | 4,170.60                   | -64.97           |
| 6040 Bank Charges                         | 1,007.81              | 328.30                     | 679.51           |
| 6045 Bldg Repair & Maint - TR             | 15,265.87             | 4,107.86                   | 11,158.01        |
| 6050 Bldg Repair & Maint - Upper Apt      | 1,529.63              | 674.57                     | 855.06           |
| 6060 Insurance & Security                 | 3,842.92              | 4,157.61                   | -314.69          |
| 6065 Interest Expense                     |                       | 382.42                     | -382.42          |
| 6072 Management Services Expense          | 21,048.75             | 3,415.95                   | 17,632.80        |
| 6075 Meeting Expenses                     | 180.00                | 160.00                     | 20.00            |
| 6080 Memberships & Subscriptions          | 100.00                | 2,037.34                   | -1,937.34        |
| 6085 Office Equipment & Software          | 687.01                | 626.49                     | 60.52            |
| 6090 Office Supplies                      | 1,220.13              | 585.60                     | 634.53           |
| 6095 Postage & Courier                    |                       | 19.12                      | -19.12           |
| 6100 Printing & Design - Admin            | 11.50                 |                            | 11.50            |
| 6105 Professional Development             | 4,417.45              | 83.95                      | 4,333.50         |
| 6110 Telephone                            | 781.31                | 868.58                     | -87.27           |
| 6115 Travel & Conference                  | 399.85                | 100.00                     | 299.85           |
| 6120 Utilities                            | 3,298.73              | 3,300.84                   | -2.11            |
| 6125 Volunteer Expenses                   | 20.22                 | 77.94                      | -57.72           |
| 6130 Misc. Admin. Expense                 | 0.00                  | 111.04                     | -111.04          |
| <b>Total 6000 ADMINISTRATION</b>          | <b>61,470.28</b>      | <b>26,902.44</b>           | <b>34,567.84</b> |
| <b>6500 PROGRAMMING</b>                   |                       |                            |                  |
| 6510 Trent Univ Student Payroll           |                       | 10,273.24                  | -10,273.24       |
| 6515 Artist Fees                          | 19,000.00             | 13,100.00                  | 5,900.00         |
| 6530 Licences & Tariffs                   | 2,372.10              | 2,857.97                   | -485.87          |
| 6535 Programming Expenses                 | 362.26                | 197.26                     | 165.00           |
| 6540 Workshop Fees & Expenses             | 2,040.00              |                            | 2,040.00         |
| 6545 Misc. Programming Expense            | 9.26                  |                            | 9.26             |
| <b>Total 6500 PROGRAMMING</b>             | <b>23,783.62</b>      | <b>26,428.47</b>           | <b>-2,644.85</b> |
| <b>66000 Payroll Expenses</b>             |                       |                            |                  |
| Taxes                                     |                       |                            |                  |
| Federal Taxes                             | 9,600.72              |                            | 9,600.72         |
| <b>Total Taxes</b>                        | <b>9,600.72</b>       |                            | <b>9,600.72</b>  |
| <b>Total 66000 Payroll Expenses</b>       | <b>9,600.72</b>       |                            | <b>9,600.72</b>  |
| <b>7000 TECHNICAL</b>                     |                       |                            |                  |
| 7010 Contract Staff - Technical           | 493.71                |                            | 493.71           |
| 7020 Equipment Acquisition - Tech         | 9,454.86              | 2,056.93                   | 7,397.93         |
| 7040 Equipment Repair & Maint - Tech      | 0.00                  | 415.70                     | -415.70          |
| 7050 Line Rental                          | 4,899.02              | 5,052.89                   | -153.87          |
| <b>Total 7000 TECHNICAL</b>               | <b>14,847.59</b>      | <b>7,525.52</b>            | <b>7,322.07</b>  |

|   | TOTAL                 |                            |                       |
|---|-----------------------|----------------------------|-----------------------|
|   | SEP. 2021 - JUL. 2022 | SEP. 2020 - JUL. 2021 (PP) | CHANGE                |
| 7500 MARKETING & PROMOTION                  |                       |                            |                       |
| 7520 Advertising                            | 2,660.30              |                            | 2,660.30              |
| 7530 Design & Printing                      | 33.12                 |                            | 33.12                 |
| 7540 Postage - Marketing                    | 191.24                |                            | 191.24                |
| 7550 Misc. Marketing Expense                |                       | 116.35                     | -116.35               |
| <b>Total 7500 MARKETING &amp; PROMOTION</b> | <b>2,884.66</b>       | <b>116.35</b>              | <b>2,768.31</b>       |
| <b>Total Expenses</b>                       | <b>\$355,922.45</b>   | <b>\$266,957.97</b>        | <b>\$88,964.48</b>    |
| <b>NET INCOME</b>                           | <b>\$ -60,294.48</b>  | <b>\$56,774.55</b>         | <b>\$ -117,069.03</b> |

**Note**

Subject to review and adjustment

Trent Radio - Budget YE2023 // prepared 20220826 RHailman & JStaveley  
Presented for approval 20220829

Income

4000 · GOVERNMENT FUNDING

|  | Budget YE23         | Budget YE22         | Actual YE22 to Jul31 | Budget YE21         | Actual YE21         |
|--|---------------------|---------------------|----------------------|---------------------|---------------------|
| 4090 · Federal Grants                  |                     |                     |                      |                     |                     |
| 4010 · Canada Summer Jobs              | \$ 19,479.26        | \$ 13,289.00        | \$ 13,338.00         | \$ 13,289.00        | \$ 11,959.00        |
| 4085 · Other Federal                   | \$ -                | \$ -                | \$ -                 | \$ -                | \$ -                |
| 4090 · Federal Grants - Other          | \$ -                | \$ -                | \$ -                 | \$ -                | \$ -                |
| <b>Total 4090 · Federal Grants</b>     | <b>\$ 19,479.26</b> | <b>\$ 13,289.00</b> | <b>\$ 13,338.00</b>  | <b>\$ 13,289.00</b> | <b>\$ 11,959.00</b> |
| 4160 · Provincial Grants               |                     |                     |                      |                     |                     |
| 4110 · Ontario Arts Council            | \$ -                | \$ -                | \$ -                 | \$ -                | \$ -                |
| 4155 · Other Provincial                | \$ 7,600.00         | \$ 10,000.00        | \$ 8,797.53          | \$ 8,500.00         | \$ 6,974.00         |
| 4160 · Provincial Grants - Other       | \$ -                | \$ -                | \$ -                 | \$ -                | \$ -                |
| <b>Total 4160 · Provincial Grants</b>  | <b>\$ 7,600.00</b>  | <b>\$ 10,000.00</b> | <b>\$ 8,797.53</b>   | <b>\$ 8,500.00</b>  | <b>\$ 6,974.00</b>  |
| 4190 · Municipal Grants                |                     |                     |                      |                     |                     |
| 4170 · City of Peterborough            | \$ 1,500.00         | \$ 1,000.00         | \$ 3,250.00          | \$ 1,000.00         | \$ 7,500.00         |
| 4185 · Other Municipal                 | \$ -                | \$ -                | \$ 6,000.00          | \$ -                | \$ -                |
| 4190 · Municipal Grants - Other        | \$ -                | \$ -                | \$ -                 | \$ -                | \$ -                |
| <b>Total 4190 · Municipal Grants</b>   | <b>\$ 1,500.00</b>  | <b>\$ 1,000.00</b>  | <b>\$ 9,250.00</b>   | <b>\$ 1,000.00</b>  | <b>\$ 7,500.00</b>  |
| 4000 · GOVERNMENT FUNDING - Other      | \$ -                | \$ -                | \$ -                 | \$ -                | \$ -                |
| <b>Total 4000 · GOVERNMENT FUNDING</b> | <b>\$ 28,579.26</b> | <b>\$ 24,289.00</b> | <b>\$ 31,385.53</b>  | <b>\$ 22,789.00</b> | <b>\$ 26,433.00</b> |

