



University of Toronto

*Report of the
Task Force on
University of Toronto
Radio*

Final Report – April 19, 1999

Task Force on University of Toronto Radio

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Contents

<u>SUMMARY OF RECOMMENDATIONS</u>	<u>V</u>	<u>E. A PLAN FOR THE FUTURE</u>	<u>28</u>
<u>DEFINITIONS AND ABBREVIATIONS</u>	<u>XV</u>	1. Preface.....	28
<u>A. INTRODUCTION</u>	<u>1</u>	2. Vision.....	30
1. Establishment of the Task Force.....	1	3. Partnerships.....	31
2. Membership.....	1	(a) CIUT as an Extra-Curricular Activity.....	31
3. Mandate.....	1	(b) CIUT as a Co-Curricular Activity.....	32
4. Input From the Community.....	2	(c) CIUT as an Outreach and Promotional Resource for the University and a Community Service.....	33
<u>B. HISTORY OF FM RADIO AT THE U OF T</u>	<u>3</u>	4. Finances.....	33
1. U of T Radio Prior to Obtaining an FM Licence.....	3	(a) Audit.....	34
2. Original Vision of CIUT-FM.....	4	(b) Continuity and Fiscal Year.....	34
(a) Articles of Incorporation.....	4	(c) Budgets.....	35
(b) FM Licence Application.....	4	(d) Financial Practices.....	36
(c) The Planned Role of CIUT-FM in the Campus and Surrounding Community.....	5	Bookkeeping and Financial Statements.....	36
<u>C. OVERVIEW OF CIUT-FM TODAY</u>	<u>7</u>	Spending.....	37
1. University of Toronto Community Radio, Inc.	7	5. Staff Relations.....	37
2. Broadcast Power and Listenership.....	9	6. Volunteer Relations.....	38
3. Licence.....	9	7. Licence Issues.....	39
(a) Changes to Regulations Concerning Campus/Community Licences.....	10	8. Organizational Structure.....	41
4. Programming.....	12	(a) Ordinary Members.....	41
5. Advertising.....	13	(b) General Members.....	42
6. Management.....	13	(c) Board of Directors.....	42
7. Board of Directors.....	14	Composition and Membership.....	42
8. Volunteer Training.....	14	Duties of the Board.....	43
(a) Description of Workshops.....	15	Duties of Officers and Key Board Members.....	44
<u>D. RECURRING ISSUES</u>	<u>17</u>	Terms of Office.....	45
1. Campus vs. Community Radio.....	17	Elections.....	46
2. On-Air and Volunteer Conduct / Volunteer Relations.....	18	Quorum.....	46
3. Programming Decisions.....	19	(d) Executive Committee.....	47
(a) Music.....	19	(e) Financial Advisory Group.....	47
(b) Spoken Word.....	19	(f) Program Committee.....	47
4. Board of Directors.....	21	(g) Other Standing Committees.....	50
5. Policies and Procedures (Non-Financial).....	21	(h) Station Manager (or Executive Director).....	50
6. Staffing.....	22	(i) Program Director (or Program Manager).....	51
7. General Environment.....	22	(j) Music, Spoken Word and Technical Support Coordinators.....	52
8. Financial Problems.....	23	(k) Other Station Staff.....	53
(a) Audits.....	27	<u>F. CAMPUS INVOLVEMENT</u>	<u>54</u>
(b) Financial Procedures.....	27	1. Preface.....	54
<u>E. A PLAN FOR THE FUTURE</u>	<u>28</u>	2. Proportion of Involvement.....	54
1. Preface.....	28	3. Utilization of U of T Resources.....	55
2. Vision.....	30	4. Strategy for Student and Campus Community Involvement.....	56
3. Partnerships.....	31	(a) General Promotion of CIUT within the U of T Community.....	57
(a) CIUT as an Extra-Curricular Activity.....	31	(b) Policy and Procedure Review.....	58
(b) CIUT as a Co-Curricular Activity.....	32	(c) Facilitating Student and Campus Community Member Involvement.....	58
(c) CIUT as an Outreach and Promotional Resource for the University and a Community Service.....	33		
4. Finances.....	33		
(a) Audit.....	34		
(b) Continuity and Fiscal Year.....	34		
(c) Budgets.....	35		
(d) Financial Practices.....	36		
Bookkeeping and Financial Statements.....	36		
Spending.....	37		
5. Staff Relations.....	37		
6. Volunteer Relations.....	38		
7. Licence Issues.....	39		
8. Organizational Structure.....	41		
(a) Ordinary Members.....	41		
(b) General Members.....	42		
(c) Board of Directors.....	42		
Composition and Membership.....	42		
Duties of the Board.....	43		
Duties of Officers and Key Board Members.....	44		
Terms of Office.....	45		
Elections.....	46		
Quorum.....	46		
(d) Executive Committee.....	47		
(e) Financial Advisory Group.....	47		
(f) Program Committee.....	47		
(g) Other Standing Committees.....	50		
(h) Station Manager (or Executive Director).....	50		
(i) Program Director (or Program Manager).....	51		
(j) Music, Spoken Word and Technical Support Coordinators.....	52		
(k) Other Station Staff.....	53		

<u>G. OTHER ISSUES</u>	<u>60</u>	<u>I. APPENDICES</u>	<u>67</u>
1. Specific Spending Practices.....	60	1. Memorandum of Understanding Concerning the Task Force	67
2. Advertising Policy.....	60	2. Announcement of Task Force.....	70
3. Programming.....	60	3. Electronic Mail Requests for Submissions.....	72
4. Miscellaneous Issues.....	61	(a) General	72
		(b) U of T at Mississauga Community Members	72
		(c) U of T at Scarborough Community Members	73
<u>H. BUSINESS AND ACTION PLAN</u>	<u>63</u>	4. Other Requests for Submissions	73
1. High Level Business Plan	63	5. Submissions	74
2. Implementing Task Force Recommendations	63	(a) Written Submissions	74
(a) Spring 1999	64	(b) Verbal Submissions	75
(b) Summer 1999	64	6. Other Information	76
(c) Fall 1999.....	64	7. CIUT-FM Shows	77
(d) Winter 1999/2000	65	8. Articles of Incorporation	78
(e) Spring/Summer 2000	66	9. Current and Proposed By-Laws	80
(f) Fall 2000.....	66	10. New CRTC Campus Radio Policy	92
(g) Winter 2000/2001	66	11. CIUT "Promise of Performance"	99
(h) Completion Date Undetermined	66	12. UTCRI Financial Statements (Year Ended 1998)	102

Summary of Recommendations

Number	Recommendation	Page
General		
Recommendation #1	If, no later than Spring of 2000, there is not a radically improved and visibly effective operational structure for University of Toronto Community Radio Inc., and a more discernible presence of University of Toronto based community programming on CIUT, the Students' Administrative Council (SAC) should consider withdrawing financial support for the station through the SAC radio fee.	29
Recommendation #2	If, no later than Spring of 2001, there is not a radically improved and visibly effective operational structure for University of Toronto Community Radio Inc. and a more discernible presence of University of Toronto based community programming on CIUT, the Governing Council of the University of Toronto should consider withdrawing the permission granted to University of Toronto Community Radio Inc. to use the name of the University in its corporate name and consider using the space currently occupied by CIUT for other extra-curricular and co-curricular student activities.	29
Recommendation #3	To the extent possible and practical, the University should provide special expertise and support in the interpretation and implementation of the Task Force's recommendations and in the on-going operations of CIUT. Over time, the University should gradually withdraw from having direct involvement in the internal affairs of UTCRI and ultimately the station should return to operating independently under the general auspices of SAC optimally by Spring of 2001.	30
CIUT Corporate/Organizational Issues		
Recommendation #4	In order to provide guidance to those associated with the management and programming of UTCRI, the Task Force recommends that a Mission Statement and Vision Statement be adopted for University of Toronto Radio based upon the expressed corporate objectives of UTCRI.	30
Recommendation #11	In order to accommodate better the various appointment and election procedures related to membership of the CIUT Board, it is recommended that the annual Board of Directors calendar begin on July 1 st and end on June 30 th of each year.	34
Recommendation #12	As a means of enhancing Board accountability for a particular year's operations, the Task Force recommends that the fiscal year-end for UTCRI be changed to April 30 th of each year.	34

Number	Recommendation	Page
Recommendation #13	To facilitate the preparation of the annual audit and maximize accountability among Board members for the details of each audit, the annual financial audit should occur and be approved by the Board in the period after the fiscal year-end, April 30th (See Recommendation #12), and before the end of the Board calendar year, June 30th (See Recommendation #11).	34
Recommendation #14	In order to preserve continuity of function and operation, especially with respect to financial procedures, the Task Force recommends that UTCRI implement 2 year terms for officers and members of the Board of Directors of the corporation (staggering the appointment of half of the Directors within each constituency each year).	34
Recommendation #29	The Task Force recommends the adoption of the general organizational structure as illustrated in Figure 12.	41
Recommendation #30	As noted above (See Recommendation #5), the Task Force recommends increasing the number of Ordinary Members (thereby expanding the “ownership” base of the station to other students) in cooperation with the Association of Part-time Undergraduate Students (APUS) and Graduate Students’ Union (GSU) through the establishment of radio fees paid by part-time undergraduate and full-time undergraduate students respectively.	42
Recommendation #31	If the number of Ordinary Members is increased to include members of APUS and the GSU (in addition to SAC members), the composition of the “General Membership” should be reviewed in order to ensure proportional representation from all 3 student constituencies.	42
Partnerships		
Recommendation #5	The Task Force recommends that UTCRI work with other on-campus organizations both to expand the base of ownership of the station (e.g. with the Graduate Students’ Union and the Association of Part-time Undergraduate Students) and to provide campus-based programming (e.g. with <i>The Varsity</i> and <i>The Independent</i>).	32
Recommendation #6	The Task Force recommends that a “University of Toronto Radio Network” be established among the 3 University of Toronto radio stations, CIUT-FM, CFRE, and CSCR. The Network should explore and develop partnerships with respect to broadcasting common programs and sharing resources.	32
Recommendation #7	It is recommended that CIUT-FM explore and develop partnerships with academic programs within the University in order to both augment programming and offer direct or indirect benefits to students and faculty working and studying in various fields.	32

Number	Recommendation	Page
Recommendation #56	CIUT should explore and develop other partnerships with organizations and departments within the University which will contribute to non-programming aspects of CIUT's range of activities (e.g. Media Centre, Information Commons, etc.).	56
Students' Administrative Council		
Recommendation #10	In order to ensure compliance with the requirements under the <i>Policy on Non-Academic Incidental Fees</i> , the Students' Administrative Council should on a formal basis (at the appropriate committee or commission) accept, review and approve the audited statements of the campus radio stations to which the radio fee is disbursed and, when appropriate, withhold disbursement of fees and/or recommend changes to financial procedures and practices.	34
Recommendation #46	In addition to Recommendation #10 (which outlines a formal approval process for CIUT's audit by SAC in addition to the General Members of the corporation), as a means of ensuring that closer attention is paid to on-going financial operations at UTCRI, the Students' Administrative Council should receive the quarterly reports prepared by the Financial Advisory Group (and reviewed by the Board) and should review them prior to forwarding each student radio fee installment to the station. Based upon the quarterly reports, SAC may attach conditions to the continuation of forwarding fee installments to the station.	47
Financial Management		
Recommendation #15	Acceptance of the audit report by the General Members of the corporation should occur at an Annual General Meeting held at the earliest practical date when all the General Members (i.e. members of the SAC Board and members of the CIUT Board) are available—preferably in September of each year.	35
Recommendation #16	The Task Force recommends the development of strict procedures and criteria for the development of operating plans for the station and the adoption of the following budget procedures: (a) the <i>annual operating budget</i> for CIUT-FM should be prepared each fall for the subsequent fiscal year; (b) the annual operating budget for the subsequent fiscal year should be approved by the Board each January; and (c) variances on projected expenditures and revenues during the fiscal year, with specific plans for making accommodations for these variances, should be reported in the quarterly reports presented to the Board by the Financial Advisory Group (see Recommendation #45).	36
Recommendation #17	As a means of promoting longer term perspectives on the station's finances, the annual operating budget should also include projected revenue and expenses for each of the 5 years following the current fiscal year.	36

Number	Recommendation	Page
Recommendation #18	The annual operating budget should be developed consistent with criteria established by the Board concerning <i>reasonable</i> expectations of revenue and expenses based upon the experiences of the previous 5 years.	36
Recommendation #19	In order to better understand the financial history and practices of the station, the CIUT Board should conduct a complete analysis of past audits and financial reports.	36
Recommendation #20	In order to reflect accurately the annual and monthly costs of the operation of UTCRI and to prepare more adequately for periods of low cash flow, financial statements should be prepared on an accrual basis and submitted for review to the Financial Advisory Group (see Recommendation #45) each month. The Financial Advisory Group should submit quarterly reports to the Board for review.	36
Recommendation #21	The Task Force recommends that the UTCRI Board conduct a complete and detailed review of all spending policies and procedures and, if appropriate, establish new standing policies on these matters.	37
Staff and Volunteer Relations		
Recommendation #22	In consultation with the staff of the station, the Board should review and, if appropriate, adopt new policies concerning all personnel matters (including, but not limited to, grievances, terms of employment, harassment and other conduct, etc.).	38
Recommendation #23	It is recommended that the CIUT Board establish appropriate job review criteria for all paid employees of the station and conduct job evaluations for all current staff as soon as possible. Subsequent job evaluations should occur on an annual basis.	38
Recommendation #24	The station should develop and implement a supportive and mutually beneficial staff and volunteer development program. The elements of the program should include information about the station and the history of University of Toronto radio, communications and team work skills training, strategies for building and sustaining a collegial working and decision-making environment, strategies for the sharing of ideas and best practices, and a means by which volunteers and staff at the station participate in and collaborate on a variety of activities that will promote a more positive working atmosphere.	38
Recommendation #25	In a facilitated process involving a broad representation of members of CIUT (including staff and volunteers) the Board should establish a “volunteer code of conduct” which addresses the standards and expectations of behavior among station volunteers, the process of making complaints (referring to the grievance procedures noted in Recommendation #27) and the potential ramifications of failing to comply with the code.	39

Number	Recommendation	Page
Recommendation #26	CIUT should establish a clear and mutually beneficial “volunteer contract” to be signed by all volunteers and a representative of station management which outlines the responsibilities and rights of a volunteer at UTCRI and the expectations that the Board and management of the station have with respect to volunteers.	39
Recommendation #27	The Task Force recommends that the UTCRI Board establish a clear policy and procedure to handle grievances placed by volunteers of the station against staff, the Board, or other volunteers. The grievance procedures should set out the process of adjudicating and investigating complaints and referring disputes to informal mediation when appropriate.	39
CRTC and Licence Issues		
Recommendation #28	The Task Force does not recommend pursuing any changes to the terms of its broadcast licence. CIUT must, however, take all necessary steps in order to comply with the new CRTC regulations for campus/community stations when they are published in the summer of 1999.	40
CIUT Board of Directors		
Recommendation #32	The Task Force recommends the following composition of the CIUT Board of Directors: (a) 4 members appointed by the SAC Board of Directors (not necessarily from only among the membership of the SAC Board); (b) 4 student members elected by and from the entire student population of the University of Toronto (in elections conducted by UTCRI); (c) 4 volunteer representatives elected by and from the membership fee paying volunteers of CIUT (in elections conducted by UTCRI); (d) 2 or 3 members appointed by the CIUT Board of Directors (at least 1 or 2 of whom must be drawn from the non-membership fee paying community at large); (e) 1 member appointed by the President of the University of Toronto; (f) 1 non-voting Chair appointed by the CIUT Board of Directors; and (g) the Station Manager as a non-voting <i>ex-officio</i> member.	43
Recommendation #33	The Task Force recommends that all Board members be trained annually (at the beginning of the Board year) with respect to their corporate responsibilities and liabilities, financial responsibilities, their obligations under the broadcasting licence and CRTC regulations, and the effective management of a non-profit corporation.	44
Recommendation #34	It is recommended that at the beginning of each Board calendar year, a paid, non-voting Chair (with relevant experience in a non-profit or similar agency) be recruited and hired under a 1 year contract to carry out the duties as described for the office.	44
Recommendation #35	The Task Force recommends that the President of the corporation, appointed by and from the Directors, be a member of the University community (including students, staff, faculty and alumni).	44

