

TRENT RADIO BoD AGENDA
16 February 2022 – 6:00pm
to be held via teleconference

1. Chair's opening remarks and agenda approval
2. Approval of previous minutes
3. Operations reports
4. Financial statements & budget update
5. Committee planning
6. Strategic planning
 - Prioritization
 - Operational planning
 - Survey link: <https://www.surveymonkey.com/r/ArisingCollective>
7. Schedule for upcoming meetings
8. Any other business
9. Adjournment

TRENT RADIO
Board of Directors MINUTES
19 January 2023 – 6:00PM via teleconference

In attendance: Rob Hailman (DoO), Jill Staveley (DoP), Andréanna Sullivan, Trinity Torrejos, Alissa Paxton, Sebastian Johnston-Lindsay, Bill Templeman

Regrets: Tim Snoddon, Henry Allen

1. Chair's opening remarks and agenda approval

Andréanna Sullivan chairs the meeting. Meeting called to order at 6:06pm.

2. Approval of previous minutes (20 November 2022)

Motion to approve minutes of December 14th meeting moved by Alissa, seconded by Sebastian & carried

3. Operations reports

Jill & Rob presented operations reports.

- Discussion around fundraising letter and donations – raised approximately about 10 times expense of mailout
- Would be interesting to compare with previous years to find best timing, December or earlier

4. Financial reports

Rob presented financial report and budget update.

- Discussion around cost of studio upgrades, as consideration for future budgets. Previous quote from a few years ago was around \$50,000.

5. Programming report

Jill presented the Fall 2022 programming report.

Motion to approve reports as presented moved by Alissa, seconded by Bill and carried.

6. Committee appointments

Committee nominations established as follows:

- **Nominating Committee:** Andréanna, Sebastian
- **HR Committee:** Andréanna as point person for HR issues
- **Programming Committee:** Bill, Sebastian, Henry
- **By-law Review Committee:** Alissa, Andréanna
- **Financial Planning Committee:** Alissa, Sebastian, Trinity
- **RPM Challenge Committee:** Andréanna, Trinity (Alissa & Sebastian can volunteer day-of listening part)

Motion to appoint committees per above nomination moved by Sebastian, seconded by Alissa and carried.

7. Date of next meeting

Next meeting to be held Thursday, February 16th at 6:00pm via Zoom.

8. Any other business

- Discussion around NCRA's lobbying campaign
 - Rob presented concerns around Bill C-16, though they may not be relevant to current campaign
 - Encouraged board to review and send letters if desired
- Trent Radio turned 45 this week!

9. Adjournment

Meeting adjourns 7:06 PM

Operations Report – February 16, 2023

Jill Staveley – Director of Programming:

- Radio On The Go (Strategic plan priority – getting out in the community, and increasing our capacity to run remote broadcasts, led by students) WED FEB 08, 7pm
- From Canadian Studies to Canadian Stories: Remote Broadcast from Bagnani Hall, a conversation between Michael Eamon & Jonathan Pinto ('06). Very successful.
- RPM Challenge on the go. Syndicating the RPM Challenge official radio show, produced by Ally Corbett and featuring tracks from RPM participants. Skye has made and put up posters. JKM Dining Hall has been booked for Friday March 24th, (4pm set up, event to run 5 – 8pm) for a listening party. I'd like to cater it – any suggestions for a restaurant to order from?
- Trout Rodeo – Hazel will be in charge of our annual “Radio Yearbook”. Please contribute some writing or drawing or other. It will not be posted on line this year – but rather back to our Zine Format that we can print in black & white here at Trent Radio House. Just to keep things exciting – and not predictable.
- Trent Arthur Ad designed by Hazel
- Outreach / promo purchases through Renegade Apparel: a stand up sign & table cloth with our logo. Renegade apparel will design for us.
- 3 squirrels caught so far – making progress. We need a property maintenance/manager. I have thoughts.
- Potential for TWSEP funding
- Confirmation of LJI approval
- Considering two other grant applications that are due VERY soon...so simply depends on time and capacity. Red Cross (feb21) & Radio Metres (feb24).
- Upcoming Radio Salons: SAT March 4th with Neal Retke (Zoom & on the Radio) - talking about Pirate Radio and experimental sound, WED March 8th with Jacob Hanna (live at Student Centre, Radio broadcast, Instagram Live) - talking about how Trent U courses influenced music taste and radio presentation. Others planned: John Morris (Zoom) - radio & accessibility, Alex Campagnolo (StudioC – and taped) - archiving and space...new vinyl archive at Trent Radio.