4200 · DONATIONS & FUNDRAISING

|  |                      |                      |                      |                      |                      |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| 4220 · Corporations                                | \$ -                 | \$ -                 | \$ -                 | \$ 1,000.00          | \$ -                 |
| 4230 · Foundations                                 |                      |                      |                      |                      |                      |
| 4231 · Community Radio Fund of Canada              | \$ -                 | \$ 48,900.00         | \$ 53,429.54         | \$ 45,400.00         | \$ 67,811.00         |
| 4230 · Foundations - Other                         | \$ -                 | \$ 6,000.00          | \$ -                 | \$ -                 | \$ 3,000.00          |
| <b>Total 4230 · Foundations</b>                    | <b>\$ -</b>          | <b>\$ 54,900.00</b>  | <b>\$ 53,429.54</b>  | <b>\$ 45,400.00</b>  | <b>\$ 70,811.00</b>  |
| 4240 · Individual Donations                        | \$ 25,000.00         | \$ 30,000.00         | \$ 5,103.53          | \$ 35,000.00         | \$ 29,865.18         |
| 4310 · Trent Student Memberships                   | \$ 200,000.00        | \$ 190,000.00        | \$ 187,315.66        | \$ 160,000.00        | \$ 182,843.87        |
| 4330 · Commercial & Non-profit Mships              | \$ 400.00            | \$ 350.00            | \$ 400.00            | \$ 500.00            | \$ 300.00            |
| 4340 · Individual Memberships                      | \$ 1,000.00          | \$ 1,100.00          | \$ 920.00            | \$ 1,250.00          | \$ 1,145.05          |
| 4410 · Special Events Donations                    | \$ -                 | \$ -                 | \$ -                 | \$ 350.00            | \$ -                 |
| 4470 · Net Fundraising Events Revenue              |                      |                      |                      |                      |                      |
| 4450 · Fundraising Events                          | \$ 5,000.00          | \$ 2,500.00          | \$ -                 | \$ -                 | \$ -                 |
| 4460 · Fundraising Events Expense                  | \$ (750.00)          | \$ (500.00)          | \$ -                 | \$ -                 | \$ -                 |
| 4470 · Net Fundraising Events Revenue - Other      | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 |
| <b>Total 4470 · Net Fundraising Events Revenue</b> | <b>\$ 4,250.00</b>   | <b>\$ 2,000.00</b>   | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          |
| 4200 · DONATIONS & FUNDRAISING - Other             | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 |
| <b>Total 4200 · DONATIONS &amp; FUNDRAISING</b>    | <b>\$ 230,650.00</b> | <b>\$ 278,350.00</b> | <b>\$ 247,168.73</b> | <b>\$ 243,500.00</b> | <b>\$ 284,965.10</b> |

4500 · EARNED REVENUE

|  |                    |                    |                    |                    |                    |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| 4630 · Net On Air Sponsorship - Local              |                    |                    |                    |                    |                    |
| 4610 · On Air Sponsorship - Local                  | \$ 2,000.00        | \$ 1,500.00        | \$ 2,000.00        | \$ 2,500.00        | \$ 1,500.00        |
| 4620 · On Air Sponsorship Expense                  | \$ -               | \$ (100.00)        | \$ -               | \$ (100.00)        | \$ -               |
| 4630 · Net On Air Sponsorship - Local - Other      | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               |
| <b>Total 4630 · Net On Air Sponsorship - Local</b> | <b>\$ 2,000.00</b> | <b>\$ 1,400.00</b> | <b>\$ 2,000.00</b> | <b>\$ 2,400.00</b> | <b>\$ 1,500.00</b> |
| 4650 · On Air Time Sales - Local                   | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               |
| 4660 · On Air Time Sales - National                | \$ -               | \$ 250.00          | \$ 3,701.01        | \$ -               | \$ 8,735.84        |
| 4710 · Interest Income                             | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               |
| 4725 · Net Merchandise Sales                       |                    |                    |                    |                    |                    |
| 4720 · Merchandise Sales                           | \$ 750.00          | \$ 500.00          | \$ 504.00          | \$ 200.00          | \$ 535.00          |
| 4722 · Merchandise Sales Expense                   | \$ (250.00)        | \$ (300.00)        | \$ (571.03)        | \$ (100.00)        | \$ (330.81)        |
| 4725 · Net Merchandise Sales - Other               | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               |
| <b>Total 4725 · Net Merchandise Sales</b>          | <b>\$ 500.00</b>   | <b>\$ 200.00</b>   | <b>\$ (67.03)</b>  | <b>\$ 100.00</b>   | <b>\$ 204.19</b>   |
| 4750 · Rental Income                               | \$ -               | \$ -               | \$ 10,539.43       | \$ 11,565.00       | \$ 11,461.78       |
| 4760 · Mgmt Services - Trent Annual                | \$ 110,256.51      | \$ 25,000.00       | \$ -               | \$ 25,000.00       | \$ 127,547.66      |
| 4770 · Production Services                         | \$ 1,500.00        | \$ 1,000.00        | \$ 900.00          | \$ -               | \$ -               |