Number	Recommendation	Page
Recommendation #36	The Secretary of the Board, appointed by and from the Directors, should have relevant recent experience in a similar role with another non-profit corporation or similar agency and be fully capable of exercising the powers and responsibilities of the office.	45
Recommendation #37	The Treasurer, appointed by and from the Directors, should have relevant recent experience in a similar role with another non-profit corporation or similar agency and be fully capable of exercising the powers and responsibilities of the office.	45
Recommendation #38	The Program Committee Chair, appointed by and from the Directors, should have relevant experience and be fully capable of exercising the powers and responsibilities of the office.	45
Recommendation #39	The Task Force recommends that <u>all</u> Directors be appointed/elected for terms of 2 years and serve no longer than 2 consecutive terms. Half of the Directors from each constituency should be replaced each year.	46
Recommendation #40	UTCRI should review its volunteer election procedures and develop new procedures (complementary with the volunteer election procedures) for the election of student representatives to the Board. Calls for nominations and all announcements concerning student representative elections must be distributed widely across the University and a reasonable attempt to reach all students concerning this information must be undertaken.	46
Recommendation #41	Quorum for meetings of the Board of Directors held between September 1 st and April 30 th of each year, should be a simple majority of duly appointed/elected voting Directors or 8 (whichever is less).	46
Recommendation #42	Quorum for meetings of the Board of Directors held between May 1 st and August 31 st of each year, should be 5, at least 3 of whom must be members of the University community.	46
Recommendation #43	A duly appointed Executive Committee of the Board, subject to policy and guidelines established by the Board, should have the power to act in the absence of quorum to hold a Board meeting.	46
Recommendation #44	In future, in the event that the number of Board members falls below the number required to hold a Board meeting and if there is an absence of a duly appointed and active Executive Committee, Board authority, responsibilities and powers should be exercised by the SAC Executive Committee as representatives of the General Members and Ordinary Members of the Corporation.	47

Number	Recommendation	Page
Committees and Advisory Groups		
Recommendation #45	The Task Force recommends the establishment of a Financial Advisory Group consisting of, but not limited to, the Treasurer (who shall also act as chair), a University appointee with certified expertise in this area, a staff or executive member of SAC, and possibly a student with a special interest in this area. The Group will assist in the preparation of quarterly financial reports for the Board.	47
Recommendation #47	The Task Force recommends the establishment of a Program Committee as a Standing Committee of the Board with a mandate, responsibilities and powers as described herein (beginning on page 46). The Committee is responsible to the Board and may, from time to time, be asked to consider matters referred to it by the Board.	49
Recommendation #48	In order to maintain a more appropriate balance of campus and community based programming, it is recommended that one member of the Program Committee (drawn from the campus community) be appointed as the “campus assessor” and that one member, (drawn from the community at large), be appointed as the “community assessor.” The assessors would have the role, on behalf of the Program Committee, of monitoring the overall programming content to ensure that adequate representation from both communities is involved in all areas of on-air programming and technical support.	50
Recommendation #49	Except when deemed necessary for the orderly consideration of specific issues (e.g. hiring a Station Manager) when <i>ad hoc</i> committees of the Board should be established, the Task Force recommends that only 2 standing committees of the Board exist: the Program Committee (see Recommendation #47) and the Executive Committee.	50
Staffing		
Recommendation #50	The Task Force recommends that a new Station Manager be hired as soon as possible with the stated qualities and responsibilities. The Station Manager salary should, without unreasonably burdening the financial resources available, be high enough to attract sufficiently experienced candidates and encourage the chosen incumbent to stay in the position for a significant period of time.	51
Recommendation #51	The current role of the position of Program Director at CIUT should be reviewed along the lines suggested by the Task Force. The Task Force recommends that the Program Director report to the Station Manager and act in a senior support, educational and development role in the provision of programming at the station.	52

Number	Recommendation	Page
Recommendation #52	It is recommended that 3 paid staff (either part-time or half-time) positions be established to work in support of music programming, spoken word programming, and technical support roles at the station. The coordinators would also support the 3 reference groups to the Program Committee, and in various other capacities related to on-air programming.	53
Miscellaneous/Current Operational and Policy Issues		
Recommendation #53	CIUT should maintain a complete and up-to-date database of persons involved in the station including information concerning volunteers from within the University community (including a designation for students, U of T staff, faculty, and alumni volunteers).	55
Recommendation #54	All CIUT shows should be listed in an internal inventory, for periodic inspection by the Campus Assessor and Community Assessor on the Program Committee (see Recommendation #48) and others, describing the intended audience of the program and whether each show is <i>primarily</i> targeted at the campus community, the off-campus community, or both).	55
Recommendation #59	An investigation should be conducted into alleged inappropriate spending practices of the station in the period between August 31 st , 1998 and the present (or other period of time as determined by the CIUT Board).	60
Recommendation #60	The Task Force recommends that, on an annual basis, the Board review its advertising policy and establish an ethical framework within which potential advertisers can be assessed. It may also be desirable to develop annually and review a list of companies from which advertising will not be accepted according to established ethical criteria.	60
Recommendation #62	CIUT should develop a strategy to plan for and implement emerging and potentially powerful new radio technologies (e.g. digital radio).	61
Recommendation #63	The station should review its long-term plan with respect to the rental of side-band broadcast rights and ensure that the rental fee for these rights is priced at market value.	61
Recommendation #64	As soon as possible, CIUT should consolidate and re-finance the station's debt load in order to enable the station to manage day to day operations better.	62
Programming & Campus Involvement		
Recommendation #8	The University should work with the station to explore and implement appropriate programming and public service announcements which assist the University in achieving its institutional mission and goals.	33

Number	Recommendation	Page
Recommendation #9	CIUT should continue to provide important and worthwhile programming that is targeted primarily to the public at large and those smaller communities that cannot hear such programming on other stations including programming for communities whose point of view is not heard on mainstream radio. When practical, CIUT should enlist the University's assistance, expertise and involvement in the development of such programming.	33
Recommendation #55	Highlighting U of T research and providing more opportunities to make announcements about campus activities, both academic and non-academic, should be a normal feature of daily programming on CIUT. The station should also be an active partner in the delivery of important time-specific announcements about the University (e.g. closures due to inclement weather).	55
Recommendation #57	Following programming enhancements to improve listenership among University community members, future fundraising drives should target staff, faculty and alumni for station memberships and broader financial support from within the University.	56
Recommendation #58	The Task Force recommends that CIUT, SAC and the University jointly develop and implement a student involvement strategy which improves CIUT's visibility on campus (thereby increasing awareness and interest in the station) and directly solicits student involvement in various aspects of on-air programming (consistent with the approach outlined herein beginning on page 55).	59
Recommendation #61	CIUT-FM should consider and, if practical, develop programs related to the following: 1) A broad-based program addressing the political and other interests of all student governments at all post-secondary institutions within the broadcast region; 2) A University of Toronto news and current events program; 3) A regularly occurring open timeslot to allow new student volunteers to experiment and gain experience in providing on-air programming; 4) A regularly occurring program broadcasting live or taped campus events; 5) A University of Toronto music program (possibly involving the various music activities of Hart House and the Faculty of Music); 6) A show highlighting University of Toronto research; 7) A well-publicized and automatic mechanism to provide public service announcements for U of T based activities and events; 8) Additional coverage of Varsity Blues sports; 9) Campus Safety and Crime (in conjunction with the University Police); 10) A program showcasing amateur/semi-professional musicians within the U of T (possibly involving Hart House and the Faculty of Music); 11) A show produced by Lesbians, Gays, Bisexuals and Transgendered at the U of T (LGBTOUT) highlighting local, national and international queer news and its impact on the local community; 12) Special Programs in association with various University of Toronto events (e.g. Spring Reunion, academic symposia, other presentations); 13) A program focussing on local, national and international student issues.	61

<u>Number</u>	<u>Recommendation</u>	<u>Page</u>
	Business & Action Plan	
Recommendation #65	Pursuant to the foregoing recommendations, the Task Force recommends that the Business and Action Plan and the timing of implementation of the recommendations as described herein (beginning on page 63) be implemented.	63

Definitions and Abbreviations

The following terms and abbreviations are used throughout this *Report*

APUS	Association of Part-time Undergraduate Students
Board	Board of Directors of UTCRI
Board Members	Members of the Board of Directors of UTCRI
CFRE	Radio Erindale (the UTM closed-circuit and FM cable radio station)
CIUT	CIUT-FM, University of Toronto Community Radio, Inc.
CJUT	The “call letters” used by the station prior to obtaining an FM licence.
CRTC	Canadian Radio-television and Telecommunications Commission – the federal government agency which grants broadcasting licences and regulates the Canadian radio and television industry.
CSCR	Radio Scarborough (the UTScarborough closed-circuit and FM cable radio station)
Directors	Members of the Board of Directors of UTCRI
General Members	The General Members of UTCRI (comprised of the duly appointed and active members of the CIUT Board of Directors and the members of the Board of Directors of SAC).
GSU	Graduate Students’ Union
Ordinary Members	The Ordinary Members of UTCRI (full-time undergraduate students at the University of Toronto who pay the Radio Fee, other students who upon payment of the Radio Fee, and any other person pursuant to approval by the CIUT Board of Directors upon payment of the equivalent of the Radio Fee paid by students).
POP	Promise of Performance (a summary of the station’s range in programming, limitations on certain types of programming and restrictions with respect to station policies)
Programmer	A person involved in the development, planning and presentation of an on-air program.
Promise of Performance	A summary of the station’s range in programming, limitations on certain types of programming and restrictions with respect to station policies.

Radio Fee	A designated portion (\$5.00) of the Students' Administrative Council non-academic incidental fee for "radio." At present, all full-time undergraduates pay the \$5.00 fee. By previous arrangement, \$4.00 of the \$5.00 collected from UTM and UTScarborough students is allocated to the radio activities located on those respective campuses (CFRE and CSCR). The balance (\$5.00 from all full-time undergraduates on the St. George Campus and \$1.00 from all full-time undergraduate students registered at UTM and UTScarborough is allocated to radio activities on the St. George Campus.
SAC	Students' Administrative Council
Staff	Any paid employee of CIUT
UTCRI	University of Toronto Community Radio, Inc.
UTM	University of Toronto at Mississauga
UTR	University of Toronto Community Radio
UTScarborough	University of Toronto at Scarborough
VAC	Volunteer Action Committee
Volunteer	Any volunteer of CIUT.
Volunteer Action Committee (VAC)	A vocal and active organization of CIUT volunteers who have expressed concerns, views and opinions in response to a number of problems that have emerged at the station.

A. Introduction

1. Establishment of the Task Force

In response to a request made by the Students' Administrative Council (SAC) for assistance in resolving some of the organizational problems experienced by CIUT-FM, University of Toronto Community Radio, Inc., the President established a two person Task Force on University of Toronto Radio and agreed to provide short-term assistance to CIUT-FM in order to assist the station in continuing to be viable corporation while the work of the Task Force is underway.

2. Membership

Margaret Hancock, Warden, Hart House
Chris Ramsaroop, President, Students' Administrative Council (1998/99)
Jim Delaney, Manager, Liaison & Campus Life Services (Secretary)

Resource People

Stephen Zolf, Heenan Blaikie
Jennifer Schultz, Students' Administrative Council
Terry Buckland, Students' Administrative Council
Terri Nikolaevsky, Students' Administrative Council

3. Mandate

The Task Force on University of Toronto Radio and the short-term provisions for assistance for CIUT-FM were outlined in a memorandum from the President to Margaret Hancock and Chris Ramsaroop (see Appendix 1 on page 67).

The Task Force has a mandate to:

- 1) Establish a new vision for University of Toronto FM Radio which both acknowledges and maximizes:
 - (a) the potential positive benefit to the University and the enrichment of the lives of students and other members of the campus community;
 - (b) the learning experience for those who participate, particularly students, in radio-related activities; and
 - (c) the potential for campus and community radio as a means of building a stronger sense of community within the University and as an important and integral link to the off-campus community.
- 2) Design (in a broad sense) new operational and organizational structures and mechanisms that best serve the vision as defined, including appropriate arrangements for governance and accountability.

- 3) Explore and develop partnerships among departments and staff within the University community, in the off-campus community and elsewhere which will support the new vision for radio and provide long-term assistance in maintaining the stability of the campus radio enterprise.
- 4) Develop a strategy which strives to maximize the involvement of students and other University members in the affairs and operations of the station while also addressing the need to provide community-based programming in compliance with the terms of a campus and community FM licence.
- 5) Examine and address all issues with respect to CIUT-FM's licence and the impact of the Task Force's recommendations on these issues. If appropriate and necessary, develop an action plan to work with the CRTC in order to reconcile the new structures and mechanisms with the current or amended FM licence.
- 6) Develop a business plan for University of Toronto radio which addresses on-going operational issues both in the short-term (up to 6 months) and the long-term (up to 5 years). The plan must include provisions for repayment of all loans and any and all other current debts within one year.
- 7) Develop an action plan to implement the Task Force recommendations.

The Task Force was directed to complete its work and present its recommendations to the President of the University and to the General Members¹ of CIUT-FM, University of Toronto Community Radio, Inc., no later than March 15, 1999. An extension of this reporting deadline later was granted.

4. Input From the Community

Advice, suggestions and submissions were sought from a broad audience throughout the work of the Task Force. Appendices 2 – 4 on pages 70 – 73 describe the methods by which input from the campus and off-campus community was requested. Appendix 5 (Submissions) on page 74 lists the individuals and organizations which provided verbal and written submissions to the Task Force.

In addition to the submissions received, the review work related to CIUT conducted by Jen Schultz on behalf of SAC, and the notes (and related recommendations) from meetings coordinated by St. Stephen's House Conflict Resolution Service² informed the work of the Task Force.

¹ Any proposed by-law and/or corporate re-organization of CIUT-FM, University of Toronto Community Radio, Inc., will require approval by the General Members of that corporation (which include any duly appointed and active members of the CIUT Board of Directors and the people who comprise the SAC Board of Directors).

² St. Stephen's House was engaged by CIUT beginning in the summer of 1998 to assist in the resolution of a number of disputes and conflicts occurring at the station.

B. History of FM Radio at the U of T

1. U of T Radio Prior to Obtaining an FM Licence

CIUT-FM began life as “Radio Varsity” in the mid 60s as a campus-focused recorded program to be played on Toronto area radio stations. Not long after this, it became a music station broadcasting to various locations across the St. George campus via a carrier-current system. Eventually, the station grew into an elaborate closed circuit broadcasting network of wires and speakers in residence common rooms, student council offices, and other locations. Because the station was not limited by a licence and “promise of performance”, CJUT (as it was known in the years leading up to the application for an FM licence) programmed a wide variety of shows mostly catering to the student community. Music and campus based events and activities dominated the programming for the station.

Radio Varsity was involved as a key player or partner in several previous attempts to obtain an FM licence.

Despite having a very inconsistent performance and stability from 1965 to 1980, there was reasonably strong student and campus community support for the station and its programming in the few years leading up to the pursuit of its current FM broadcasting licence.

UTCRI applied for the licence to broadcast within the limited commercial, educational/institutional FM band on March 29, 1985. That spring, SAC asked students to support a new designated portion of the SAC fee for radio activities and, in effect, asked students if they were in support of the concept of obtaining an FM campus and community radio licence at the University of Toronto. In a heavy voter turnout (in part because of the radio question but also because 3 extraordinarily popular tickets competed for the SAC presidency that year), 68% of students gave their support to initiating an FM radio enterprise at the University.