Rob Hailman, Director of Operations:

- Year end work almost completed
 - CRA Charity Return (T3010) filed and confirmation received
 - T4s prepared through QuickBooks & distributed to staff this week. Software error on QuickBooks' end is preventing filing electronically. Worst case we can mail them, as long as received by CRA in February
 - Charitable receipts going out this week
- Tariff reports sent and fees paid – SOCAN, Re:Sound, CMRRA. Have a credit with SOCAN that was missed – will apply to next year's payment

- TCSA lawyer has suggested edits to draft MOU between levy groups & university. Mostly straightforward – Jill & I are part of group with Lawrence Lam (acting AVP Students) to review
- UPS providing battery backup for StudioA failed Jan 26, briefly knocking us off air. Restored with borrowed unit from Sadleir House. Permanent replacement (and spare) purchased and installed Feb 6. This took up most of our tech contingency budget.

Trent Radio

Balance Sheet

As of January 31, 2023

	TOTAL		
	AS OF JAN. 31, 2023	AS OF JAN. 31, 2022 (PP)	CHANGE
Assets			
Current Assets			
Cash and Cash Equivalent			
1100 Chequing - Bank of Montreal	294,050.63	229,867.95	64,182.68
1110 Tangerine Savings	3.62	3.62	0.00
1115 Paypal	873.59	857.59	16.00
1160 Petty Cash - Programming	0.00	376.54	-376.54
12000 CanadaHelps Clearing	39.84	-181.37	221.21
12001 Undeposited Funds	500.00	50.00	450.00
Total Cash and Cash Equivalent	\$295,467.68	\$230,974.33	\$64,493.35
Accounts Receivable (A/R)			
1200 Accounts Receivable	9,081.68	6,628.51	2,453.17
Total Accounts Receivable (A/R)	\$9,081.68	\$6,628.51	\$2,453.17
1201 Allowance for Doubtful Accounts	-800.00		-800.00
1300 Prepaid Expenses	747.81	1,457.91	-710.10
Total Current Assets	\$304,497.17	\$239,060.75	\$65,436.42
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	-156,332.00	-153,947.25	-2,384.75
1580 Office Equipment	28,500.31	20,774.21	7,726.10
1590 Accum Depr - Furn and Equip	-21,546.82	-20,774.21	-772.61
1600 Technical Equipment	333,487.10	333,487.10	0.00
1610 Accum Dep'n - Technical	-319,069.86	-312,987.30	-6,082.56
1620 Technical Renovations	9,913.00	9,913.00	0.00
Total Property, plant and equipment	\$98,517.74	\$100,031.56	\$ -1,513.82
Total Non Current Assets	\$98,517.74	\$100,031.56	\$ -1,513.82
Total Assets	\$403,014.91	\$339,092.31	\$63,922.60
Liabilities and Equity			
Liabilities			
Current Liabilities			
Accounts Payable (A/P)			
2200 Accounts Payable	2,709.90	3,171.87	-461.97
Total Accounts Payable (A/P)	\$2,709.90	\$3,171.87	\$ -461.97
2220 Deferred Revenue	910.00	910.00	0.00
2240 Accrued Liabilities	4,463.50	4,463.50	0.00
2500 Payroll Liabilities			
2510 WSIB Payable	40.13	52.65	-12.52
2580 Federal Taxes	3,018.63	4,619.22	-1,600.59
Total 2500 Payroll Liabilities	3,058.76	4,671.87	-1,613.11
25500 GST/HST Payable	-2,302.93	-4,622.50	2,319.57

	TOTAL		
	AS OF JAN. 31, 2023	AS OF JAN. 31, 2022 (PP)	CHANGE
Total Current Liabilities	\$8,839.23	\$8,594.74	\$244.49
Total Liabilities	\$8,839.23	\$8,594.74	\$244.49
Equity			
30000 Opening Balance Equity	110,038.60	110,038.60	0.00
Retained Earnings	296,121.10	257,112.51	39,008.59
Net income	-11,984.02	-36,653.54	24,669.52
Total Equity	\$394,175.68	\$330,497.57	\$63,678.11
Total Liabilities and Equity	\$403,014.91	\$339,092.31	\$63,922.60