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Presented for approval 20220829

|   | Budget YE23          | Budget YE22          | Actual YE22 to Jul31 | Budget YE21          | Actual YE21          |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| 4790 · Misc. Earned Revenue                 | \$ -                 | \$ -                 | \$ 0.30              | \$ -                 | \$ 60.00             |
| 4500 · EARNED REVENUE - Other               | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 |
| <b>Total 4500 · EARNED REVENUE</b>          | <b>\$ 114,256.51</b> | <b>\$ 27,850.00</b>  | <b>\$ 17,073.71</b>  | <b>\$ 39,065.00</b>  | <b>\$ 149,509.47</b> |
| 49900 · Uncategorized Income                | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 |
| <b>Total Income</b>                         | <b>\$ 373,485.77</b> | <b>\$ 330,489.00</b> | <b>\$ 295,627.97</b> | <b>\$ 305,354.00</b> | <b>\$ 460,907.57</b> |
| <b>Expense</b>                              |                      |                      |                      |                      |                      |
| <b>5000 · SALARIES &amp; BENEFITS</b>       |                      |                      |                      |                      |                      |
| 5010 · Programming Wage                     | \$ 117,799.17        | \$ 103,108.72        | \$ 111,584.60        | \$ 87,318.40         | \$ 93,839.20         |
| 5030 · Technical Wage                       | \$ 28,977.29         | \$ 26,936.00         | \$ 23,691.30         | \$ -                 | \$ -                 |
| 5060 · Publicity Wage                       | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 |
| 5070 · Administrative Wage                  | \$ 44,579.28         | \$ 35,609.60         | \$ 46,763.19         | \$ 62,524.80         | \$ 74,837.37         |
| 5075 · Trent Annual Payroll                 | \$ 55,848.91         | \$ -                 | \$ 50,373.48         | \$ -                 | \$ 35,291.18         |
| 5080 · Employee Benefits                    | \$ 5,250.00          | \$ 3,700.00          | \$ 4,641.52          | \$ 2,000.00          | \$ 3,605.39          |
| 5082 · CPP Expense                          | \$ -                 | \$ 8,696.85          | \$ 3,762.53          | \$ 7,866.77          | \$ 8,662.13          |
| 5084 · EI Expense                           | \$ -                 | \$ 3,660.96          | \$ 1,965.45          | \$ 3,311.53          | \$ 4,511.61          |
| 5086 · WSIB Expense                         | \$ -                 | \$ 463.83            | \$ 553.51            | \$ 419.56            | \$ 486.75            |
| 5000 · SALARIES & BENEFITS - Other          | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 |
| <b>Total 5000 · SALARIES &amp; BENEFITS</b> | <b>\$ 252,454.65</b> | <b>\$ 182,175.96</b> | <b>\$ 243,335.58</b> | <b>\$ 163,441.06</b> | <b>\$ 221,233.63</b> |
| <b>6000 · ADMINISTRATION</b>                |                      |                      |                      |                      |                      |
| 6010 · Contract Staff - Admin               | \$ 3,750.00          | \$ 1,800.00          | \$ 3,553.47          | \$ 1,600.00          | \$ 1,798.17          |
| 6020 · Advertising - Admin                  | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 |
| 6030 · Audit                                | \$ 4,100.00          | \$ 4,100.00          | \$ 4,105.63          | \$ 4,100.00          | \$ 4,170.60          |
| 6035 · Bad Debts                            | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 |
| 6040 · Bank Charges                         | \$ 525.00            | \$ 375.00            | \$ 1,007.81          | \$ 300.00            | \$ 343.05            |
| 6045 · Bldg Repair & Maint - TR             | \$ 10,000.00         | \$ 42,000.00         | \$ 15,265.87         | \$ 35,000.00         | \$ 4,107.86          |
| 6050 · Bldg Repair & Maint - Upper Apt      | \$ 2,000.00          | \$ 5,000.00          | \$ 1,529.63          | \$ 1,000.00          | \$ 674.57            |
| 6055 · Depreciation                         | \$ 11,000.00         | \$ 18,500.00         | \$ -                 | \$ 18,500.00         | \$ 10,087.00         |
| 6060 · Insurance & Security                 | \$ 4,200.00          | \$ 4,500.00          | \$ 3,842.92          | \$ 4,500.00          | \$ 4,157.61          |
| 6065 · Interest Expense                     | \$ -                 | \$ -                 | \$ -                 | \$ 2,134.66          | \$ 382.42            |
| 6070 · Legal & Other Professional           | \$ 1,000.00          | \$ 1,000.00          | \$ -                 | \$ 1,000.00          | \$ -                 |
| 6072 · Management Services Expense          | \$ 25,000.00         | \$ -                 | \$ 21,048.75         | \$ -                 | \$ 3,415.95          |
| 6075 · Meeting Expenses                     | \$ 200.00            | \$ 250.00            | \$ 180.00            | \$ -                 | \$ 160.00            |
| 6080 · Memberships & Subscriptions          | \$ 2,600.00          | \$ 2,500.00          | \$ 100.00            | \$ 1,500.00          | \$ 2,875.70          |
| 6085 · Office Equipment & Software          | \$ 750.00            | \$ 2,000.00          | \$ 687.01            | \$ 2,000.00          | \$ 626.49            |
| 6090 · Office Supplies                      | \$ 1,000.00          | \$ 500.00            | \$ 1,220.13          | \$ 250.00            | \$ 585.60            |
| 6095 · Postage & Courier                    | \$ -                 | \$ 100.00            | \$ -                 | \$ 100.00            | \$ 19.12             |
| 6100 · Printing & Design - Admin            | \$ -                 | \$ 100.00            | \$ 11.50             | \$ 100.00            | \$ -                 |
| 6105 · Professional Development             | \$ 5,000.00          | \$ 2,500.00          | \$ 4,417.45          | \$ -                 | \$ 83.95             |
| 6110 · Telephone                            | \$ 950.00            | \$ 1,000.00          | \$ 781.31            | \$ 1,000.00          | \$ 946.52            |
| 6115 · Travel & Conference                  | \$ 1,000.00          | \$ 1,000.00          | \$ 399.85            | \$ 500.00            | \$ 100.00            |
| 6120 · Utilities                            | \$ 4,500.00          | \$ 5,000.00          | \$ 3,298.73          | \$ 5,000.00          | \$ 3,517.68          |
| 6125 · Volunteer Expenses                   | \$ 1,000.00          | \$ 1,000.00          | \$ 20.22             | \$ 750.00            | \$ 77.94             |
| 6130 · Misc. Admin. Expense                 | \$ 1,000.00          | \$ -                 | \$ -                 | \$ 300.00            | \$ 138.04            |
| 6000 · ADMINISTRATION - Other               | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 |
| <b>Total 6000 · ADMINISTRATION</b>          | <b>\$ 79,575.00</b>  | <b>\$ 93,225.00</b>  | <b>\$ 61,470.28</b>  | <b>\$ 79,634.66</b>  | <b>\$ 38,268.27</b>  |
| <b>6500 · PROGRAMMING</b>                   |                      |                      |                      |                      |                      |
| 6505 · Contract Staff - Programming         | \$ -                 | \$ -                 | \$ -                 | \$ 500.00            | \$ -                 |
| 6510 · Trent Univ Student Payroll           | \$ -                 | \$ -                 | \$ -                 | \$ 12,000.00         | \$ 10,273.24         |
| 6515 · Artist Fees                          | \$ 5,000.00          | \$ 20,000.00         | \$ 19,000.00         | \$ 15,000.00         | \$ 13,100.00         |
| 6520 · Artist Travel & Accommodation        | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 |
| 6525 · Hospitality & Reception              | \$ -                 | \$ 250.00            | \$ -                 | \$ 250.00            | \$ -                 |
| 6530 · Licences & Tariffs                   | \$ 2,600.00          | \$ 3,150.00          | \$ 2,372.10          | \$ 2,150.00          | \$ 2,857.97          |
| 6535 · Programming Expenses                 | \$ -                 | \$ 250.00            | \$ 362.26            | \$ -                 | \$ 197.26            |