In the fall of 1985, the Governing Council of the University of Toronto approved the application for incorporation, the proposed by-laws for UTCRI, and the use of the words “University of Toronto” in the corporate name of UTCRI—thereby paving the way towards the final few steps towards incorporation and obtaining the licence. The Governing Council gave these approvals on three conditions: 1) that the University be notified of all proposed changes to the by-laws; 2) that the Governing Council reserves the right to withdraw use of the University’s name in the corporate name of UTCRI; and 3) that UTCRI enter into an agreement with the University concerning the use of space.

2. Original Vision of CIUT-FM

(a) Articles of Incorporation

There are several key features of the application for letters patent and articles of incorporation directly related to the mandate of the Task Force:

- 1) There was a clear intention to provide programming to and for the students of the University of Toronto and the community at large;
- 2) The incorporators intended to give students and members of the community opportunities to learn and participate in all aspects of the radio business;
- 3) UTCRI was intended to be an educational experience for those people wishing to communicate concerns and interests to the community; and
- 4) CIUT was designed to be supportive of organizations and individuals involved in the development of arts, community education, public events and social and political concerns.

See Appendix 7 on page 77 for the complete text of the application for letters patent and articles of incorporation.

(b) FM Licence Application

CIUT's application for an FM licence outlined a number of areas which articulate the range and focus of programming that was intended to be provided by the station.

In the area of "spoken word programming", CIUT planned to:

- 1) Provide news of interest to their anticipated audience with a focus on social and political issues;
- 2) Serve as a practical training ground for aspiring broadcast journalists;
- 3) Provide information about community and entertainment activities and events;
- 4) Be a forum for interpreting, examining, explaining and providing opinion on matters of public interest and concern both within the campus community and the community at large;
- 5) Provide information and background related to research at the University of Toronto;
- 6) Provide opportunities to examine the "human spiritual condition;"
- 7) Broadcast live sports programs (including live coverage of University of Toronto football, basketball, and hockey games);
- 8) Provide programming in the area of personal development and enrichment (in conjunction with the University's School of Continuing Studies);

- 9) Integrate programming related to a variety of human interests into other programming;
- 10) Be a forum for the exposure and expression of Canadian authors, playwrights, poets, actors and others in the arts community;
- 11) Provide some programming for children and youth;

CIUT also planned to provide music programming that would be unique and diverse compared to other broadcast outlets in the community by utilizing the resources of the University and the surrounding community. The planned musical spectrum ranged from jazz and folk to rock, country, and non-classical religious (particularly focussing on lesser known artists).

(c) **The Planned Role of CIUT-FM in the Campus and Surrounding Community**

UTCRI sought to serve and involve the entire community from their base at the University. They also planned to involve the human and other resources available at the U of T in a variety of ways (e.g. using library record collections to supplement their own record library for on-air play). The people at the station also saw CIUT as a means of bringing the University experience to the entire community. As a community service, UTCRI committed to making air-time available to community groups and promote community events and issues.

For the University community, the founders of the FM station saw CIUT as an informal training ground for those wishing to move on in careers in radio in the same way that *The Varsity* has figured prominently in the careers of many print and broadcast journalists. It was also a means of promoting Varsity Blues athletics (through live broadcasts), campus activities (with shows such as “In the SAC”), and the promotion of University of Toronto research activities.

Through their own efforts and in cooperation with the School of Continuing Studies, CIUT planned to provide a number of educational programs that would expand the teaching role of the University outside the classroom.

By blending the campus and community elements of its programming, CIUT endeavored to create a seamless range of shows that enriched, entertained, and met the needs of both the on-campus and off-campus communities at the same time.

The “Programming Philosophy” of CIUT was outlined in a station volunteer manual published *circa* 1985 (edited by Dianne Collins):

UTR is supported by and located on the University campus and it shares the name of the University of Toronto. We at UTR feel that it is important for a campus radio station to reflect the roles of the University in its everyday operation.

For this reason we program with the following philosophy in mind.

Like the University, UTR should provide a learning experience for all people with a direct input into the station. This includes all fee-paying individuals on the U of T

campus (if they care to take advantage of the opportunity), the faculty and staff, Toronto community groups and our regular on-air staff.

In order for anyone to learn anything from UTR, the station must play a teaching role as well. We must be prepared to teach the art of broadcasting to those who wish to do on-air work at the station. We must also provide educational and informative programming for those involved on the other end of the radio, i.e. the listening audience.

We should be a forum which brings together all of the diverse resources and talents on the University campus.

We should encourage and develop creative thought in our programming. This can be done by promoting and encouraging original drama, poetry readings and the like.

We must always be willing to experiment with and research new ideas.

We should try to be an information exchange medium, through which the various groups on campus can share ideas both among themselves and with the community at large.

Last, but definitely not least, we should provide entertainment. Our audience should enjoy listening to UTR even though they may be learning something. And, essential to the smooth running of the station, our staff should have a good time while maintaining a high standard of programming excellence.

C. Overview of CIUT-FM Today

1. University of Toronto Community Radio, Inc.

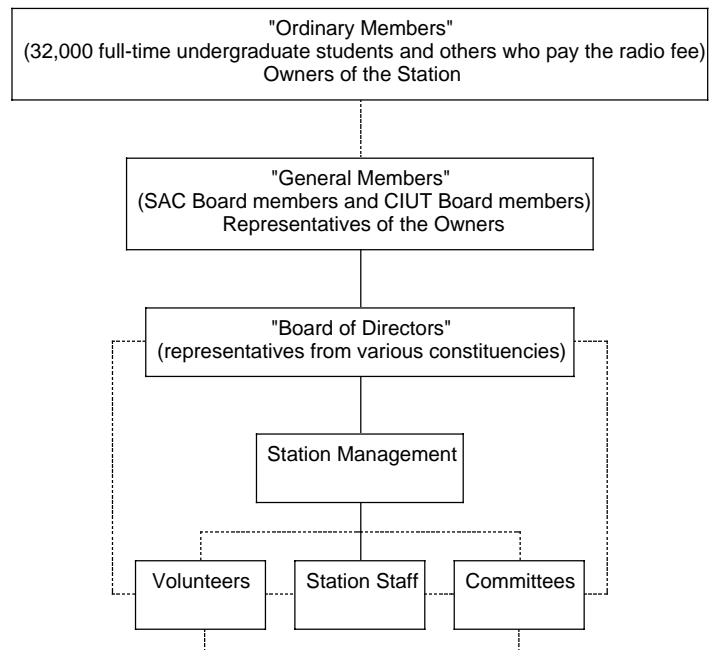


UTCRI is owned and financially supported by full-time undergraduate students at the University of Toronto who each pay a designated portion of the SAC fee for radio related activities. Other students may become Ordinary Members of the corporation upon payment of the radio fee and non-students may become Ordinary Members upon payment of the fee and approval by the Board of Directors of UTCRI.

At present, all full-time undergraduates pay a \$5.00 radio fee. By previous arrangement, \$4.00 of the \$5.00 collected from UTM and UTScarborough students is allocated to the radio activities located on those respective campuses (CFRE and CSCR)³. The balance (\$5.00 from all full-time undergraduates on the St. George Campus and \$1.00 from all full-time undergraduate students registered at UTM and UTScarborough) is allocated to radio activities on the St. George campus. This amounts to approximately \$115,000 per year in funding from University of Toronto students.

Pursuant to the current and enacted by-laws of the corporation⁴, UTCRI is managed by a Board of Directors of 13 people: 4 appointed by the SAC Board of Directors; 3 elected by and from full-time undergraduate students at the U of T; 1

Figure 1 – Current Corporate Structure of UTCRI



³ CSCR is currently seeking separation of the \$4.00 per full-time undergraduate UTScarborough student allocated to Scarborough campus radio activities from the SAC radio fee. SAC asked their members registered on the Scarborough campus for consent to this separation in a referendum held on March 23-24, 1999. The referendum campaign was successful and SAC will asked for University Affairs Board approval of the change this spring.

⁴ Although at least two sets of by-laws for the corporation were approved by the Board after 1989 (in 1994 and 1997), the Task Force found no evidence that the General Members of the corporation approved any by-law changes since 1989. Recently, some indications that the 1994 by-laws were indeed approved by the General Members have come to light.

appointed by the President of the University of Toronto; 3 elected by and from the volunteers of UTCRI; 1 appointed by the Board from among the members of the general community; and the “President – Station Manager” of the station.

The vast majority of CIUT’s “shareholders” are the 32,000 full-time undergraduate students at the University of Toronto. Some others voluntarily pay the membership fee (fewer than 175 people each year; approximately 50 in 1997/98). Both campus and community representatives serve on the management board.

Day to day affairs of CIUT are managed by a Station Manager and under his or her supervision, a Program Director. Other paid staff, including an advertising sales manager, an advertising sales team, a promotions coordinator, a volunteer coordinator, and a number of technical support staff are responsible for a number of functions within the station and work with the station’s volunteers to provide and develop programming on the air.

It is important to note that the vast majority of people involved in the station are volunteers and that, without them, it would be nearly impossible to sustain broadcasting without them. There are somewhere between 250 and 400 current volunteers (commonly referred to as “programmers” because, unlike a commercial station, these individuals have a broad scope in planning, developing and programming their own shows; and are the station’s direct link to the listeners). It is not known what proportion of these volunteers are drawn from within the University community (defined as including students, staff, faculty and alumni). In 1985, the majority of the 200 volunteers were U of T community members.

The Ordinary Members of UTCRI are represented by the General Members of the corporation: the members of the CIUT Board of Directors and the members of the SAC Board of Directors. The General Members are responsible for ensuring that the corporation acts in a responsible manner, receives the annual audited statements, and approves changes to by-laws on behalf of the Ordinary Members.

The Students’ Administrative Council has two very critical and important roles with respect to CIUT:

- 1) As the General Members of the corporation (on behalf of the owners of the station, full-time undergraduate students), the members of the SAC Board ensure that CIUT is acting responsibly with respect to its management; and
- 2) Because SAC has a responsibility to its members with respect to how the radio fee is used (by all three radio stations), the SAC Board maintains direct control over more nearly one third of CIUT’s annual revenue.⁵

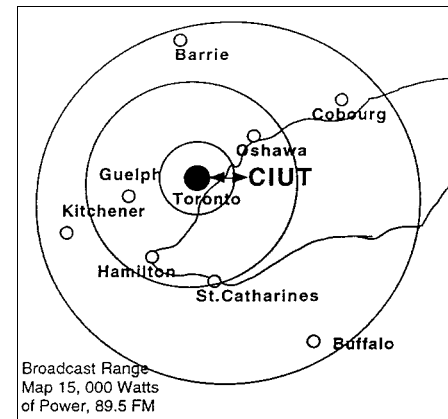
⁵ In accordance with the University’s *Policy for Non-Academic Incidental Fees*, SAC must obtain, by December 31st of each year, financial statements audited by a public accountant from CIUT, CSCR, and CFRE as a condition of continuing to provide funding to those organizations.

2. Broadcast Power and Listenership

CIUT-FM broadcasts at a power of 15,000 watts at 89.5 MHz on the FM band. CIUT's broadcast region extends to Barrie, Ontario, to the north, Buffalo and Rochester, New York, to the south, Kitchener-Waterloo to the west and Cobourg to the east. CIUT has one of the widest broadcast ranges for community radio in Canada with a potential listenership of 8 million people, another 110,000 potential listeners via the Starchoice satellite broadcasting network, and countless others who may listen to CIUT via RealAudio on the Internet.

Annually, 3,400 listeners pledge \$25.00 or more each to support programming on the station.

Figure 2 – CIUT-FM Broadcast Range



CIUT does not subscribe to a commercial ratings service. However, based upon *Now Magazine's* demographic research, both students and non-students listen to CIUT. Among the people who were the subject of *Now's* research, CIUT received a 9.4% market share of full-time employed people; 12.9% of part-time employed people; 22.0% of full-time students and 8.8% of part-time students. Most CIUT listeners tune in between 6:00 a.m. and 4:00 p.m.

3. Licence

At present, UTCRI's licence is due for renewal in August, 2000.⁶ There have been no significant changes in CIUT-FM's licence obligations since first obtaining the licence in 1986.

The current licence conditions require that the corporation itself retain full control over all decisions concerning the management and programming of the station (thereby, preventing any other corporation, including SAC as a corporation and the University, from controlling CIUT's operations). It should be noted, however, that the majority of the General Members of the corporation are the same people as the members of the SAC Board of Directors (thereby giving those individuals ultimate control over the station's operation). At present, members of the University (including students, staff, faculty and alumni) must form a majority of the Board. The President, other officers, and members of the Board must be Canadian Citizens.

The CRTC characterizes a purely "community" station by having its membership, management, operation and programming directed primarily at and reflective of the community at large. Programming at such stations is predominantly based on community access and is required to reflect the special interests and needs of the listeners.

⁶ CIUT was, until recently, planning for a licence renewal application for the summer of 1999. As a result of proposed changes to the regulations concerning a number of policy and programming areas (to be implemented in the summer of 1999), the CRTC extended CIUT's licence until the summer of 2000.

A “campus” station is owned and controlled by a non-for-profit organization associated with a post-secondary institution.

CIUT is a “campus/community” station—a campus station with programming produced primarily by volunteers who are either students or members of community at large. The training of professional broadcasters (as would be the case in “instructional campus” stations) should not be a primary focus of station activities.

Campus, community, and campus/community stations are intended to serve the needs and interests of those not served by commercial radio. In music programming, campus stations are required to play a minimum proportion of music from categories other than what would be considered “hits” in the pop, rock and dance category.

(a) **Changes to Regulations Concerning Campus/Community Licences**

As part of a broader plan to examine all of its policies related to radio broadcasting in Canada the CRTC is currently accepting comments on a proposed new policy for campus radio expected to be issued in June, 1999.

From a news release from the CRTC dated February 18, 1999:

Campus Radio

Campus stations are not-for-profit organizations, associated with post-secondary education institutions. Essentially, they provide an alternative, in both style and content, to the programming offered by other types of radio stations.

In Canada, there are 43 campus radio stations licensed by the CRTC. Among them, 4 operate in French (3 in Quebec and one in New Brunswick) and one is bilingual (in Ottawa).

The Commission believes campus radio plays an important role in the various communities it serves, and that it adds diversity to the broadcasting system by providing alternative programming. Campus stations broadcast specialized music shows featuring different styles of music and spoken word programs on topics not generally addressed by mainstream media.

Goals of the Proposed Policy

The draft policy aims to achieve a number of goals, including:

- *To re-affirm that the primary role of campus stations is to provide programming that differs from conventional radio stations;*
- *To encourage campus radio to continue to promote local talents and avant-garde Canadian music aired less often by other stations; and*
- *To simplify the rules and regulations governing campus radio stations so that, given their limited resources, they will be able to devote these to the production and broadcast of high-quality alternative programming.*

In general, the CRTC's new objectives for the campus radio sector are described as follows:⁷

The Commission's primary objective for the campus radio sector is to provide programming that differs in style and substance from that provided by other elements of the broadcasting system, particularly commercial stations and the CBC. The Commission considers that campus stations add diversity to the broadcasting system by providing alternative programming in both music and spoken word.

The Commission is also interested in exploring ways of streamlining the regulation of campus stations. The Commission considers that the existing campus radio policy, and the application process to which campus stations are subject, may be unnecessarily complex. One of the key questions guiding this review is, therefore: How can the regulatory framework for campus stations be simplified while still ensuring that they provide programming that is different from that provided by other types of stations?

The Commission believes that a healthy and vibrant not-for-profit sector is essential to fulfil the goals of the Broadcasting Act (the Act). Campus stations play a unique and valuable role in the communities they serve. The proposals set out below are intended to ensure that they continue to do so.