Trent Radio

Income Statement

September 2022 - January 2023

	TOTAL		
	SEP. 2022 - JAN. 2023	SEP. 2021 - JAN. 2022 (PP)	CHANGE
INCOME			
4000 GOVERNMENT FUNDING			
4090 Federal Grants			
4010 Canada Summer Jobs		9,130.00	-9,130.00
Total 4090 Federal Grants		9,130.00	-9,130.00
4160 Provincial Grants			
4155 Other Provincial	4,552.53	5,142.15	-589.62
Total 4160 Provincial Grants	4,552.53	5,142.15	-589.62
4190 Municipal Grants			
Total 4000 GOVERNMENT FUNDING	4,552.53	20,272.15	-15,719.62
4200 DONATIONS & FUNDRAISING			
4220 Corporations			
	500.00		500.00
4230 Foundations & Service Groups			
4231 Community Radio Fund of Canada		29,880.00	-29,880.00
Total 4230 Foundations & Service Groups		29,880.00	-29,880.00
4240 Individual Donations			
	3,568.63	3,342.20	226.43
4310 Trent Student Memberships			
	101,632.47	94,520.09	7,112.38
4330 Commercial & Non-profit Mships			
	100.00	400.00	-300.00
4340 Individual Memberships			
	850.00	870.00	-20.00
Total 4200 DONATIONS & FUNDRAISING	106,651.10	129,012.29	-22,361.19
4500 EARNED REVENUE			
4630 Net On Air Sponsorship - Local			
4610 On Air Sponsorship - Local	2,000.00	2,000.00	0.00
Total 4630 Net On Air Sponsorship - Local	2,000.00	2,000.00	0.00
4660 On Air Time Sales - National			
	2,864.62	740.55	2,124.07
4725 Net Merchandise Sales			
4720 Merchandise Sales	170.00	162.00	8.00
4722 Merchandise Sales Expense		-571.03	571.03
Total 4725 Net Merchandise Sales	170.00	-409.03	579.03
4750 Rental Income			
	4,875.00	4,756.70	118.30
4770 Production Services			
	20.00	900.00	-880.00
4790 Misc. Earned Revenue			
		60.00	-60.00
Total 4500 EARNED REVENUE	9,929.62	8,048.22	1,881.40
Uncategorized Income			
	25.00		25.00
Total Income	\$121,158.25	\$157,332.66	\$ -36,174.41
GROSS INCOME	\$121,158.25	\$157,332.66	\$ -36,174.41
EXPENSES			
5000 SALARIES & BENEFITS			
5010 Programming Wage			
	36,887.51	52,687.54	-15,800.03
5030 Technical Wage			
	6,826.44	10,288.30	-3,461.86
5070 Administrative Wage			
	16,467.52	20,409.74	-3,942.22
5075 Trent Annual Payroll			
	33,202.06	28,443.26	4,758.80
5080 Employee Benefits			
	3,714.74	4,641.52	-926.78

	TOTAL		
	SEP. 2022 - JAN. 2023	SEP. 2021 - JAN. 2022 (PP)	CHANGE
5086 WSIB Expense	239.77	269.56	-29.79
5090 CPP & EI Employer Expense	5,954.33	7,106.33	-1,152.00
Total 5000 SALARIES & BENEFITS	103,292.37	123,846.25	-20,553.88
6000 ADMINISTRATION			
6010 Contract Staff - Admin	2,304.46	1,682.55	621.91
6030 Audit	4,313.51	4,105.63	207.88
6040 Bank Charges	185.00	794.31	-609.31
6045 Bldg Repair & Maint - TR	3,207.36	4,653.73	-1,446.37
6050 Bldg Repair & Maint - Upper Apt	213.90	1,529.63	-1,315.73
6060 Insurance & Security	4,475.11	4,344.16	130.95
6072 Management Services Expense		19,789.56	-19,789.56
6075 Meeting Expenses		180.00	-180.00
6080 Memberships & Subscriptions	1,860.35	1,461.88	398.47
6085 Office Equipment & Software	1,575.67	584.73	990.94
6090 Office Supplies	519.50	754.81	-235.31
6095 Postage & Courier	142.89		142.89
6100 Printing & Design - Admin		11.50	-11.50
6105 Professional Development	4,417.45		4,417.45
6110 Telephone	389.76	389.41	0.35
6115 Travel & Conference		60.00	-60.00
6120 Utilities	1,565.57	1,592.39	-26.82
6130 Misc. Admin. Expense	0.00	0.00	0.00
Total 6000 ADMINISTRATION	25,170.53	41,934.29	-16,763.76
6500 PROGRAMMING			
6515 Artist Fees		13,000.00	-13,000.00
6530 Licences & Tariffs	499.70	3,247.30	-2,747.60
6540 Workshop Fees & Expenses	31.18	1,920.00	-1,888.82
Total 6500 PROGRAMMING	530.88	18,167.30	-17,636.42
7000 TECHNICAL			
7010 Contract Staff - Technical		493.70	-493.70
7020 Equipment Acquisition - Tech	1,022.39	4,971.77	-3,949.38
7040 Equipment Repair & Maint - Tech		0.00	0.00
7050 Line Rental	2,327.95	2,269.73	58.22
Total 7000 TECHNICAL	3,350.34	7,735.20	-4,384.86
7500 MARKETING & PROMOTION			
7520 Advertising	798.15	2,078.80	-1,280.65
7530 Design & Printing		33.12	-33.12
7540 Postage - Marketing		191.24	-191.24
Total 7500 MARKETING & PROMOTION	798.15	2,303.16	-1,505.01
Total Expenses	\$133,142.27	\$193,986.20	\$ -60,843.93
NET INCOME	\$ -11,984.02	\$ -36,653.54	\$24,669.52