**Trent Radio - Budget YE2023 // prepared 20220826 RHailman & JStaveley**  
**Presented for approval 20220829**

|   | Budget YE23          | Budget YE22          | Actual YE22 to Jul31  | Budget YE21          | Actual YE21          |
|---|----------------------|----------------------|-----------------------|----------------------|----------------------|
| 6540 · Workshop Fees & Expenses               | \$ -                 | \$ 7,000.00          | \$ 2,040.00           | \$ 2,500.00          | \$ -                 |
| 6545 · Misc. Programming Expense              | \$ -                 | \$ -                 | \$ 9.26               | \$ 300.00            | \$ -                 |
| 6500 · PROGRAMMING - Other                    | \$ -                 | \$ -                 | \$ -                  | \$ -                 | \$ -                 |
| <b>Total 6500 · PROGRAMMING</b>               | <b>\$ 7,600.00</b>   | <b>\$ 30,650.00</b>  | <b>\$ 23,783.62</b>   | <b>\$ 32,700.00</b>  | <b>\$ 26,428.47</b>  |
| <b>66000 · Payroll Expenses</b>               | <b>\$ 19,509.39</b>  |                      | <b>\$ 9,600.72</b>    |                      |                      |
| <b>7000 · TECHNICAL</b>                       |                      |                      |                       |                      |                      |
| 7010 · Contract Staff - Technical             | \$ 1,000.00          | \$ -                 | \$ 493.71             | \$ 2,000.00          | \$ -                 |
| 7020 · Equipment Acquisition - Tech           | \$ 3,000.00          | \$ 7,800.00          | \$ 9,454.86           | \$ 5,000.00          | \$ 2,056.93          |
| 7030 · Equipment Rental - Tech                | \$ -                 | \$ -                 | \$ -                  | \$ -                 | \$ -                 |
| 7040 · Equipment Repair & Maint - Tech        | \$ 2,000.00          | \$ 5,000.00          | \$ -                  | \$ 5,000.00          | \$ 415.70            |
| 7050 · Line Rental                            | \$ 5,500.00          | \$ 5,500.00          | \$ 4,899.02           | \$ 4,700.00          | \$ 5,387.52          |
| 7060 · Misc. Technical Expense                | \$ -                 | \$ -                 | \$ -                  | \$ -                 | \$ -                 |
| 7000 · TECHNICAL - Other                      | \$ -                 | \$ -                 | \$ -                  | \$ -                 | \$ -                 |
| <b>Total 7000 · TECHNICAL</b>                 | <b>\$ 11,500.00</b>  | <b>\$ 18,300.00</b>  | <b>\$ 14,847.59</b>   | <b>\$ 16,700.00</b>  | <b>\$ 7,860.15</b>   |
| <b>7500 · MARKETING &amp; PROMOTION</b>       |                      |                      |                       |                      |                      |
| 7510 · Contract Staff - Marketing             | \$ -                 | \$ -                 | \$ -                  | \$ -                 | \$ -                 |
| 7520 · Advertising                            | \$ 1,560.00          | \$ 2,000.00          | \$ 2,660.30           | \$ 500.00            | \$ -                 |
| 7530 · Design & Printing                      | \$ -                 | \$ -                 | \$ 33.12              | \$ 250.00            | \$ -                 |
| 7540 · Postage - Marketing                    | \$ -                 | \$ -                 | \$ 191.24             | \$ -                 | \$ -                 |
| 7550 · Misc. Marketing Expense                | \$ -                 | \$ -                 | \$ -                  | \$ -                 | \$ 116.35            |
| 7500 · MARKETING & PROMOTION - Other          | \$ -                 | \$ -                 | \$ -                  | \$ -                 | \$ -                 |
| <b>Total 7500 · MARKETING &amp; PROMOTION</b> | <b>\$ 1,560.00</b>   | <b>\$ 2,000.00</b>   | <b>\$ 2,884.66</b>    | <b>\$ 750.00</b>     | <b>\$ 116.35</b>     |
| 79000 · Uncategorized Expenses                | \$ -                 | \$ -                 | \$ -                  | \$ -                 | \$ -                 |
| <b>Total Expense</b>                          | <b>\$ 372,199.04</b> | <b>\$ 326,350.96</b> | <b>\$ 355,922.45</b>  | <b>\$ 293,225.72</b> | <b>\$ 293,906.87</b> |
| <b>Net Income</b>                             | <b>\$ 1,286.73</b>   | <b>\$ 4,138.04</b>   | <b>\$ (60,294.48)</b> | <b>\$ 12,128.28</b>  | <b>\$ 167,000.70</b> |
| Non-cash expenses                             | \$ 11,000.00         | \$ 18,500.00         | \$ -                  | \$ 18,500.00         | \$ 10,087.00         |
| Payments on promissory note principal         | \$ -                 | \$ -                 | \$ -                  | \$ (4,650.98)        | \$ (27,654.56)       |
| <b>Net Cash Flow</b>                          | <b>\$ 12,286.73</b>  | <b>\$ 22,638.04</b>  | <b>\$ (60,294.48)</b> | <b>\$ 25,977.30</b>  | <b>\$ 149,433.14</b> |



**Trent Radio YE2023 Budget – Notes**  
**prepared 20220826 rhailman@trentradio.ca**  
**presented for approval 20220829**

Unlike in the past few years, we have not prepared “best case” and “worst case” budgets. In cases where income is difficult to predict or out of Trent Radio’s control, we have aimed to err on the side of underestimating. Expenses have been estimated to reflect upcoming plans, historical trends, and contingency funds as appropriate.

**Note on specific accounts**

**Income**

- 4010 · Canada Summer Jobs:** Forecasting typical approval funding of 3 positions for 8 weeks at 35 hours per week.
- 4155 · Other Provincial:** 4 TWSP positions funded at \$1500, one TI position funded at \$1600
- 4170 · City of Peterborough:** Community Investment Grant. We will need to reapply in 2023, as the funding approved in 2022 was only for one year.
- 4231 · Community Radio Fund of Canada:** Unfortunately, we were not successful in our application for CRFC funding for FY2023.
- 4310 · Trent Student Memberships:** Forecast increase from YE22 actual based on CPI increase, and recent trends of increasing enrolment.
- 4450 · Fundraising Events and 4460 · Fundraising Events Expense:** March fundraiser in 2022, and related expenses.
- 4650 · On Air Time Sales – Local and 4660 · On Air Time Sales – National:** As we don’t solicit time sales and are restricted by our agreement with Corus, these amounts are generally budgeted at \$0. Purchases for government public health messages have continued above historical trends in YE22, but are expected to continue to decrease.
- 4750 · Rental Income:** An in YE22, budgeted at \$0 as our current tenants are month-to-month, to allow for contingency in case they leave and we choose to leave the unit vacant for renovations, or in the worst case may be unable to find a tenant or collect rent.
- 4760 · Mgmt Services - Trent Annual:** Unlike in previous years, this amount reflects \$25,000 management fee and 100% reimbursement for expected payroll & other expenses, in order to easy comparison of budget and actual. Does not include any amount for portion of Trent Annual surplus.
- 4770 · Production Services:** Workshop fee for CUST-3139H.