The following revised regulations are proposed:

- An expectation that the board of directors include a "balanced" representation from the campus community and the community at large (thus departing from the previous expectation that the Board be comprised of a majority from among the campus community).⁸
- An encouragement to establish positions on the board with terms of longer than one year.
- A change in the process whereby complaints to the CRTC are handled.
- A change in the requirements for various types of programming:
 - At least 25% of programming should be spoken word. Specialized spoken word presentations, such as public and community affairs programs, should be included in the schedule.

⁷ Paragraphs 5-7 From Public Notice CRTC 1999-30.

⁸ The intent of this policy change is to encourage campus stations to direct programming at the community at large in addition to the campus community. The Task Force observed that the majority of programming at CIUT is already focused on the broader community and not specifically on the University of Toronto. In other words, the new CRTC policy assumes that most campus/community stations have a current bias in programming towards the campus community. At CIUT, the emphasis in programming appears to be in the opposite direction.

- At least 5% of music should be “Traditional and Special Interest” music.⁹
 - The number of “hits” broadcast each week should not exceed 10% all music programming.¹⁰
 - Other requirements for English-language campus/community programming will be removed.
- A streamlined application process for licence renewals.

4. Programming

Under the terms of its licence, CIUT is obligated to provide spoken word programming and music programming from within a limited range of categories. Under a “Promise of Performance” (see Appendix 11 on page 99), the range of CIUT’s current programming includes the following:¹¹

Spoken Word Programming includes magazines; specialty shows for underrepresented and disadvantaged groups; community announcements; open-line shows and current affairs and sports features.

- Magazine style programming includes “Caffeine Free” (politics, public and community affairs); “About Town” (arts and entertainment); Spanish, Haitian and African ethnic programming; Francophone issues programs; New Age programs; programming for kids and parents; shows dealing with the environment; and programs dealing with the concerns of Caribbean youth.
- Specialty programs focus on authors and poets; in-depth coverage of sociopolitical, peace, human rights and ecological issues; issues related to aging; current affairs and sports; anti-racism activism; East Asian politics and culture; holistic health and therapy; cricket; animal rights; transportation alternatives; news from Southern Africa; concerns of the local black community; native concerns; animal rights; African women and family; feminist communities; literacy issues; gay, lesbian, bisexual and transgendered persons issues; sexual health and sexuality; disability rights and advocacy; and peace activism.
- Community access programming includes the presentation of campus and community announcements.
- Open-line shows provide opportunities for members of the public to express their views and concerns directly.
- News programs provide an alternative slant on issues of human rights, social justice and the environment.

⁹ CIUT’s current licence requires a minimum of 39% of music programming to be in this category.

¹⁰ At present, CIUT’s POP sets a higher limit of 15%. See Appendix 11 on page 99.

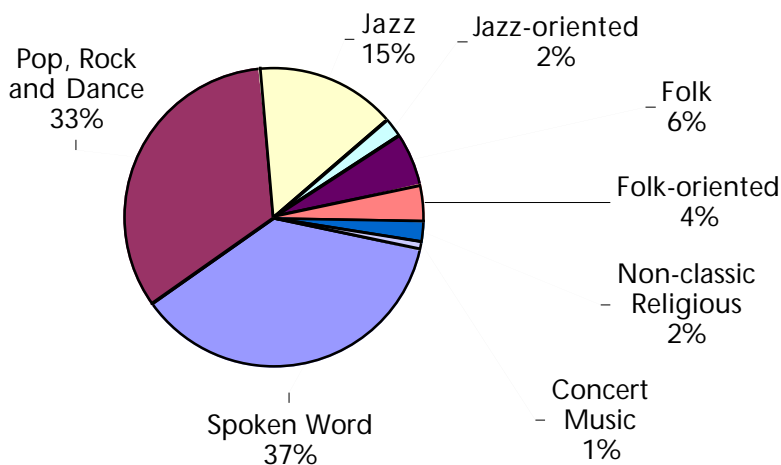
¹¹ From an outline of CIUT’s programming attached to the station’s POP.

Music Programming includes a continuing commitment to “Traditional and Special Interest” music along with more popular music.

- Music programming includes shows which focus on roots reggae, roots and contemporary folk music, classic and avant garde jazz, hip hop, R&B, Atlantic Celtic music, new age; latin dance; creole; punk; mod; beat; garage; psychedelic; Indo-Caribbean; electronic; industrial; world; contemporary, traditional and inspirational gospel; African and black artists; dance; rockabilly; rock ‘n’ roll; soul; funk; soca and calypso; blues; West African; and much more.

Most Spoken Word programming occurs daily from 9:00 a.m. to 1:00 p.m. and between 4:00 p.m. and 8:00 p.m. Music programming dominates the rest of the schedule.

Figure 3 – Proportions of Current Programming



See Appendix 11 (CIUT “Promise of Performance”) on page 99 for descriptions of music categories

5. Advertising

Under the terms of its licence, CIUT is limited to carrying no more than 4 minutes of paid advertising per hour. Until recently, CIUT was also very limited to the type of advertiser from which the station would accept advertising. Pursuant to a decision by the CIUT Board in the fall of 1998 (in the face of a number of financial challenges), advertisements may be solicited from a much broader commercial base.¹² This particular decision and the advertising policies in general remain a very contentious issue among volunteers at the station.

6. Management

The station manager for CIUT took a leave of absence beginning last August and has not returned. Since that time, the station has been operating under the direction of

¹² It should be noted that the CRTC has proposed to eliminate all requirements concerning “restricted” advertising in the campus radio policy (in the recently proposed policy framework for campus radio).

the Program Director and the Advertising Sales Manager in consultation with the Board of Directors (or individual members of the Board after the number of Directors dropped to 6 — see below) and the Students’ Administrative Council.

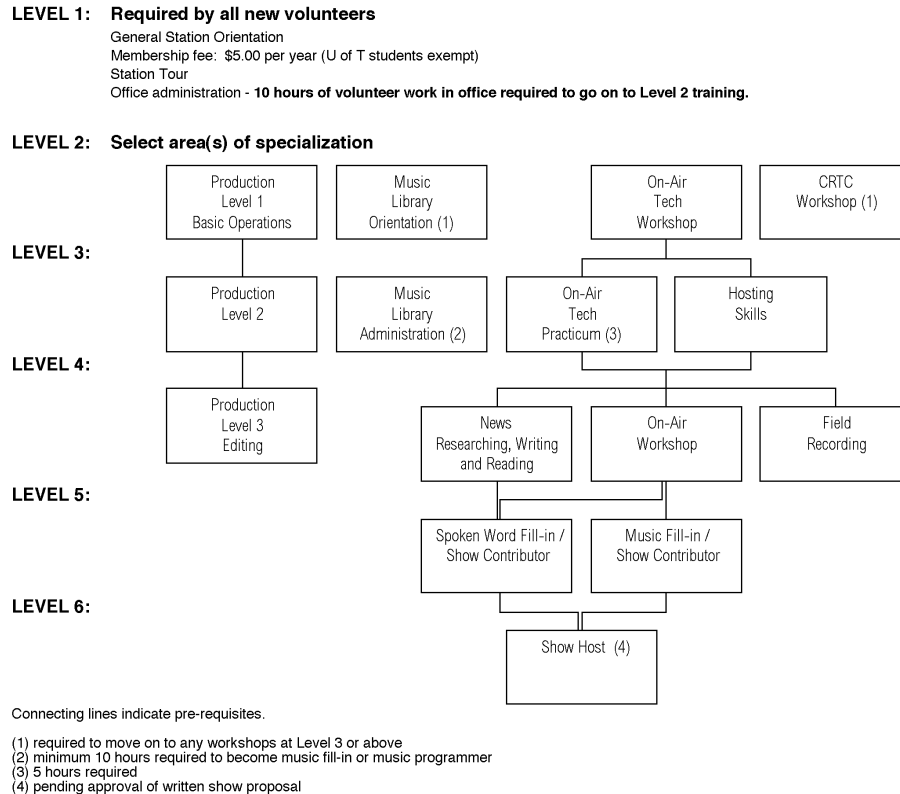
7. Board of Directors

As a result of various problems emerging last fall, a number of Directors resigned from the Board in November and December. At present, there are not enough directors to constitute quorum for a meeting of the Board. As a result, policy decisions and management directions are being made by the President of the Students’ Administrative Council (as the representative of the General Membership of the Corporation) in consultation with the SAC appointees to the CIUT Board and the President’s appointee to the Board.

8. Volunteer Training

Because of the important obligations to adhere to CRTC regulations and because CIUT has a responsibility to ensure that volunteers understand how the station operates and its policies with respect to on-air activities, the station has engaged in various training programs for volunteers over the years. The most recent training program is outlined in the following figure. At present, training for volunteers (which is mandated by CRTC policy) is not occurring.

Figure 4 – Volunteer Training Flowchart



(a) **Description of Workshops**

General Station Orientation: A seminar which introduces the new volunteer to the medium of campus/community radio in general and to CIUT specifically.

Station Tour: A guided tour through CIUT's facilities.

Office Administration: Training in CIUT office procedures, phone system, reception, faxes, mail, giveaways. Working in the office provides the new volunteer with an opportunity to learn about the way CIUT operates, CIUT's staff positions, and CIUT's programs. Volunteers are asked to put in 10 hours of work in the office before proceeding on to other training workshops.

Production Level 1: This workshop introduces the volunteer to the production studio and focuses on the console, microphones, and recording and playback of the reel to reels. By the end of the workshop, most participants are able to record a basic advertisement with a voice over and music bed.

Music Library Orientation: This workshop provides an explanation of CIUT's music filing system, and an overview of what music is appropriate or inappropriate for on-air use at CIUT. Music library orientation is offered directly following each station tour, unless otherwise indicated.

On-Air Tech Workshop: This includes an overview of the on-air studio and its equipment and an outline of the responsibilities of a tech. Music log sheets, spoken word cue sheets, traffic logs, the cart library, telephone interviews, etc. are covered.

CRTC Workshop: A discussion of Canadian Radio-television and Telecommunications Commission regulations as they pertain to campus/community radio and to CIUT specifically. Topics include Canadian content, advertising, logger tapes, promise of performance, libel and slander, and the individual programmer's responsibility toward these regulations.

Production Level 2: Fine-tuning the production aspects covered in level 1 and covering other topics such as recording to cart, the use of effects, the patch bay, etc.

Music Library Administration: This workshop trains the volunteer in how to process new CDs, tapes, and vinyl recordings coming in to CIUT. Topics include criteria for acceptance/rejection, data input, labeling, etc.

On-Air Tech Practicum: Arrangements are made for the participant to practice technical operations under the supervision of a "seasoned" tech. 5 hours are required to complete the practicum, and the participant is evaluated by the supervisor.

Hosting Skills: Topics covered include microphone techniques, use of headphones, how to use music as a theme or bridge, proper introductions, interviewing techniques, etc.

Production: Editing: Participants learn how to edit tape using splicing spoken word and beat editing for music. When CIUT's facilities permit, a digital editing seminar will be added.

News Writing and Reading: Participants are shown how to select news items appropriate for broadcast, how to edit press releases or other news items into a form appropriate for radio, and tips on reading the news in a clear and concise manner.

On-Air Workshop: Specifically for volunteers who will be hosting on-air shows. Topics covered include SOCAN, CIUT policies around hosting a show, security issues, a review of CRTC obligations, a review of traffic sheets and log sheets, etc.

Field Recording: Participants are shown how to set up and use a portable recorder for field interviews and recording.

D. Recurring Issues

Since 1986, there have been a number of serious crises which have threatened the continuing viability of the station. The University has on occasion guaranteed loans for the station. The current crisis is considered by some to be far more serious than any of the previous; while the station has certainly had more critical financial problems in the past, the organizational problems have created an environment where it is nearly impossible to function.

At present, there are a number of distinct key groups involved in the current crisis: 1) the remaining management staff of the station; 2) the remaining non-management staff of the station; 3) a defined group of community, mostly non-U of T, volunteers (the “Volunteer Action Committee”); 4) SAC; and 5) the rest of the volunteers (several hundred student and community volunteers).

1. Campus vs. Community Radio

There have been several occasions when SAC has attempted to compel CIUT to meet certain quotas with respect to on-air student and campus programming. The most recent attempt at this was coordinated by Michael Rusek, an executive member at SAC in 1995/96, whereby a minimum student/campus content policy was approved by the Board. The strategy provided for:

- 1) A minimum of 4 hours per week for Varsity Blues sporting events and U of T sports news;
- 2) 1 hour per week for a SAC produced student government program;
- 3) 1 hour per week for a current events program produced by the campus media;
- 4) An increase to 30 hours per week of additional programming produced by and for University of Toronto undergraduate students;
- 5) A minimum of 15 minutes per day for U of T specific public service announcements; and
- 6) A minimum of 10 hours per month devoted to broadcasting live special events at the University of Toronto.

Although certain elements of this plan were indeed implemented, over the past several years the attention to these targets has either diminished or shows designed under the plan have disappeared (e.g. “Fit to Print,” a program produced by a number of students involved in campus newspapers).

The general consensus among active off-campus volunteers is that implementing such quotas ignores the possibility that on-campus community members would not be interested in programming offered by off-campus community members. They also argue that students, in particular, do not have enough time to plan and produce a show on a weekly basis.

Among U of T community members, there has been a general sense that a radio station owned by full-time undergraduate students with “University of Toronto” in the name ought to be more reflective of the campus community both in programming and the on-air presence.

Based upon the information available and the submissions received, it is the view of the Task Force that there can be a better and reasonable level of cooperation among off-campus and campus community members in the provision of programming that appeals to and meets the needs of both audiences—and that the two audiences should not be considered mutually exclusive with respect to a great deal of proposed and currently available programming.

2. On-Air and Volunteer Conduct / Volunteer Relations

There have been numerous occasions when individuals have been removed from the air because of on-air conduct. There have also been a number of membership revocations in light of on-air and off-air conduct. On many of these occasions, especially in recent years, the individuals involved have complained to various bodies (including the CIUT Board, SAC and the University) and station staff about the process whereby these actions were taken.

A number of volunteers have raised concerns about the openness of such decisions and have also pointed to the existence of various station policies and bodies which were reportedly not consulted in the process. In the end, several volunteers whose shows were cancelled and/or membership revoked feel that they were not treated fairly and should be given a fair and open process to appeal these decisions.

Staff has raised a number of concerns about some volunteers and have suggested that the mere presence of some people in the station is enough to impair their ability to perform their duties.

Volunteers have also suggested that there is a systematic discrimination of many volunteers and that they are treated unfairly at the station in many respects. Because of the open hostility that exists between various individuals involved on all sides in station affairs, the Task Force was unable to determine if this discrimination does indeed exist.

However, it is clear that the animosity between some staff and some volunteers has led to the development of an environment where it may be impossible for some individuals to work with others without a dramatic and radical approach to resolving the related issues.

The Task Force has noted that a large number of volunteers have not actively participated in the political infighting within the station. It has been suggested that some people do not speak up for fear of losing their shows and/or role at the station. Others have suggested that these silent volunteers are simply interested in participating in radio activities (and not in the bureaucratic and/or sensitive controversies that occur).

3. Programming Decisions

It has been difficult to determine the exact status of the various policies that govern music and spoken word programming at CIUT.

At present, the Program Director has, in the absence of a working Board and committee structure, become the ultimate authority with respect to all music and spoken word programming matters at the station. Although a Spoken Word Committee does appear to exist, it does not currently have the role and influence that it once did.