Strategic Planning Prioritization Notes

Date: Thursday, January 19, 2023
Present: 6 Board members and 2 staff

Session Objectives: Review the new strategic plan and discuss prioritization

Following a regular Board meeting for Trent Radio, Arising Collective joined the meeting to review the newly-created strategic plan and spark a discussion about a broad timeframe for the objectives contained within the plan.

Participants were asked to consider which strategic objectives should be addressed in the short-term of the plan (the first year), in the medium-term (the second year), and in the longer-term (the third year).

First Year Objectives

Staffing Model

There was consensus about the need to quickly **shift to a 3-staff model**, particularly to build capacity to be able to achieve other objectives. In a discussion about this item, it was agreed that a first step should be to <https://theon.ca/topics/policy-priorities/people/decent-work/pension/>, so they can assist with identifying which tasks could form a new job description.

Staff suggested that a realistic timeline would be to build on their experience working with a current staff member, with an aim to **hire in the May**, so the new person would be in place through the summer and be able to flourish come September.

It was agreed that the new hire should report to the current staff, as it might be too much to have three staff report to the Board and that way, the staff member could assist with the Board nomination process.

Staff Benefits

There was agreement about the need to start work on this item sooner rather than later, recognizing that it may take some time to come to fruition.

Staff recognize that this item has already come a long way, but are curious about **pension plans and/or possible retirement benefits**. Potential options, some of which have been explored in the past, could include the National Campus and Community Radio Association and the [OP Select Trust](#) (recommended by the [Ontario Non-profit Network](#))

Financial Planning

It was suggested that, similar to staffing, it would be important to **create this plan early**, as it will help enable other objectives to be pursued. Exploring a formal fundraising model could also be part of this planning.

Accessibility and Modernization

It was suggested that **additional investments to improve accessibility** at Trent Radio house would be a good item to tackle early.

Second Year Objectives

Objectives that were identified for this timeframe included:

- Creating an engagement strategy to encourage listeners to deepen their involvement
- Exploring ways and partnerships to engage students
- Develop an integrated, multi-media approach to building connections
- Engaging members and volunteers to reinvent their roles
- Fostering learning, feedback, and mentorship among volunteers
- Expanding training and educational opportunities

It was noted during the discussion that, as part of annual planning, an annual schedule should capture the items that occur each year, which may help to facilitate some of these objectives. For instance, a student is hired each spring, and part of their responsibilities is to develop the listener engagement survey, the result of which are brought to the Board at the same time each year.

Third Year Objectives

It was shared that most of the objectives in the ‘Deepened Connections’ priority are longer-term goals, in that they will take years to bear fruit.

Specific objectives identified for this timeframe included:

- Articulating the Trent Radio values
- Being seen as a highly desirable employer

It was noted that the high retention of student staff is a good indicator of whether Trent Radio is seen to be a desirable employer.

Next Steps

It was agreed that Arising Collective would send a template dashboard for Trent Radio to use to monitor the progress of their strategic plan, as well as support the development of annual operational plans.

As the Board and staff work through that template, it is recommended they ask themselves:

- How will we know we’ve accomplished each goal?
- What indicators will we use to demonstrate we’ve accomplished our goals?

Finally, Arising Collective would be pleased to attend a ‘check-in’ meeting with the Board in a year’s time, to support an initial evaluation of progress on the strategic plan and empower the organization to continue working towards its goals.