## Expense

- 5000 · **Salaries & Benefits:** Consumer Price Index for June 2022 was 8.1%. In keeping with precedent set by Director's job contracts, this increase will be applied to all employees.
- 5010 · **Programming Wage:** Includes a 3<sup>rd</sup> permanent staff member beginning in January 2023, at a gross pay of \$1000/wk plus MERCs.
- 5075 · **Trent Annual Payroll:** Per 4760 above, including amount this year to facilitate comparison of budget and actual. Cost of living increase compared to last year, to be fully reimbursed.
- 5082 · **CPP Expense, 5084 · EI Expense, 5086 · WSIB Expense:** With Quickbooks payroll modules, these items appear under 66000 · Payroll Expenses as of January 1, 2022.
- 6045 · **Bldg Repair & Maint – TR:** Some amount for small upgrades around the house, as well as contingency.
- 6072 · **Management Services Expense:** Per 4760 above, including amount this year to facilitate comparison of budget and actual. To be fully reimbursed.
- 6105 · **Professional Development:** Second instalment for strategic planning, as well as some budget for staff training & development.
- 6115 · **Travel & Conference:** Funding to subsidize attendance at NCRC in Calgary and/or Station Manager Summit, location TBA.
- 6130 · **Misc. Admin. Expense:** Contribution towards Levy Groups Representative contract.
- 6515 · **Artist Fees:** \$5,000 for Trent Radio commissioned projects.
- 66000 · **Payroll Expenses:** CPP, EI, and WSIB, after transition to Quickbooks Payroll.
- 7020 · **Equipment Acquisition – Tech:** Allowance for upgrades to StudioC equipment, and general contingency.
- 7040 · **Equipment Repair & Maint – Tech:** General contingency for maintenance
- 7520 · **Advertising:** Quarterly advertisements in Arthur Newspaper.



# Trent Radio Strategic Planning

# Engagement Plan

Strategic  
Consulting  
Services

Updated August 23, 2022

✉ [Hello@ArisingCollective.ca](mailto:Hello@ArisingCollective.ca)

☎ 705-761-4078

[ArisingCollective.ca](http://ArisingCollective.ca)

304 Elias Avenue  
Peterborough, ON K9J 5G9



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## Introduction

**Trent Radio** is embarking on the development of the first multi-year strategic plan for the organization. The plan will build on past success while creating a vision for the future of the organization.

Activities related to research, analysis, and stakeholder engagement will be designed and undertaken to meet the needs of Trent Radio. The aim is to have an approved Strategic Plan by November 2022.

Gathering input directly from stakeholders is an essential activity in planning to ensure that strategic directions reflect the priorities and values of the community that Trent Radio serves. A variety of stakeholders will be engaged throughout this process, including the Trent Radio Board of Directors, staff, current and past programmers, members and donors, community partners, and community members.

## Guiding Principles

Engagement will be:

- **Participatory.** Participants will feel comfortable sharing their views and not feel that they are being judged.
- **Inclusive.** Participants will feel that they and their views are respected.
- **Accessible.** Engagement will be easy to access for people with different physical, language, intellectual, and sensory needs so participants are comfortable and able to share their views.

## Objectives and Opportunities of Engagement

The purpose of engagement is to inform, educate, consult, involve, and empower. Objectives and opportunities of the strategic planning engagement process include:

---

- Raising awareness of the work of Trent Radio
- Conveying key messages around goals of the project
- Encouraging stakeholders and the community to participate with a Trent Radio initiative
- Obtaining valuable feedback that will guide strategic plan development

## Target Groups

Input will be gathered from the following groups:

| Target Group                               | Meetings | Focus Group | Interviews | Survey |
|--|----------|-------------|------------|--------|
| Board of Directors                         | X        |             |            | X      |
| Current Staff                              | X        |             |            | X      |
| Current and Past Programmers               |          | X           |            | X      |
| Past Staff and Past Board Members          |          | X           | X          | X      |
| Donors                                     |          | X           |            | X      |
| Community Partners                         |          | X           | X          | X      |
| Listeners, Students, and Community Members |          |             |            | X      |

## Engagement Plan

### Timing

Engagement will run over two weeks in September 2022 (September 5 – 16, 2022).

### Communications to Stakeholders

As Trent Radio already has relationships with its stakeholders, the organization will assist with recruitment to focus groups and interviews, and with circulation of the survey through email invitations and by social media.

Communications templates have been developed and are in the [last section of this document](#). They should be used to ensure consistent messaging.

### Methodology

#### Focus Groups

To ensure Trent Radio’s stakeholders are best able to share their feedback concerning the organization’s vision, goals, and strategic directions, there will be three (3) virtual focus groups, with a group size of up to 12 people. While there are specific groups who will be invited to the focus groups, participants will be offered a choice of any of the three dates/times, to maximize participation.

Due to the continued COVID-19 pandemic and for convenience, focus groups will be held virtually.

#### Focus Group Schedule

| Group                | Date               | Time            | Zoom Coordinates  |
|----------------------|--------------------|-----------------|---|
| <b>Focus Group 1</b> | Thursday, Sept 8   | 12 PM – 1:30 PM | <a href="https://us06web.zoom.us/j/85272457874">https://us06web.zoom.us/j/85272457874</a><br>Meeting ID: 852 7245 7874<br>Dial-in: 647-558-0588 |
| <b>Focus Group 2</b> | Wednesday, Sept 14 | 5:30 PM – 7 PM  | <a href="https://us06web.zoom.us/j/88287338453">https://us06web.zoom.us/j/88287338453</a><br>Meeting ID: 882 8733 8453<br>Dial-in: 647-558-0588 |

|                      |                   |                |   |
|----------------------|-------------------|----------------|---|
| <b>Focus Group 3</b> | Thursday, Sept 15 | 6 PM – 7:30 PM | <a href="https://us06web.zoom.us/j/88582789313">https://us06web.zoom.us/j/88582789313</a><br>Meeting ID: 885 8278 9313<br>Dial-in: 647-558-0588 |
|----------------------|-------------------|----------------|---|

### Focus Group Invitees

Among others, invited participants will include:

- Bill Kimball, Public Energy
- Ryan Kerr, The Theatre on King
- New Canadians Centre
- Sadleir House
- Peterborough Independent Podcasters
- Shannon Culkeen, Past President of the Board of Directors, Trent Radio
- Andrew Fogarasi, Past President of the Board of Directors, Trent Radio
- Brazil Gaffney-Knox, Past Board Member, Trent Radio

### Key Informant Interviews

Focus groups are a highly productive approach for gathering a cross-section of ideas and options, but they are best complemented by a series of one-on-one interviews with key informants who can provide insight into the nuances and complexities facing an organization.