(a) Music

At one time, music programming operated under the auspices of an arrangement whereby a “Music Coordinator” (working under the direction of the Program Director) worked with a Music Committee with the following mandate and jurisdiction:

1. *Development of Music Programming policy in relation to: (a) CIUT Promise of Performance and CRTC regulations; and (b) overall station policy.*
2. *Implementation of programming policy specifically: (a) seeking and developing new programming; (b) evaluation and approval of programming; (c) monitoring and evaluation of existing programming; and (d) replacements (fill-ins).*
3. *Department administration: (a) developing and circulating play lists; (b) maintenance of music traffic log sheets; (c) contact with record companies to acquire product for airplay; (d) purchase of records, etc. for airplay out of department budget; (e) maintenance of the music library; (f) trafficking of materials for airplay; and (h) development and implementation of music department budget.*

The committee, comprised of 5 to 9 members representing different areas of music programming, was the final authority with respect to some decisions concerning music programming including the consideration of new program proposals and program cancellations (some subject to Program Director approval) and monitored such matters as the amount of airplay certain categories of music received. The committee also had the power to recommend disciplinary action to the Program Director (and appeal failure to follow such recommendations to the Station Manager and ultimately the Board). Finally, the committee evaluated music programming annually (or as need arose) using a number of criteria.

The Music Committee has not been active for some time. Some volunteers have suggested that the absence of such a committee has led to the deterioration of music programming at CIUT.

(b) Spoken Word

Until recently, a Spoken Word Committee with broad powers existed at the station. In a *Spoken Word Agreement*, the Board approved the establishment of the Spoken Word Committee in September 1992. The Committee was described as “participating fully in all levels of decision-making at CIUT.” As such, it had input

into hiring and evaluation of paid station staff and input into acceptance or rejection of station sponsorships, endorsements and advertising.

The Committee consisted of up to 9 members elected by and from the spoken word programmers at the station. In 1995, the Committee's responsibilities included:

Developing and implementing spoken word programming policies;

Seeking, developing and providing viable alternatives to CIUT spoken word programming, as required, by: (1) soliciting and screening all incoming show proposals; (2) administering and monitoring an evaluation process, both on an ongoing and biannual basis.

Ensuring that producers are in compliance with the Spoken Word Agreement Policies and Guidelines.

The Committee also performed administrative tasks such as coordinating orientation sessions, scheduling, dealing with various matters involving show hosts and co-hosts, participation in conflict resolution, and facilitating communications internally and externally. A Spoken Word Coordinator selected from among the membership served as chair and spokesperson for the Committee.

The Spoken Word Agreement stated that "in routine administration, the Spoken Word Committee will be the authority (i.e. decisions regarding programming proposals, warnings to negligent members, etc.). The Program Director will be apprised of all committee decisions regarding individual members, proposals, etc. The Spoken Word Committee has the right to decide changes within the present framework of programming, with the approval of the Program Director." Appeals to the Station Manager and ultimately the Board were permitted if a recommendation of the Committee was not implemented by the Program Director.

The evaluation process (as referenced above) mandated 2 Committee evaluations per year using a number of stated criteria.

As outlined in a memorandum to the Board in February, 1998, there were significant inconsistencies and conflicts between the Spoken Word Agreement and the Program Director's job description as well as a lack of clarity with respect to other activities undertaken by the Spoken Word Committee. In light of these findings, the CIUT executive recommended to the Board that the Spoken Word Committee be reconstituted with no decision-making powers and specific responsibilities to serve in an advisory capacity to the Program Director with the power to make recommendations to the Program Director.

Since the Spoken Word Committee has been perceived to be an important body in the station's governance structure, its diminished role and function in recent years has been used as an example of how the station's staff is less responsive to volunteers' needs. Moreover, there is a distinct lack of clarity of the Committee's mandate and relationship with the Program Director. Finally, there have been allegations that the Program Director has actively disrupted the Committee's attempts to work.

4. Board of Directors

The composition and role of the Board of Directors has changed little since the founding of the corporation. The proposed by-law changes of 1994 and 1997¹³ increased the number of voting Directors from 13 to 15 (increasing the number of student representatives from 3 to 4, the number of volunteer representatives from 3 to 4, the number of community representatives appointed by the Board from 1 to 2, and changing the status of the Station Manager from voting to non-voting¹⁴).

In general, a number of serious problems with respect to the Board of Directors have been identified:

- Board members have rarely been adequately prepared for their positions with appropriate preparation and training (*vis-à-vis* CRTC regulations, responsibilities of being a Director of a non-profit corporation, understanding CIUT's finances and structure, role of the Board and the station's committees, responsibilities to the General Members, etc.).
- In general, the 4 SAC appointed Directors, with some exceptions over the years, have not been consistently active participants in the CIUT Board of Directors. It is the observation of the Task Force that the SAC appointees have frequently been involved in other activities which have been a higher priority or that, in many cases, the individuals involved were not adequately prepared for their roles. It may also be the case for some that the political infighting and organizational problems were of a nature that frustrated these students to such a degree that they eventually withdrew their active involvement.
- The Board has had a historical problem in failing to achieve quorum in order to conduct business.
- The contentious and often angry environment that has emerged during most Board meetings has had a serious personal effect on the individuals involved (possibly leading to a number of resignations or withdrawal from active participation in the Board) and has impaired that station's ability to make important and time-sensitive decisions concerning many matters.

5. Policies and Procedures (Non-Financial)

As noted above, there is a considerable amount of confusion concerning various policies and procedures at the station. Some policies and procedures, while reportedly approved by the Board, are reportedly not observed while others, which exist largely in "draft" form, have either been dropped or enforced as if they have been approved.

¹³ Until recently, it was believed that neither the 1994 nor the 1997 by-law changes were approved by the General Members of the Corporation. Some evidence has now come to light which suggests that the 1994 by-laws may have been approved.

¹⁴ The 1997 revisions also added the Program Director as a non-voting member of the Board.

A complete record of minutes of Board and Annual General meetings does not appear to exist. As such, the corporate history of the organization with respect to many policies, procedures, and financial records, is difficult to analyze and assess.

All of this has resulted in an environment where there is little trust (by all parties concerned) with respect to adherence to station policy and tremendous uncertainty about various rights, obligations and freedoms among station members.

6. Staffing

Over the years, there has been enormous instability in the Station Manager position. Many people hired into this role eventually leave because of the difficult environment within the station or their employment is terminated by the Board. The Station Manager position carries with it a number of important operational/business responsibilities. For these reasons, the incumbent is frequently in a position which conflicts with the expressed views of various volunteers and staff at the station related to operational matters, spending, and business plans. With respect to the most recent Station Manager (the position has been vacant since early fall), there were serious financial and environmental pressures that eroded many volunteers' confidence in that person's approach to the position.

There has been somewhat more stability in the Program Director position. The current Program Director has been in the position for approximately 4 years. The Program Director is responsible for on-air content in consultation with and/or under the direction of the Music and Spoken Word committees. At present, there is an extraordinary amount of conflict between volunteers at the station and the current Program Director related to on-air programming issues (including approval of new shows, termination of shows and hosts, etc.).

Many other positions have come and gone over the years. Individuals in these positions have had fewer, but some, conflicts with volunteers. Positions related to specific areas of programming (e.g. news, sports), various technical duties, and other functions have been available at CIUT. At present, the station's paid staff complement includes an advertising sales coordinator, a volunteer and office coordinator, a promotions coordinator, and a technical coordinator.

Simply put, the working environment at the station is very stressful for all the individuals involved. Moreover, this stress combined with a conflicting views of how current station problems should be resolved (among many volunteers) has led to an extraordinarily difficult environment for both staff and volunteers.

The Task Force has noted that, at present, there does not appear to be a systematic annual review of paid employees of CIUT. The most recent review of one staff member occurred in March of 1996 (and some volunteers charge that the recommendations of this review were not acted upon).

7. General Environment

CIUT is a very stressful and confusing environment for anyone associated with the station (including staff, students, volunteers and Board members). In addition to the

issues noted above, station members have difficulty communicating effectively with one another.

A number of people have noted difficulties in accessing information about station operations and programming and receiving consistent advice and direction from various people.

A frequent response to the lack of effective verbal communications is both to record interactions with various station members and to put most communications and requests in writing in order to ensure that the information is both transmitted and received accurately.

It is also clear that there are a number of competing “visions” for CIUT held by individuals and groups involved in the station (including staff, the Volunteer Action Committee, volunteers, Board members, students, SAC and the University). The consequences of these competing visions include frequent questioning of management authority and motives, conflicts between the various parties, and the development of grass roots groupings of people who wish to pursue common interests (as evidenced by the existence of the Volunteer Action Committee itself).

8. Financial Problems

There have been a number of critical financial crises in the history of the station. The resolution to each of these crises was somewhat different and would be difficult to describe briefly here. Both SAC and the University have been involved in assisting with several difficulties. On many occasions, both staff and volunteers have undertaken extraordinary measures and have managed to arrange various accommodations and arrangements in order to combat the various crises.

The development of budgets and the review of periodic financial statements over the years has been a frequent source of controversy, and ultimately, problems for the station. In particular, there has been a consistent tendency to:

- 1) over-estimate advertising and fundraising revenue (without a corresponding plan to deal with the short-falls);
- 2) fail to plan adequately for the lack of student fee revenue in the summer (cash flow) possibly due to inconsistent bookkeeping practices; and
- 3) adequately estimate operating costs in annual budgets.

Although most of the station’s annual audited statements were available¹⁵ to the Task Force for examination (summarized below), a comprehensive analysis of financial procedures was not performed.¹⁶

¹⁵ Audited statements from the years ending in 1988, 1991 and 1992 were not available to the Task Force.

¹⁶ The Task Force does believe a comprehensive analysis should be performed. See **Recommendation #19** on page 36.

Figure 5 – Revenue Sources (Totals)

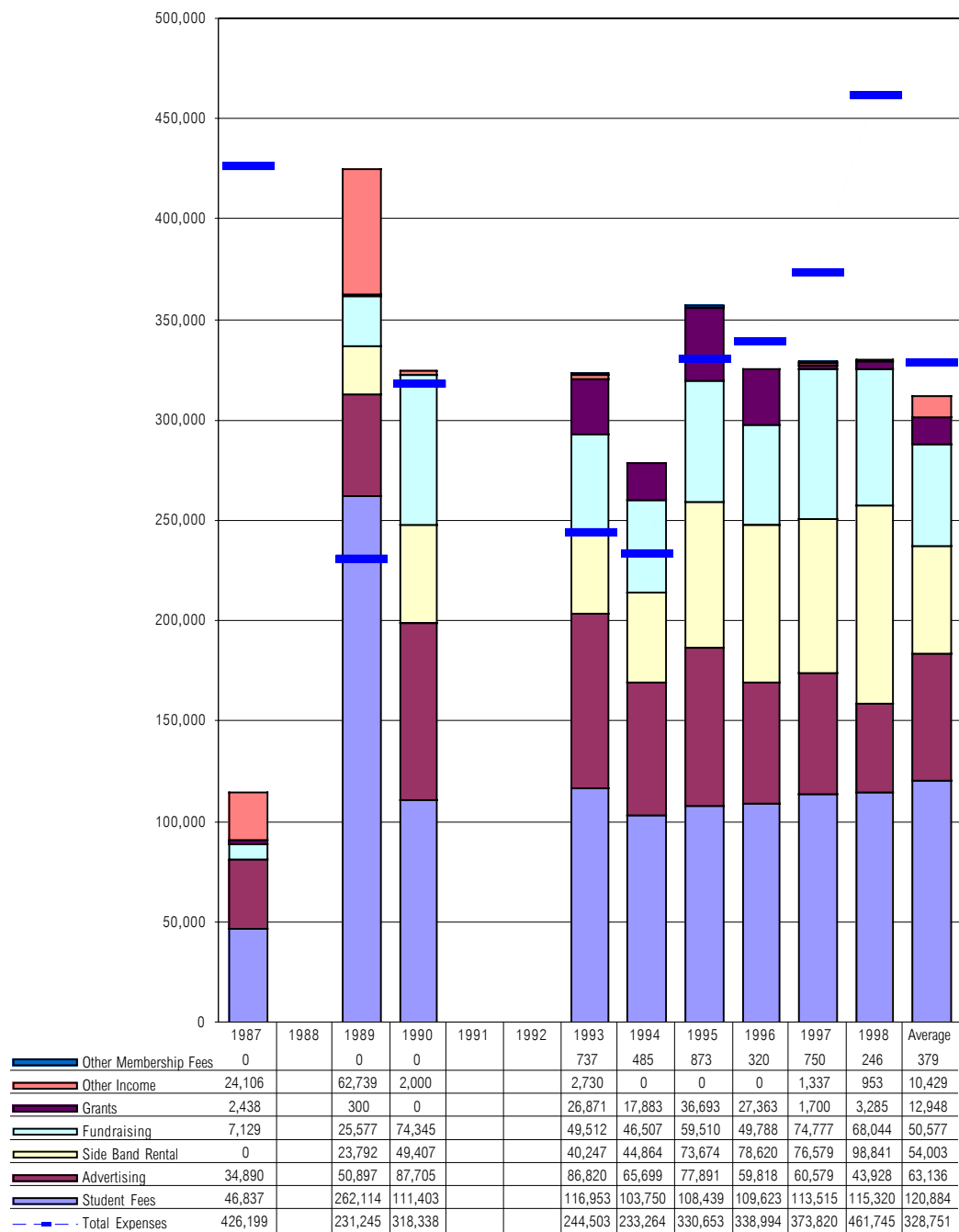


Figure 6 – Expenses (Totals)

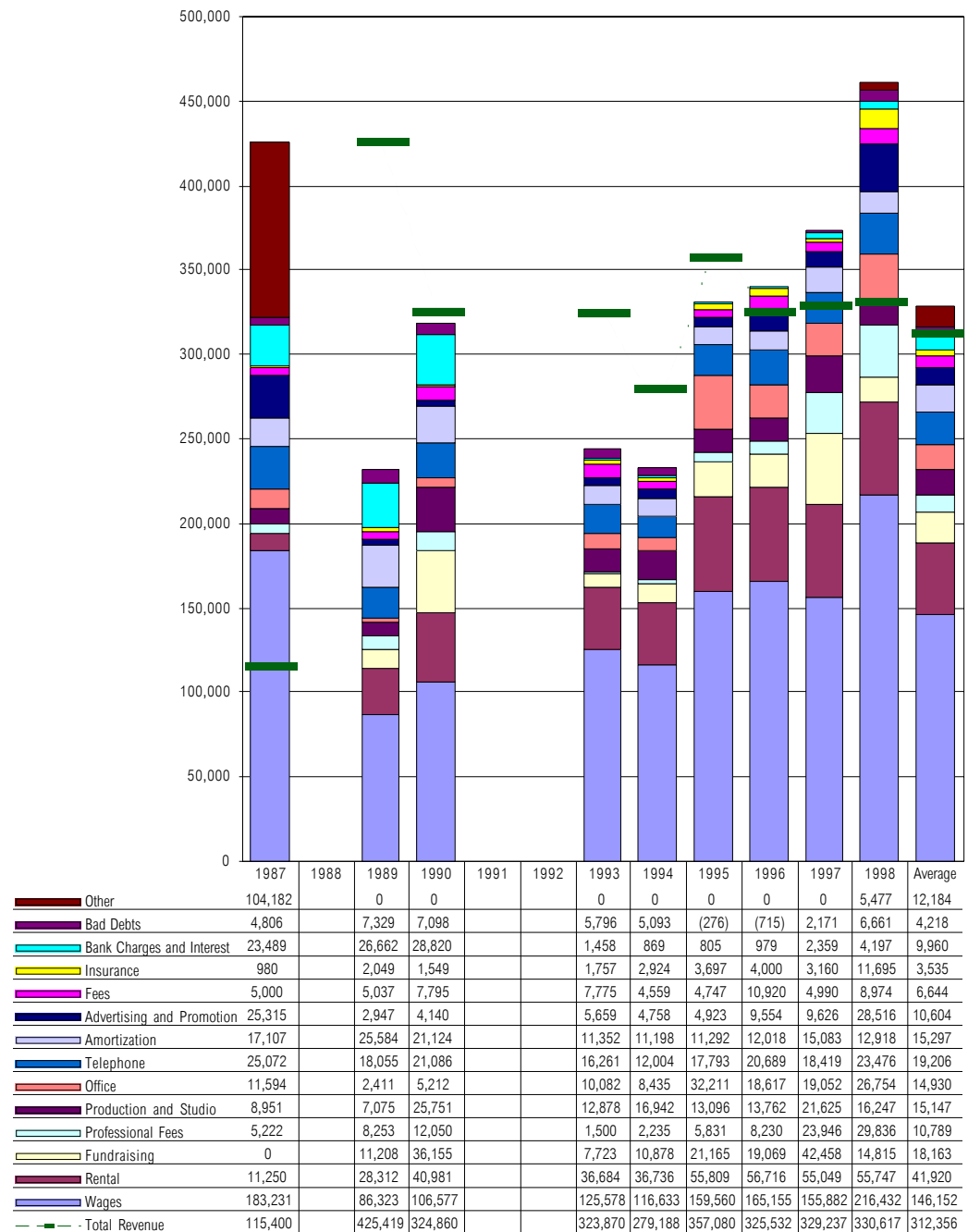


Figure 7 – Annual Net Income (Expense)