Interviews will be conducted by phone or through Zoom. Up to 3 interviews will be conducted.

| Name   | Date & Time |
|--|-------------|
| Councillor Sean Conway, Curve Lake First Nation  | <i>TBD</i>  |
| Barb Woolner, Past Program Director, Trent Radio | <i>TBD</i>  |
| <i>TBD</i>                                       | <i>TBD</i>  |

### Online Survey

One (1) online survey will be developed and during the engagement phase of the project (September 5– 16)

The survey will be widely circulated by Trent Radio, as well as the consultants, and will ensure that those who might not otherwise be able to participate in a focus group or a key informant interview are still able to share their valuable feedback. It will focus on gathering student input, and ensure that the promotional materials include language about all Trent students being members of Trent Radio.

Additionally, the online survey is useful for stakeholders who may remember feedback they meant to provide after a focus group or an interview has concluded.

## Draft Focus Group and Interview Questions

Additional questions may be asked during a Focus Group or Interview, to follow conversation threads and gather rich information, but generally the following questions will be used for each session:

1. Please share your connection with Trent Radio.
2. What are the current strengths of Trent Radio? What is Trent Radio doing well - as an organization and/or in terms of their program offerings, how they address community needs, how they work with community partners, etc.?

3. What are the current challenges facing Trent Radio? What challenges do you anticipate for Trent Radio in the near and/or long-term future?
4. Are there ways for Trent Radio to strengthen what it does or better meet the needs of the community, either now or in the future?
5. Are there any trends, patterns, or changes in the community that you feel need to be on the Trent Radio's radar? What role do you see Trent Radio playing in these areas?
6. How should Trent Radio build back as COVID continues and if a post-COVID world arrives? What should they continue, add, stop doing, or do differently?
7. Do you have any other thoughts, ideas, or feedback to share with Trent Radio as they create their first strategic plan?

## Draft Survey

Introduction: Trent Radio is excited to share that we are creating our first-ever strategic plan! The plan will help guide our work in the years, and will be created based on a process that lets us reflect on our history and dream big about our future.

If you have ever listened to Trent Radio, been a programmer or partner, or if you are a Trent student (because all Trent students are members of Trent Radio), we want to hear from you.

### Questions:

1. Please share your connection to Trent Radio (*check all that apply*)
 

|   |   |
|---|---|
| <ol style="list-style-type: none"> <li>a. Listener</li> <li>b. Past or current programmer</li> <li>c. Member</li> <li>d. Donor</li> <li>e. Community partner</li> </ol> | <ol style="list-style-type: none"> <li>f. Trent student</li> <li>g. I don't have a connection to Trent Radio</li> </ol> |
|---|---|
  2. How often do you listen to Trent Radio?
 

|  |  |
|--|--|
| <ol style="list-style-type: none"> <li>a. Daily</li> <li>b. Once a week</li> <li>c. A few times a week</li> <li>d. Once a month</li> </ol> | <ol style="list-style-type: none"> <li>e. Occasionally</li> <li>f. Rarely</li> <li>g. Never</li> </ol> |
|--|--|
  3. Where do you do most of your listening to Trent Radio?
 

|   |  |
|---|--|
| <ol style="list-style-type: none"> <li>a. At home</li> <li>b. In the car</li> </ol> | <ol style="list-style-type: none"> <li>c. At work</li> <li>d. Other</li> </ol> |
|---|--|
  4. How do you listen to the radio?
    - a. Car stereo
-

- b. FM Radio
  - c. Computer
  - d. Phone/mobile device
  - e. Other
5. Do you have any favourite programs? If so, what are they?  
*(open text box)*
6. What does Trent Radio do well? *(check all that apply)*
- a. Variety of programming
  - b. Quality of programming
  - c. Community partnerships
  - d. Sharing community information
  - e. Opportunities to learn and conduct programming
  - f. Creating space for people to meet new people and make new friends
  - g. Other
7. What do you like the most about Trent Radio?  
*(open text box)*
8. What would you like to change about Trent Radio so you would listen or engage more?  
*(open text box)*
9. How should Trent Radio adapt to the changes brought by the COVID-19 pandemic?  
*(open text box)*
10. Do you have any other comments for Trent Radio as we create our first strategic plan?  
*(open text box)*
-



# Communications Templates

## Focus Group Invitation

Dear [Name/Group],

Trent Radio is excited to share that we are creating our first-ever strategic plan, and we need your help.

As [a programmer/member/donor/community partner/important stakeholder], your participation is important for the success of Trent Radio. Listening to your perspectives, experiences, and ideas will help us identify our strengths and the opportunities that lie ahead of us.

**We invite you to participate in one of the following virtual engagement sessions:**

| Group                | Date               | Time            | Zoom Coordinates  |
|----------------------|--------------------|-----------------|---|
| <b>Focus Group 1</b> | Thursday, Sept 8   | 12 PM – 1:30 PM | <a href="https://us06web.zoom.us/j/85272457874">https://us06web.zoom.us/j/85272457874</a><br>Meeting ID: 852 7245 7874<br>Dial-in: 647-558-0588 |
| <b>Focus Group 2</b> | Wednesday, Sept 14 | 5:30 PM – 7 PM  | <a href="https://us06web.zoom.us/j/88287338453">https://us06web.zoom.us/j/88287338453</a><br>Meeting ID: 882 8733 8453<br>Dial-in: 647-558-0588 |
| <b>Focus Group 3</b> | Thursday, Sept 15  | 6 PM – 7:30 PM  | <a href="https://us06web.zoom.us/j/88582789313">https://us06web.zoom.us/j/88582789313</a><br>Meeting ID: 885 8278 9313<br>Dial-in: 647-558-0588 |

The session will be facilitated by a local, external consultant using Zoom. They are committed to fostering open, honest and meaningful discussion.

**Please RSVP by [date] at [RSVP link or contact info].**

We very much look forward to hearing from you.

Sincerely,

[Insert signature]

P.S. If you are unable to attend, please keep an eye out for an online survey that we'll be sharing soon.

## Key Informant Interview Invitation

Dear [Name],

Trent Radio is excited to share that it has started the process of creating a new strategic plan.

As part of this process, we are connecting with our key stakeholders to gather their perspectives and ideas to help inform development of the plan. As someone who is knowledgeable about Trent Radio, your insights, perspectives, and ideas are invaluable.

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We believe that the best approach to receiving open feedback is by engaging a third party to conduct this engagement process.

I've copied Lauren Hunter, a member of the Consultant Team, as a quick introduction. Lauren will connect with you soon to coordinate a 30-minute call.

If you have any questions, please let me know.

Regards,

[Insert signatures]

## E-Mail Template for Online Survey

**Subject: Trent Radio Planning Survey – Share your thoughts!**

Dear [Name],

Trent Radio is excited to be developing our first strategic plan, and we want to hear from you!

Your feedback and ideas will help us reflect on our past and make a new plan for the future, so we can take advantage of the opportunities in front of us.

Please take 7 minutes to complete the survey here: [INSERT LINK](#). It is available until [XXX](#).

Anyone who listens to or is connected in some way to Trent Radio is encouraged to participate – including all Trent students (because you are all members of Trent Radio!). Most of the questions are multiple choice and easy to complete. There is also a chance to share general comments.

**Please share the survey with anyone in your networks who may also be interested in participating.**

Thank you for your participation!

Regards,

[Insert signatures]

## Social Media Outreach – Sample Messaging

- Trent Radio is developing its first strategic plan and we want to hear from you! Share your ideas through this short online survey: [INSERT LINK](#)
  - Are you interested in the future of Trent Radio? We want to hear from you! Complete our short online survey at [INSERT LINK](#)
  - Share your ideas! Help shape the future of Trent Radio through our short online survey: [INSERT LINK](#)
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# COVID-19 safety plan

## Company details

Business name: Trent Radio

Revision date: 2022-08-xx

Date completed: 2021-03-12

Developed by: Rob Hailman & Jill Staveley

Division/group: n/a

Others consulted: Trent Radio staff & Board of Directors

Date distributed: 2022-08-xx

Provide as much information in response to each question as possible. This will help your workers and other people to know exactly what to do and what to expect.

The final page will help you create a snapshot version of your plan to post in the workplace. This can act as a reference for workers and let others who come into your workplace know what you are doing to help keep everyone in your workplace safe.

The COVID-19 pandemic is an evolving situation – review your plan regularly and make changes as required. Refer to the Ontario government’s [COVID-19 website](#) for up-to-date information.

## 1. How will you ensure all workers know how and are able to keep themselves safe from exposure to COVID-19?

**Consider:** What guidance will you need to provide? How will you share information? Do you need new or more frequent types of communication? Where will you update yourself on new COVID-19 guidance?

**Example:** Ensure our procedures are up to date by a daily review of Ministry of Health guidance.

### Actions:

- Create a COVID-19 general policy, as well as detailed screening, reporting, cleaning (opening/closing) and on-site working expectations.
- Post all policies in a prominent location at Trent Radio House, and on the Trent Radio website.
- Post prominent notice of any changes to these policies on the Trent Radio website.

- Post notice of Trent Radio's COVID-19 policies on social media platforms.
- Clearly communicate to all programmers that compliance with this plan, and other COVID-19 plans and policies, is required as a condition for producing radio in person at Trent Radio House.
- Host a weekly virtual staff meeting to update and communicate with staff.
- Check in at least monthly with all volunteers who regularly come on site, such as operators and programmers.
- Ensure our procedures are up to date by a regular review of Ministry of Health & Peterborough Public Health guidance.
- Produce and regularly broadcast PSAs, summarizing Trent Radio's current COVID-19 safety policies.

## 2. How will you screen for COVID-19?

**Consider:** How you will stay current about what symptoms to look for? Will you use a screening checklist? Who will do the screening? Who needs to be screened and how often?

**Example:** To find out if workers are well when they come to work, we will ask each worker basic questions about their physical health and symptoms using the provincial list of COVID-19 symptoms.

### **Actions:**

- All staff members, volunteers and planned visitors will be required to screen before going on-site at Trent Radio House.
- Staff members, operators and project participants will be required to attest that they will screen themselves for COVID-19 before arriving at Trent Radio House, and that will not come in if they are exhibiting symptoms or otherwise do not pass screening.
- Staff members who, as a result of COVID screening, are not able to work on site will be provided with paid sick leave.
- Operators, and staff working as operators, shall complete their screening at least two hours prior to beginning their shift, to allow time for alternate arrangements if needed.
- Visitors and guests will be screened verbally by staff or operators upon arrival.
- All verbal screenings will be recorded in a written log, recording the name, phone number, and date and time
- Signage will be posted at each entrance to Trent Radio House, outlining our screening procedures.

### 3. How will you control the risk of transmission in your workplace?

Include how you will maximize distance and separation, reduce transmission from surfaces and objects, and support good hand and respiratory hygiene.

**Consider:** What [engineering and administrative controls](#) will you use? What changes will you make? Who needs to be in the workplace? How will you gather worker ideas about different ways of working?

**Example:** We have a new policy that limits time in the kitchen to 10 minutes, we have created a new outdoor break area in our parking lot and have changed how we schedule shifts and breaks.

#### Actions:

- Occupancy indoors at Trent Radio is limited to staff, project participants, volunteers performing a scheduled operator shift or programme, and outside professionals or contractors by appointment. All others are permitted on site only with the permission of the Director of Operations or Director of Programming.
- All persons are required to wear a mask or face covering which covers the mouth, nose and chin **when in common indoor areas** at Trent Radio, unless they are eating and/or drinking. **At individual discretion, masks may be removed when in Studio A or B while doors are closed.**
- **Occupancy indoors at Trent Radio is restricted to 8 people.**
- **Studio A and B will both have a maximum occupancy of 3 people.**
- **Guests are only permitted on-site to participate in the production of a radio programme, or with the permission of the Director of Operations or Director of Programming.**
- **All staff, volunteers and visitors are encouraged to maintain two meters distance from others not part of their household while indoors on-site, except where this is not possible to complete required tasks.**
- Trent Radio will install air purifiers to be operated at all times, sufficient to ensure between 4 and 6 air changes per hour in each room.
- PPE is available at Trent Radio House for use by staff and volunteers.
- All staff working on site at Trent Radio are required to disinfect all high-touch surfaces in their work areas, and any common areas used, at both the beginning and end of their work shifts.
- Programmers will be required to minimize the time they are on site before and after any studio bookings, with expected times to be communicated before any onsite programming is scheduled.

- Any in-studio programming will be scheduled to maximize the time between studio bookings, to allow time for sanitation and air filtration.
- Trent Radio will develop studio sanitization procedures, and require staff and volunteers to follow these procedures before and after using any studio equipment.
- Trent Radio will designate spaces for eating and drinking, for both staff and volunteers.
- All volunteers are only permitted on site for their regularly scheduled programme or operator shift, unless otherwise authorised by the Director of Operations or Director of Programming.

#### 4. What will you do if there is a potential case, or suspected exposure to, COVID-19 at your workplace?

**Consider:** What is the contact information for your local public health unit? What are your isolation procedures? How will you gather workplace contact information for public health contact tracing?

**Example:** We have designated a safe isolation area in the workplace and created a checklist with the procedures of what to do if someone gets sick at work, including key contact numbers.