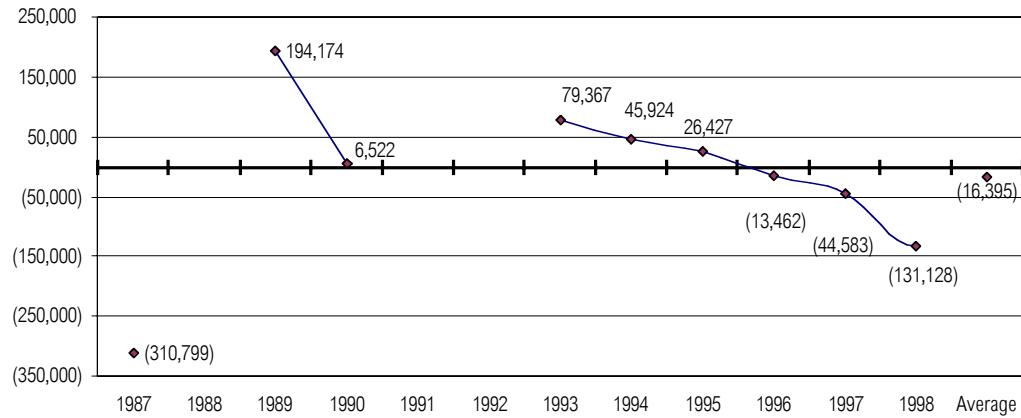


Figure 8 – Average Proportions of Income

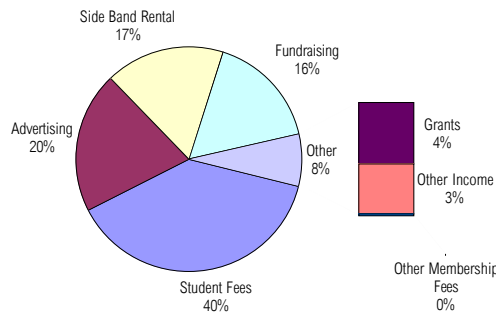


Figure 9 – 1997/98 Proportions of Income

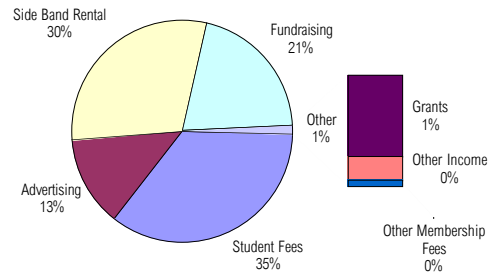


Figure 10 – Average Proportions of Expenses

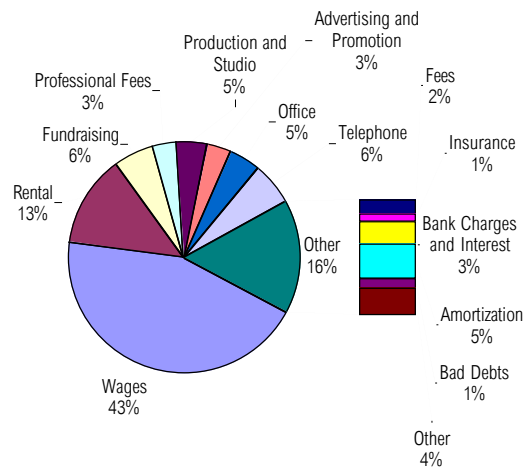
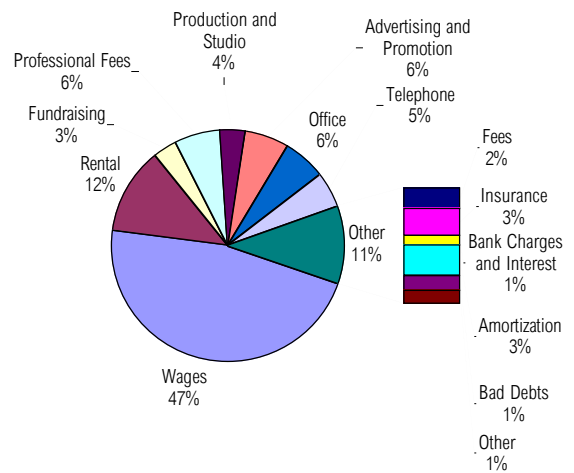


Figure 11 – 1997/98 Proportions of Expenses



(a) **Audits**

As a condition under the University's *Policy for Compulsory Non-Academic Incidental Fees*, all 3 campus radio stations are required to have their books audited annually by an independent auditor licensed under the *Public Accountancy Act*¹⁷. These audited financial statements must be received and formally accepted by resolution by the general membership at an annual general meeting. Furthermore, SAC, as the organization which disburses these funds to the three radio stations must, as a condition of providing this funding, inspect these audited statements and be satisfied that the organizations are acting responsibly with respect to their financial practices and that appropriate financial procedures are in place and observed.

CIUT-FM has consistently met the audit requirements and presented them annually to the UTCRI Annual General Meeting for acceptance and approval. It is not clear, however, that SAC has exercised consistent observance of their own obligations with respect to the conditions for continuing to fund the 3 radio stations.

(b) **Financial Procedures**

A number of issues were raised by people making submissions to the Task Force concerning particular financial practices of CIUT-FM. The concerns expressed fall into a number of general categories:

- Preliminary, Operating and Revised Budgets (and appropriate budgeting procedures)
- Approval of Expenditures
- Availability of Accurate and Up-to-date Financial Statements
- Accountability for Financial Decision-Making

The various allegations and assertions concerning these practices, whether true or untrue, clearly indicate that there is, at the very least, a perception that UTCRI does not operate in an open and accountable fashion with respect to its finances.

¹⁷ Except when the amount of fee revenue received by the organization is less than \$30,000 and the amount of other revenue is less than \$5,000. In this case, SAC must be satisfied that the organization is keeping accurate books and using appropriate financial practices.

E. A Plan for the Future

1. Preface

There have been numerous attempts over the last 12 years to address many of the same issues which were under consideration by the Task Force. These attempts have included the involvement of many CIUT staff, Board members, volunteers, SAC executive members and volunteers, University personnel and other members of the campus and off-campus community.

The Task Force also noted that many of the same recommendations suggested in this report have been made in previous years by various individuals and bodies in times of organizational and/or financial crisis — yet few recommendations have had a lasting effect (if implemented at all).

There is an obvious and pervasive climate of conflict within the station which has impaired CIUT's ability to maintain and improve operations. The many competing visions for CIUT have resulted in an environment where the opposing and intractable opinions of various stakeholders make it difficult to establish and implement policy, make decisions, reach consensus, and manage day-to-day operations.

The Task Force has also come to the conclusion that there is no perfect solution available to improve the environment and atmosphere at the station. While the majority of this report focuses on business and operational practices within CIUT, it must be noted that the attitudes and resulting behavior of many individuals has played a great role in the decline in the station's operational conditions. Ultimately, the low morale of the volunteers and staff has the effect of creating a perception that the situation is much worse than in reality. In turn, this perception results in attitudes and behavior which further damage the station's reputation and ability to operate (hence resulting in a self-perpetuating problem).

It appears that many of the necessary environmental conditions for the development of a successful organization are not present at CIUT. The common features that assist in fostering organizational success among non-profit agencies are apparently non-existent or suppressed to great degree. First, a sense of support and belief in a common mission and common values has deteriorated over the years. While there is an obvious commitment to the shows that volunteers produce, there is little agreement on broad organizational goals and vision.

Secondly, a commitment to working and volunteering in a collegial decision-making environment has degenerated to the point where many volunteers simply focus on their own shows and avoid, at all costs, getting involved in any other aspect of the station's affairs.

Finally, there is a distinctive lack of a sense of "family" (i.e. an environment of mutual support in the achievement of personal goals in addition to group and organizational objectives) among people involved in the station. Surprisingly,

however, CIUT was described as a “dysfunctional family” by several people making verbal submissions to the Task Force.

While the Task Force is confident that the recommendations put forward in this report will address the high level business needs of UTCRI in order to begin to operate in a productive and responsible fashion (and in a manner which is accountable to the owners of the station—the students that pay the SAC radio fee) there is some doubt that the Task Force’s recommendations will be considered and implemented. The years of instability and failures to implement previous strategic planning and operational recommendations have led the Task Force to the conclusion that there must be some sort of incentive in order to encourage the station to improve and sustain improved business and organizational practices.

While CIUT is an independent corporation, it relies very heavily upon the resources provided by the SAC through the radio fee (approximately \$115,000 annually) and by the University through the granting of the right to use the University’s name in the corporate name of UTCRI and provision of space. It is also important to note that the costs associated with the space occupied by CIUT (approximately \$36,500 annually) are paid by all students through the University’s Student Services Fee.

Therefore, the Task Force makes the following recommendations:

Recommendation #1 **If, no later than Spring of 2000, there is not a radically improved and visibly effective operational structure for University of Toronto Community Radio Inc., and a more discernible presence of University of Toronto based community programming on CIUT, the Students’ Administrative Council (SAC) should consider withdrawing financial support for the station through the SAC radio fee.**

Recommendation #2 **If, no later than Spring of 2001, there is not a radically improved and visibly effective operational structure for University of Toronto Community Radio Inc. and a more discernible presence of University of Toronto based community programming on CIUT, the Governing Council of the University of Toronto should consider withdrawing the permission granted to University of Toronto Community Radio Inc. to use the name of the University in its corporate name and consider using the space currently occupied by CIUT for other extra-curricular and co-curricular student activities.**

Finally, because the Task Force believes strongly that the delivery of radio programming at the University of Toronto should be a partnership among students, staff, faculty, alumni and community members at large, the University administration should continue to have a committed hands-on advisory role with CIUT. It is also felt that it would be inappropriate for the University (by way of the Task Force) to withdraw direct involvement in solving the station’s current problems before the recommendations of the Task Force have been considered and implemented.

Recommendation #3 To the extent possible and practical, the University should provide special expertise and support in the interpretation and implementation of the Task Force's recommendations and in the on-going operations of CIUT. Over time, the University should gradually withdraw from having direct involvement in the internal affairs of UTCRI and ultimately the station should return to operating independently under the general auspices of SAC optimally by Spring of 2001.

2. Vision

The Task Force found the original vision for the station to be both compelling and very relevant to today's reality with respect to both the needs of the campus community and the obligations under the FM licence. As such, few changes in substance are required in the what the FM station founders foresaw as the role of CIUT in the U of T community and the community at large.

Recommendation #4 In order to provide guidance to those associated with the management and programming of UTCRI, the Task Force recommends that a **Mission Statement and Vision Statement** be adopted for University of Toronto Radio based upon the expressed corporate objectives of UTCRI.

The Task Force suggests that the following statements be considered for adoption.

University of Toronto Community Radio

MISSION

University of Toronto Community Radio is a unique organization of students, staff and volunteers who provide radio programming and educational opportunities to members of the University of Toronto and people in the off-campus community.

As an organization intimately associated with an educational institution with a fundamental mission of teaching and research, University of Toronto Community Radio

- *provides excellent programming of interest to campus community members;*
- *educates interested students and other campus community members in all aspects of the radio business;*
- *offers unparalleled opportunities to members of the University community to engage the public and enhance their academic experience, extra-curricular and co-curricular activities, and scholarly research; and*
- *provides educational programming to the community at large.*

As a community radio station, U of T Community Radio

- *provides outstanding programming of interest to members of the community at large across its broadcast region;*
- *offers opportunities for members of the off-campus community to engage in and learn about radio activities; and*
- *provides opportunities for community groups to raise awareness about a variety of events, activities, endeavors and political issues.*

University of Toronto Community Radio is also an integrated and powerful organization which blends the provision of community programming with programming and educational opportunities related to the expressed needs of full-time undergraduate students as the owners of the station and the University as a key and important sponsor of the radio enterprise.

VISION

As a true partnership of students, other campus community members, and members of the community at large, University of Toronto Community Radio will strive to be the best campus and community radio station in Canada. Using cooperative decision-making, proven technologies and best practices, these partners will provide high quality campus and community focused programming which exceeds the needs of listeners both at the University of Toronto and within the broadcast region. U of T Community Radio will be an extraordinary co-curricular and learning activity of the University of Toronto and will provide, at every occasion, the opportunity for participants and listeners to learn, grow intellectually, and reflect upon society, the arts and the changing world around us.

3. Partnerships

(a) CIUT as an Extra-Curricular Activity

UTCRI can be an extraordinary asset for the University of Toronto. Within the campus community, CIUT can be a source of news and information, urgent news (e.g. weather closures), a medium for the exploration of topical research issues within the University, an informal training ground for students interested in pursuing careers in broadcasting (in the same way that *The Varsity* has served this purpose for many decades), a forum for the discussion and debate of issues of concern to students, a medium for the promotion of campus group and University activities, and an educational tool for the University in the welcome and transition of new students to the U of T.

With endless possibilities available, CIUT can and should become an integral link for members of the University community.

At present, the only formal organizational connection between CIUT and another campus group exists with SAC.¹⁸ This relationship exists only because SAC has been the key operational sponsor since the mid 60s. The Task Force has concluded that it would be to the benefit of the station, SAC and the campus community to broaden the direct involvement of other organizations in the business affairs and programming of CIUT.

¹⁸ While the President of the University appoints one member of the CIUT Board of Directors, that Director is not expected to “represent” the University’s interests to the Board.

Recommendation #5 **The Task Force recommends that UTCRI work with other on-campus organizations both to expand the base of ownership of the station (e.g. with the Graduate Students’ Union and the Association of Part-time Undergraduate Students) and to provide campus-based programming (e.g. with *The Varsity* and *The Independent*).**

The two cable/closed-circuit stations located on the Scarborough and Mississauga campuses, CSCR and CFRE respectively, can also play key roles as partners with CIUT in both programming (e.g. a University-wide news program, joint special event programs, each providing taped programs for the other stations to use, etc.) and operational matters (e.g. sharing of studio resources, consolidating advertising sales efforts, joint promotional opportunities, etc.).

Recommendation #6 **The Task Force recommends that a “University of Toronto Radio Network” be established among the 3 University of Toronto radio stations, CIUT-FM, CFRE, and CSCR. The Network should explore and develop partnerships with respect to broadcasting common programs and sharing resources.**

(b) CIUT as a Co-Curricular Activity

Students engaged in a variety of academic programs can also benefit from participation in station activities. The Task Force believes there is great potential in exploring partnerships that might be established between the radio station and academic and non-academic divisions within the University. Specifically, it has been suggested that the station might provide direct or indirect benefits to teaching and research activities in a variety of ways. For example, there might be opportunities for students and faculty working on issues related to communications, information sciences, media, social issues and management to work with the station as part of their various learning activities and academic studies. The campus radio station might also provide a testing ground for the development of new communications and information technologies.