##### **Actions:**

- In the event that an employee or volunteer reports symptoms consistent with COVID-19, or is identified as a close contact of someone with symptoms, they will be asked to complete Ontario's COVID-19 self-assessment and follow the recommended steps, including being tested and self-isolating.
- In the event that an employee or volunteer shows symptoms consistent with COVID-19 at Trent Radio, they must return home and self-isolate immediately. If this is not possible, they must isolate themselves in Studio C until they are able to return home.
- Trent Radio will maintain a list of the names and phone numbers of all staff, volunteers and contractors authorised to work on site.
- Trent Radio will keep a record of the dates and approximate times each individual is on location, as well as the contact details for all guests and visitors.
- Trent Radio will provide this information to Peterborough Public Health when required for contact tracing or compliance with public health orders.
- Trent Radio will comply with all requirements and guidance from Peterborough Public Health relating to a possible workplace exposure, and require all staff and volunteers to do so.

- If an employee is required to self-isolate, Trent Radio will modify tasks and responsibilities to facilitate the employee working from home.
- In the event of a potential workplace exposure to COVID-19, all affected employees and volunteers will be notified of the date, time, and location of the potential exposure.
- Should an employee test positive for COVID-19 due to a workplace exposure, this will be reported in writing to the health & safety representative and WSIB in writing within three days.
- Contact information for Peterborough Public Health, and the location and contact information for COVID-19 testing centers, will be posted in the Trent Radio kitchen.
- This procedure will be posted in the Trent Radio kitchen.

## 5. How will you manage any new risks caused by changes to the way you operate your business?

**Consider:** With workers, review existing critical risks and whether work practice changes will affect your current risk management strategy. Are any new risks introduced due to changes in worker numbers or work practices? What new risk controls are required?

**Example:** We will establish regular check-ins with workers about how they're coping with the change to shift work.

### **Actions:**

- As part of regular meetings with staff, Trent Radio will include check-ins about concerns and risks related to work practices. This includes concerns relating to both remote and on-site work.
- As part of monthly meetings with operators & programmers, Trent Radio will include check-ins around concerns and risks related to volunteer practices. This includes concerns relating to both remote and on-site operations.
- Trent Radio will commit to providing resources to staff and volunteers, to address barriers to successful remote work and production of broadcast programming.

## 6. How will you make sure your plan is working?

**Consider:** How often will you schedule a review of your plan? How will you get input and ideas from workers and clients? Who is responsible for evaluating how things are working and for adapting the plan as you find better/easier ways to do things? How will you communicate changes?

**Example:** We will set up a weekly meeting between the CEO and the health and safety representative.

**Actions:**

- This safety plan will be reviewed **regularly** by representatives of Trent Radio’s board and management, and the health and safety representative.
- All staff and volunteers will be provided opportunities to provide suggestions and feedback about COVID-19 safety at Trent Radio, through both formal and informal processes.
- Trent Radio will implement an online “suggestion box” for staff, volunteers and community members to anonymously give their concerns and ideas related to safety at Trent Radio.
- Trent Radio will follow a phased approach to reopening our facilities to volunteers and community members, with this safety plan and other procedures reviewed and amended as necessary before each phase of reopening.



# COVID-19 safety plan – snapshot

This snapshot can be posted in a place where it can be seen easily so your workers, clients and other people entering the workplace will know what actions are being taken.

**Business name: Trent Radio**

**Division/group: n/a**

**Date completed: March 12, 2021**

**Revision date: August xx, 2022**

## Measures we're taking

How we're ensuring workers know how to keep themselves safe from exposure to COVID-19

- Create, distribute electronically, and post a physical copy of COVID-19 general policy, as well as detailed screening, reporting, cleaning (opening/closing) and on-site working expectations.
- Host online meetings with staff weekly, and volunteers monthly, to communicate policy changes.
- Ensure our procedures are up to date by a regular review of Ministry of Health & Peterborough Public Health guidance.
- Produce and regularly broadcast PSAs summarizing Trent Radio's current COVID-19 safety policies.

How we're screening for COVID-19

- Staff members, operators and project participants will be required to screen themselves for COVID-19 before coming on site.
- Staff members who, as a result of COVID screening, are not able to work on site will be provided with paid sick leave.
- Visitors will be screened verbally by staff or operators upon arrival.
- All verbal screenings will be recorded in a written log, recording the name, phone number, and date and time
- Signage will be posted at each entrance to Trent Radio House, outlining our screening procedures.

## How we're controlling the risk of transmission in our workplace

### Physical distancing and separation

- All persons are required to wear a mask or face covering which covers the mouth, nose and chin when in common areas at Trent Radio, unless they are eating and/or drinking.
- Occupancy indoors at Trent Radio is limited to staff, project participants, volunteers performing a scheduled operator shift or programme, and outside professionals or contractors by appointment. Programmers are permitted to have guests on site solely for the purpose of participating in a programme.
- Occupancy indoors at Trent Radio is limited to 8 people, with posted limits for Studio A and B.
- All staff, volunteers and visitors are encouraged to maintain two meters distance from others not part of their household while indoors on-site, except where this is not possible to complete required tasks.
- Programmers will be required to minimize the time they are on site before and after any studio bookings.
- Any in-studio programming will be scheduled to maximize the time between studio bookings, to allow time for sanitation and air filtration.

### Cleaning

- All staff working on site at Trent Radio are required to disinfect all high-touch surfaces in their work areas, and any common areas used, at both the beginning and end of their work shifts.
- Trent Radio will develop studio sanitization procedures, and require staff and volunteers to follow these procedures before and after using any studio equipment.

### Other

- All volunteers are only permitted on site for their regularly scheduled programme or operator shift, unless otherwise authorised by the Director of Operations or Director of Programming.
- Trent Radio will install air purifiers to be operated at all times.
- PPE is available at Trent Radio House for use by staff and volunteers.

## What we will do if there is a potential case, or suspected exposure to, COVID-19 at our workplace

- In the event that an employee or volunteer reports symptoms consistent with COVID-19, or is identified as a close contact of someone with symptoms, they will be asked to complete Ontario's COVID-19 self-assessment and follow the recommended steps, including being tested and self-isolating.
- In the event that an employee or volunteer shows symptoms consistent with COVID-19 at Trent Radio, they must return home and self-isolate immediately. If this is not possible, they must isolate themselves in Studio C until they are able to return home.
- If an employee is required to self-isolate, Trent Radio will modify tasks and responsibilities to facilitate the employee working from home.
- In the event of a potential workplace exposure to COVID-19, all affected employees and volunteers will be notified of the date, time, and location of the potential exposure.
- Should an employee test positive for COVID-19 due to a workplace exposure, this will be reported in writing to the health & safety representative and WSIB in writing within three days.

## How we're managing any new risks caused by the changes made to the way we operate our business

- As part of regular meetings with staff and volunteers, Trent Radio will include check-ins about concerns and risks related to work practices. This includes concerns relating to both remote and on-site operations.
- Trent Radio will commit to providing resources to staff and volunteers, to address barriers to successful remote work and production of broadcast programming.

## How we're making sure our plan is working

- All staff and volunteers will be provided opportunities to provide suggestions and feedback about COVID-19 safety at Trent Radio, through both formal and informal processes, as well as anonymously through an online "suggestion box".
- This safety plan will be reviewed monthly by representatives of Trent Radio's board and management, and the health and safety representative.