The Task Force received a number of submissions outlining potential partnerships with departments and organizations within the U of T:

- The Learning, Health and Community Action Alliance (LHCAA)
- The Graduate Centre for Study of Drama
- University Police
- Lesbians, Gays, Bisexuals and Transgendered of U of T (LGBTOUT)
- Institute for Women’s Studies and Gender Studies

Recommendation #7 **It is recommended that CIUT-FM explore and develop partnerships with academic programs within the University in order to both augment programming and offer direct or indirect benefits to students and faculty working and studying in various fields.**

(c) **CIUT as an Outreach and Promotional Resource for the University and a Community Service**

The extraordinary broadcast range of CIUT provides exceptional opportunities for the University to promote itself, the concerns of students, and many of the values that the University cherishes and promotes—freedom of expression and association, freedom to explore new ideas, and the promotion of human rights and freedoms.

The University should also embrace and understand the fact that CIUT is a face of the U of T seen by the public in which, at present, there is very little University involvement. As such, the University must take it upon itself to get involved in order to assist the station to present the best possible profile of the University to the public at large (without interfering with editorial freedom).

At the same time, the station is an educational voice to members of the community at large who are not formal members of the University. The station serves to inform the public, provide alternate perspectives on social issues (compared to commercial radio), and as a medium to hear alternative artistic expression and music that is not available on the vast majority of other radio stations.

Recommendation #8 The University should work with the station to explore and implement appropriate programming and public service announcements which assist the University in achieving its institutional mission and goals.¹⁹

Recommendation #9 CIUT should continue to provide important and worthwhile programming that is targeted primarily to the public at large and those smaller communities that cannot hear such programming on other stations including programming for communities whose point of view is not heard on mainstream radio. When practical, CIUT should enlist the University's assistance, expertise and involvement in the development of such programming.

4. Finances

Further to the observations and analysis of financial statements and procedures, the Task Force makes the following recommendations. The Office of Student Affairs' *Handbook for Student Societies*, which outlines the University's expectations with respect to financial practices of student societies, served as a reference document for the Task Force with respect to these matters.

¹⁹ The partner areas included from the University's perspective should include, but be not limited to, Student Recruitment and Public Affairs.

(a) **Audit**

Recommendation #10 In order to ensure compliance with the requirements under the *Policy on Non-Academic Incidental Fees*, the Students' Administrative Council²⁰ should on a formal basis (at the appropriate committee or commission) accept, review and approve the audited statements of the campus radio stations to which the radio fee is disbursed and, when appropriate, withhold disbursement of fees and/or recommend changes to financial procedures and practices.²¹

(b) **Continuity and Fiscal Year**

UTCRI experiences a significant change-over in officers and members of the Board of Directors each year. This can lead to a situation whereby the enactment of procedures might change from year-to-year and the loss of significant institutional memory with respect to business practices.

The Task Forces notes that the current fiscal year-end, August 31st of each year, as the time of year when the amount of monthly revenue received is at a low point, can be considered an appropriate fiscal year-end for UTCRI. However, because appointments of directors by SAC and elections of full-time undergraduate representatives on the Board occurs in spring, there is a fundamental problem in that the officers responsible for a particular year's financial activities are not usually available for consultation when an audit occurs.

Recommendation #11 In order to accommodate better the various appointment and election procedures related to membership of the CIUT Board, it is recommended that the annual Board of Directors calendar begin on July 1st and end on June 30th of each year.

Recommendation #12 As a means of enhancing Board accountability for a particular year's operations, the Task Force recommends that the fiscal year-end for UTCRI be changed to April 30th of each year.

Recommendation #13 To facilitate the preparation of the annual audit and maximize accountability among Board members for the details of each audit, the annual financial audit should occur and be approved by the Board in the period after the fiscal year-end, April 30th (See [Recommendation #12](#)), and before the end of the Board calendar year, June 30th (See [Recommendation #11](#)).

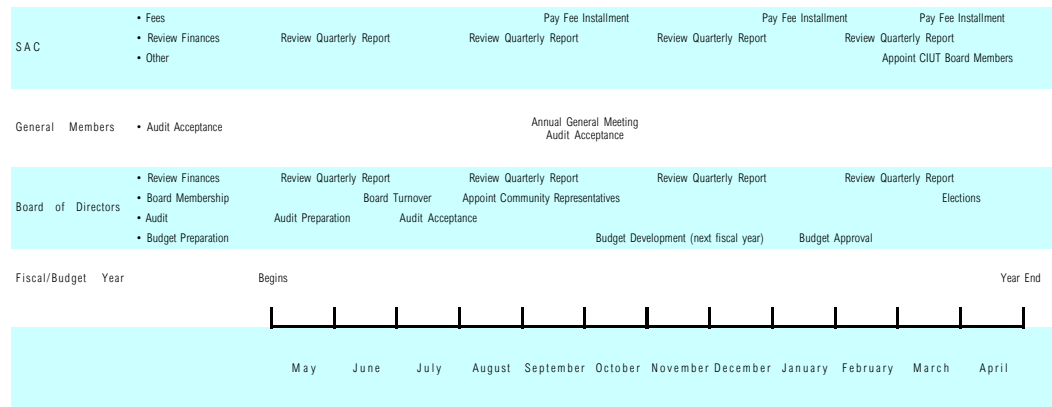
Recommendation #14 In order to preserve continuity of function and operation, especially with respect to financial procedures, the Task Force recommends that UTCRI implement 2 year terms for officers and members of the Board of Directors of the corporation (staggering the appointment of half of the Directors within each constituency each year).

²⁰ In addition to the general members of the respective organizations.

²¹ Although outside of the mandate of the Task Force, it was noted that SAC should, in compliance with the *Policy*, adopt such procedures for all organizations to which funds are disbursed.

Recommendation #15 Acceptance of the audit report by the General Members of the corporation should occur at an Annual General Meeting held at the earliest practical date when all the General Members (i.e. members of the SAC Board and members of the CIUT Board) are available—preferably in September of each year.

Figure 12 – Proposed Business Calendar for CIUT



(c) **Budgets**

The budget is a primary financial control for the corporation and should be approved by the full Board. The creation of a budget forces the Board to look at its objectives and to plan, organize and direct the corporation towards meeting these objectives. The reporting of “actual” and “budgeted” operating results provides the vehicle by which the executive can monitor and control the financial activities of the society. Significant variations from budgets would require an immediate explanation and some executive direction to meet these financial exigencies. Deficit budgeting should be prohibited where the deficit exceeds the corporation’s accumulated surplus (when applicable).

Budget development procedures and criteria should be established for the station. These criteria should address general policies on financial management, a process to manage unanticipated expenses, approval procedures, capital expenditures, and plans for handling deviations on anticipated revenue and expenses.²²

In order to maximize accountability for each Board for a particular year’s activities, and to allow for adjustments of spending plans in light of failing to estimate revenues accurately, the Task Force makes the following recommendations:

²² The Task Force noted that the University’s budget criteria used by the Service Ancillaries Review Group might form the basis of the development of similar criteria for CIUT budget planning.

- Recommendation #16** The Task Force recommends the development of strict procedures and criteria for the development of operating plans for the station and the adoption of the following budget procedures:
- (a) the *annual operating budget* for CIUT-FM should be prepared each fall for the subsequent fiscal year;²³
 - (b) the annual operating budget for the subsequent fiscal year should be approved by the Board each January; and
 - (c) variances on projected expenditures and revenues during the fiscal year, with specific plans for making accommodations for these variances, should be reported in the quarterly reports presented to the Board by the Financial Advisory Group (see [Recommendation #45](#)).
- Recommendation #17** As a means of promoting longer term perspectives on the station's finances, the annual operating budget should also include projected revenue and expenses for each of the 5 years following the current fiscal year.
- Recommendation #18** The annual operating budget should be developed consistent with criteria established by the Board concerning *reasonable* expectations of revenue and expenses based upon the experiences of the previous 5 years.

(d) Financial Practices

As noted above, the Task Force did not conduct a complete analysis of previous financial statements and practices. It is, nonetheless, the opinion of the Task Force that such an analysis should occur.

- Recommendation #19** In order to better understand the financial history and practices of the station, the CIUT Board should conduct a complete analysis of past audits and financial reports.

Bookkeeping and Financial Statements

UTCRI must be consistent in its accounting practices with respect to all revenues and expenses related to its operations. The financial position and changes resulting from operations must be comparable in order to be meaningful to the reader of the financial statements.

- Recommendation #20** In order to reflect accurately the annual and monthly costs of the operation of UTCRI and to prepare more adequately for periods of low cash flow, financial statements should be prepared on an accrual basis and submitted for review to the Financial Advisory Group (see [Recommendation #45](#)) each month. The Financial Advisory Group should submit quarterly reports to the Board for review.

²³ Thereby matching the budget year with the fiscal year.

Spending

All spending on behalf of UTCRI must be approved by the appropriate person or body in advance of incurring the expense. In general, many items, such as forecasted staff salaries, transmitter rental, and normal overhead costs, are approved implicitly by approval of the annual operating budget. Other items, such as equipment purchases and promotional event expenses should be authorized pursuant to adequate control mechanisms established in policy approved by the Board.

Reimbursements for *budgeted* expenses incurred on behalf of the corporation by staff, Board members and volunteers should be subject to approval by a more senior manager or officer within approved budget guidelines (e.g. the President of the Board should approve reimbursements to the Station Manager for budgeted expenses).

All *unbudgeted* spending should be subject to prior approval by the executive of the Board and/or the Board as a whole and should comply with established policies. Equipment purchases, staff appointments and contracts should require executive committee and/or Board approval.

Adequate organizational safeguards and procedural checks are gained by allowing only specified officers to sign cheques and requiring certain levels of authority for committing the corporation to financial or other obligations. For example, equipment purchases, staff appointments or contracts should require formal approval by the executive committee. All cheques should be signed by at least two executive officers authorized by a banking resolution of the Board and only when fully supported by invoices and/or signed receipts.

The duties of the officers should be divided in such a manner that one officer checks the work of other officers or committee chairs. Any officers or staff having duties involving the handling of cash should be bonded.

Recommendation #21 **The Task Force recommends that the UTCRI Board conduct a complete and detailed review of all spending policies and procedures and, if appropriate, establish new standing policies on these matters.**

The University will assist in the development and implementation of new policies based upon its experience and procedures with respect to these issues.

5. Staff Relations

In February, 1999, the Canadian Union of Public Employees (CUPE) submitted an application to the Canada Industrial Relations Board, under the *Canada Labour Code*, for certification in respect of employees of CIUT-FM. The proposed bargaining unit would include all employees of UTCRI except for the station manager.

As a business matter strictly between the CIUT Board of Directors and the employees of the station, the Task Force makes no comment on the appropriateness of such certification.

However, it was noted that the presence of a union would likely require the station to adopt and strictly adhere to much needed human resources and employment related grievance procedures. On several occasions, the Task Force noted that various policies and procedures either do not exist or are not enforced consistently and that a complete review of these policies should occur.

Most importantly, there are no established and enforced mechanisms for periodic evaluations of the station staff.

Recommendation #22 In consultation with the staff of the station, the Board should review and, if appropriate, adopt new policies concerning all personnel matters (including, but not limited to, grievances, terms of employment, harassment and other conduct, etc.).

Recommendation #23 It is recommended that the CIUT Board establish appropriate job review criteria for all paid employees of the station and conduct job evaluations for all current staff as soon as possible. Subsequent job evaluations should occur on an annual basis.

6. Volunteer Relations

It is clear that many of the volunteers of the station do not feel that there are adequate mechanisms for fair treatment and appeals with respect to disciplinary actions taken against them by staff and the Board. In part, the Task Force is recommending a variation of the organizational structure of CIUT in order to meet some of these needs (see below). In addition, a number of other key policies and procedures can help to improve the environment with respect to volunteer relations.

In general, the Task Force suggests a simple “one up” principle for handling complaints. For example an appeal of a decision of the Program Committee (see below), should be heard by the Board; and a complaint about a staff member should be made to the Station Manager. Except in extraordinary circumstances, the Board of Directors should have the final say in all matters concerning complaints, appeals of decisions, and grievances involving volunteers.

Recommendation #24 The station should develop and implement a supportive and mutually beneficial staff and volunteer development program. The elements of the program should include information about the station and the history of University of Toronto radio, communications and team work skills training, strategies for building and sustaining a collegial working and decision-making environment, strategies for the sharing of ideas and best practices, and a means by which volunteers and staff at the station participate in and collaborate on a variety of activities that will promote a more positive working atmosphere.

- Recommendation #25** In a facilitated²⁴ process involving a broad representation of members of CIUT (including staff and volunteers) the Board should establish a “volunteer code of conduct” which addresses the standards and expectations of behavior among station volunteers, the process of making complaints (referring to the grievance procedures noted in Recommendation #27) and the potential ramifications of failing to comply with the code.
- Recommendation #26** CIUT should establish a clear and mutually beneficial “volunteer contract” to be signed by all volunteers and a representative of station management which outlines the responsibilities and rights of a volunteer at UTCRI and the expectations that the Board and management of the station have with respect to volunteers.
- Recommendation #27** The Task Force recommends that the UTCRI Board establish a clear policy and procedure to handle grievances placed by volunteers of the station against staff, the Board, or other volunteers. The grievance procedures should set out the process of adjudicating and investigating complaints and referring disputes to informal mediation when appropriate.

7. Licence Issues

The Task Force examined a number of issues with respect to CIUT’s campus/community broadcast licence. In particular, the following issues were considered:

- The objectives of the CRTC with respect to campus/community stations:
 - Campus/community stations are intended to serve the needs of the unserved niches of the community at large who wish to listen to alternative spoken word programming and music which is not available on most “hit radio” stations.
- Options for reconfiguration of the licence in order to broaden programming that may be aired.
 - Campus/community stations are required to provide a broad range of programming with minimum commitments to providing certain types of programming. As such, no significant changes in the *promise of performance* and licence conditions are recommended.
- Implications of the new proposed CRTC policies (see Appendix 10 on page 92) regarding campus/community radio.
 - In general, the Task Force concluded that CIUT is already in compliance with the proposed policies or that only minor modifications to various procedures and policies would be required.

²⁴ This facilitation should, ideally, be performed by an external party such as St. Stephen’s Conflict Mediation Service or other mediators within the University and elsewhere.

- Obligations of the licensee with respect to management, organizational structure and operations (and the role of other organizations in the management of station affairs).
 - The CRTC expects a campus/community station to be wholly managed and operated by a self sustaining Board of Directors with a membership comprised of a *balance* of campus and community representatives. The exact structure, policies and procedures are entirely the responsibility of the Board provided that they comply with the *Broadcasting Act* and CRTC policies.
- The balance of campus and community programming required and the freedom available to the station with respect to its overall programming complement.
 - There are no specific requirements with respect to the proportions of “campus” and “community” based programming. There is an expectation that neither should predominate the program schedule. Therefore, the Task Force believes that augmenting and enhancing campus-based programming would help to achieve the balance suggested by the CRTC policies.

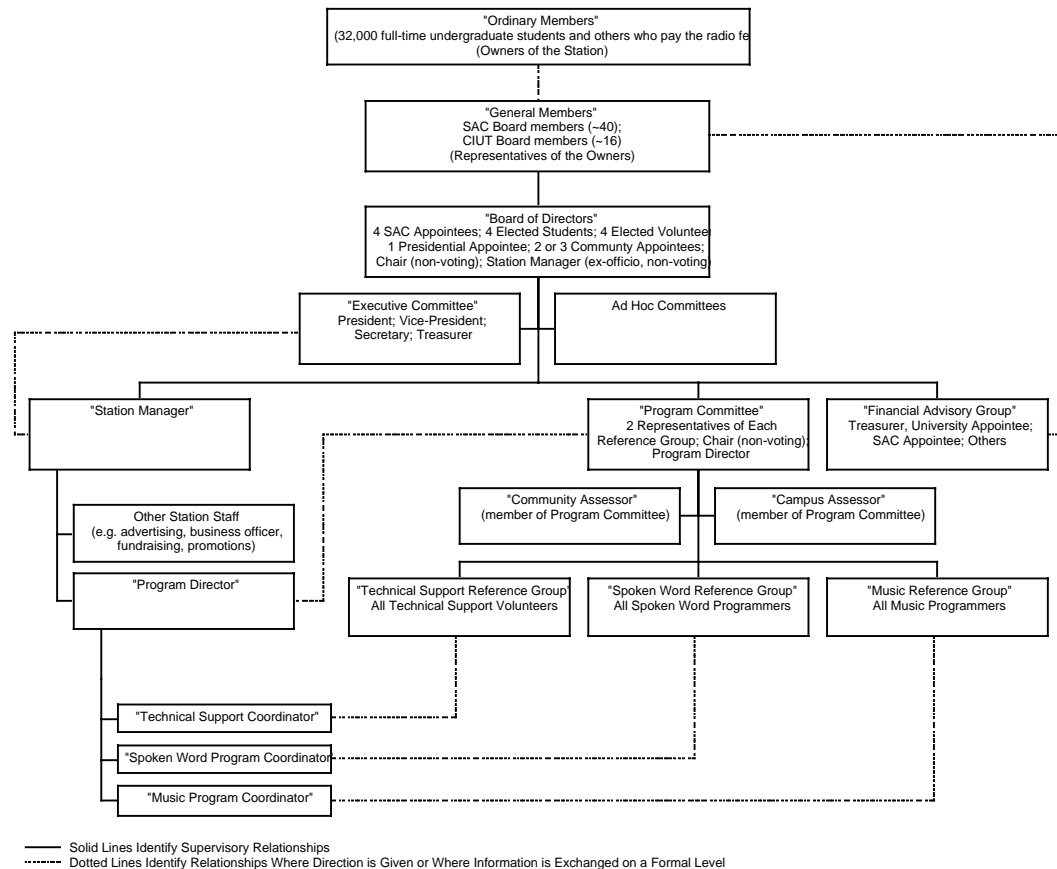
Recommendation #28 **The Task Force does not recommend pursuing any changes to the terms of its broadcast licence. CIUT must, however, take all necessary steps in order to comply with the new CRTC regulations for campus/community stations when they are published in the summer of 1999.**

8. Organizational Structure

During the course of its work, the Task Force observed that while most of the essential elements of an ideal organizational structure for CIUT exists, these elements are not well-connected nor were they well-positioned within the organization in order to be effective

Recommendation #29 The Task Force recommends the adoption of the general organizational structure as illustrated in Figure 13.

Figure 13 – Proposed Corporate Structure of UTCRI



(a) Ordinary Members

At present, “Ordinary Members” include the full-time undergraduate students that pay the radio fee plus other people who pay the membership fee (non-students must pay the fee and be formally accepted as members).

The Ordinary Members do not have a direct role in the governance of station business except exercising specific powers outlined in the by-laws (e.g. calling and holding a meeting of Ordinary Members and rescinding resolutions approved at a meeting of General Members).

Recommendation #30 As noted above (See Recommendation #5), the Task Force recommends increasing the number of Ordinary Members (thereby expanding the “ownership” base of the station to other students) in cooperation with the Association of Part-time Undergraduate Students (APUS) and Graduate Students’ Union (GSU) through the establishment of radio fees paid by part-time undergraduate and full-time undergraduate students respectively.

(b) General Members

“General Members” include the same people who are members of the SAC Board of Directors (who, in effect, represent the Ordinary Members) and the members of the CIUT Board of Directors.

At the Annual General Meeting, the General Members accept the annual audit report, appoint the auditors for the next annual audit and conduct other business as needed (e.g. approve by-law changes). The General Members may hold additional meetings as required.

Recommendation #31 If the number of Ordinary Members is increased to include members of APUS and the GSU (in addition to SAC members), the composition of the “General Membership” should be reviewed in order to ensure proportional representation from all 3 student constituencies.

(c) Board of Directors

Composition and Membership

The Task Force considered a number of options and criteria with respect to the composition of the CIUT Board. In particular, the following principles provided the foundation for the recommendations concerning membership:

- In compliance with the new CRTC policies concerning campus/community radio, representation on the Board should be *balanced* between campus and off-campus interests;
- In order to broaden general student involvement at a governance level, the “student” representatives need not be drawn exclusively from among full-time undergraduate students;
- As a means of providing opportunities for other people involved in SAC, to minimize the burden of the SAC Board to recruit appointees from among their membership (who have other interests and other, often heavy, commitments), and to allow for multiple year terms of these positions, appointees of the SAC Board need not be drawn exclusively from among the membership of the SAC Board of Directors;
- In order to acquire special expertise to carry out Board business (specifically with respect to expertise on the executive committee), the Board should be given more freedom to appoint members at large; and

- In light of the current problems faced by the station, procedures should be made for the carrying out of business in the absence of a functioning Board or under extraordinary circumstances.

Recommendation #32 The Task Force recommends the following composition of the CIUT Board of Directors:

- (a) 4 members appointed by the SAC Board of Directors (not necessarily from only among the membership of the SAC Board)²⁵;
- (b) 4 student members elected by and from the entire student population of the University of Toronto (in elections conducted by UTCRI);
- (c) 4 volunteer representatives elected by and from the membership fee paying volunteers of CIUT (in elections conducted by UTCRI);
- (d) 2 or 3 members appointed by the CIUT Board of Directors (at least 1 or 2 of whom must be drawn from the non-membership fee paying community at large)²⁶;
- (e) 1 member appointed by the President of the University of Toronto;²⁷
- (f) 1 non-voting Chair appointed by the CIUT Board of Directors; and
- (g) the Station Manager as a non-voting *ex-officio* member.

Duties of the Board

The Board has a fundamental and integral responsibility to ensure that the station operates in a manner which is consistent with its mission and vision. In general, the Board is responsible for carrying out the responsibilities with respect to establishment and approval of all policies and procedures, overseeing the activities of the Station Manager (including the hiring and evaluation of the Station Manager), ensuring compliance with the terms of the station's broadcasting licence, serving as the ultimate decision making body with respect to complaints and grievances, and other duties customary of a Board of a non-profit corporation.

The Board is responsible for all matters pertaining to human resource policies and other high level operational procedures.

²⁵ To be reconsidered if and when members of APUS and GSU become Ordinary Members of the corporation pursuant to **Recommendation #30**.

²⁶ Ideally, these appointed members should fill roles that cannot, due to lack of experience or expertise, be filled from among other elected and appointed members of the Board and should have appropriate skills and previous experience customary to these positions (preferably in a non-profit organization).

²⁷ When applicable, the addition of a new Presidential appointee can also be an opportunity to add specific experience and expertise to the Board.

Members of the Board should act in a manner which is in the best interests of the corporation and not necessarily as “representatives” of the constituencies from which they are appointed or elected.

Recommendation #33 **The Task Force recommends that all Board members be trained annually (at the beginning of the Board year) with respect to their corporate responsibilities and liabilities, financial responsibilities, their obligations under the broadcasting licence and CRTC regulations, and the effective management of a non-profit corporation.**

Duties of Officers and Key Board Members

In all cases listed below, there is an expectation that appropriate station staff members will act in a support role to these positions.

Chair

The Chair is responsible for the efficient management of Board meetings, setting the “tone” for Board meetings, the orderly management of Board business pursuant to the UTCRI by-laws and *Roberts’ Rules of Order*, and ensuring that the Board is provided with all of the appropriate information required for informed and effective decision-making at the Board level. The Chair also works with an “agenda planning group” which establishes the agenda for each Board meeting and gathers relevant information pertaining to the business to be discussed at each Board meeting.

Recommendation #34 **It is recommended that at the beginning of each Board calendar year, a paid, non-voting Chair (with relevant experience in a non-profit or similar agency) be recruited and hired under a 1 year contract to carry out the duties as described for the office.**

President

The President is the chief executive officer of the corporation, carries out the duties customary to that office, and is the supervisor of the Station Manager. As a campus-based organization, and because the chief executive officer would be expected to represent the corporation to the University and the campus community, it would be preferable to appoint a President from among Board members drawn from the U of T community.

Recommendation #35 **The Task Force recommends that the President of the corporation, appointed by and from the Directors, be a member of the University community (including students, staff, faculty and alumni).**

Secretary

The secretary is the primary information officer of the Board, carries out duties customary to the office and is responsible for the maintenance of all official records of corporate business, the execution of official corporate documents (e.g. licence renewal applications), and the maintenance of the station’s corporate history. The secretary also ensures that information, minutes, and other communications are exchanged in a timely manner between the Board and committees of the Board

including the Executive Committee, the Program Committee (and other standing and *ad hoc* committees of the Board which may be established from time to time).

Recommendation #36 **The Secretary of the Board, appointed by and from the Directors, should have relevant recent experience in a similar role with another non-profit corporation or similar agency and be fully capable of exercising the powers and responsibilities of the office.**²⁸

Treasurer

The chief financial officer of the corporation, carries out duties customary to the office, and is responsible for the reporting of financial information to the Board. The treasurer is also responsible for monitoring the corporation's financial position with the assistance of the "Financial Advisory Group" (see below).

Recommendation #37 **The Treasurer, appointed by and from the Directors, should have relevant recent experience in a similar role with another non-profit corporation or similar agency and be fully capable of exercising the powers and responsibilities of the office.**²⁹

Program Committee Chair

In addition to being a voting Director (appointed/elected from any constituency), the Program Committee Chair serves as the non-voting chair of the Program Committee, serves as a liaison between the Board and the Program Committee, provides regular reports to the Board concerning Program Committee activities and decisions, and monitors Program Committee compliance with station policies.

Recommendation #38 **The Program Committee Chair, appointed by and from the Directors, should have relevant experience and be fully capable of exercising the powers and responsibilities of the office.**³⁰

Terms of Office

In order to promote consistency in approaches to specific issues and to policies, it is desirable to lengthen the term of office of Directors. In addition, the new CRTC policies with respect to campus/community radio suggest that Board members serve in terms longer than one year.

²⁸ The Secretary need not be a member of any particular constituency. In the event that a suitable candidate cannot be selected from among the appointed or elected Directors, the Board should recruit a Secretary and appoint him or her to the Board pursuant to its own power to appoint 2 members.

²⁹ The Treasurer need not be a member of any particular constituency. In the event that a suitable candidate cannot be selected from among the appointed or elected Directors, the Board should recruit a Treasurer and appoint him or her to the Board pursuant to its own power to appoint 2 members.

³⁰ Ideally, in order to avoid the perception that this person has a bias in favor of certain types of programming and/or shows on the air, the Program Committee chair should not have a current role related to programming at the station.

Recommendation #39 The Task Force recommends that all Directors be appointed/elected for terms of 2 years and serve no longer than 2 consecutive terms. Half of the Directors from each constituency should be replaced each year.³¹

Elections

As noted above, elections for volunteer and student representatives on the Board should be conducted by CIUT.

Recommendation #40 UTCRI should review its volunteer election procedures and develop new procedures (complementary with the volunteer election procedures) for the election of student representatives to the Board. Calls for nominations and all announcements concerning student representative elections must be distributed widely across the University and a reasonable attempt to reach all students concerning this information must be undertaken.

Quorum

The Task Force noted many complaints concerning the inability of the Board to meet and conduct business due to a failure to meet quorum. In addition, during the current crisis related to the station, there are simply too few members of the Board in order to constitute quorum for a meeting in the first place. Attempting to hold meetings during the summer (when many students cannot attend meetings) has also been a source of frustration.

Recommendation #41 Quorum for meetings of the Board of Directors held between September 1st and April 30th of each year, should be a simple majority of duly appointed/elected voting Directors or 8 (whichever is less).³²

Recommendation #42 Quorum for meetings of the Board of Directors held between May 1st and August 31st of each year, should be 5, at least 3 of whom must be members of the University community.

Recommendation #43 A duly appointed Executive Committee of the Board, subject to policy and guidelines established by the Board, should have the power to act in the absence of quorum to hold a Board meeting.³³

³¹ In the first year of implementing this recommendation, half of the Directors appointed/elected from each constituency should serve 1 year terms in order to stagger the appointments/elections from year to year.

³² For example, if a full complement of 15 Board members has been appointed/elected, quorum is 8. If the Board has not appointed the 2 Directors it is permitted to appoint, quorum is 7.

³³ For example, the Executive Committee should have the power to approve expenditures (pursuant to guidelines and a limit established by the Board), to set direction with respect to urgent matters and to represent the Board in the absence of quorum to hold a Board Meeting.

Recommendation #44 In future, in the event that the number of Board members falls below the number required to hold a Board meeting and if there is an absence of a duly appointed and active Executive Committee, Board authority, responsibilities and powers should be exercised by the SAC Executive Committee as representatives of the General Members and Ordinary Members of the Corporation.

(d) Executive Committee

The Executive Committee consists of the President, Vice-President, Secretary and Treasurer. In general, the Executive Committee provides leadership for the Board, gives direction, on behalf of the Board, to the Station Manager, and acts in the absence of the Board (see **Recommendation #43**).

(e) Financial Advisory Group

The Board has a central and integral role with respect to station finances and, as such, must rely upon advice of the Treasurer. The Financial Advisory Group is a reference group of individuals which advises the Treasurer on matters concerning financial policies, assists in the analysis of financial statements, and prepares quarterly reports on the station's financial situation for the Board and other relevant bodies.

The Group also provides advice on matters such as bookkeeping practices, financial accountability mechanisms, and financial management.

Recommendation #45 The Task Force recommends the establishment of a Financial Advisory Group³⁴ consisting of, but not limited to, the Treasurer (who shall also act as chair), a University appointee with certified expertise in this area, a staff or executive member of SAC, and possibly a student with a special interest in this area. The Group will assist in the preparation of quarterly financial reports for the Board.

Recommendation #46 In addition to **Recommendation #10** (which outlines a formal approval process for CIUT's audit by SAC in addition to the General Members of the corporation), as a means of ensuring that closer attention is paid to on-going financial operations at UTCRI, the Students' Administrative Council should receive the quarterly reports prepared by the Financial Advisory Group (and reviewed by the Board) and should review them prior to forwarding each student radio fee installment to the station. Based upon the quarterly reports, SAC may attach conditions to the continuation of forwarding fee installments to the station.

(f) Program Committee

The Task Force believes there should be a single Program Committee established at a high structural and authoritative level in the organization.

³⁴ By implication, the Task Force recommends that the current "Finance Committee" of the Board be disbanded.

Generally speaking, the Program Committee should have the following mandate:

- To establish policies and procedures (which are consistent with the station's mission, its licence obligations, CRTC regulations, and with policies established by the Board of Directors) concerning matters related to on-air programming at the station.
- To make recommendations to the Board concerning disciplinary action related to volunteers involved in on-air programming.
- To monitor compliance with POP obligations and with respect to the balance of campus-based and community-based programming.
- To work with a "music programming reference group," a "spoken word programming reference group" and a "technical support reference group" in the establishment and implementation of: (a) objective criteria to review programs;³⁵ (b) mandatory reviews of all programs (at least once every two years³⁶); and (c) mechanisms and procedures concerning the solicitation and development of new programming.
- To make decisions concerning the establishment of new programs and the discontinuation of existing programs based upon recommendations of the music, spoken word and technical support reference groups and the Program Director.
- Participating in programmer conflict resolution, as required. When appropriate, the Committee should consider and recommend referrals to an external conflict mediator (e.g. St. Stephen's) if necessary.
- Participating in the production of internal CIUT newsletters and the CIUT Program Guide.

The committee should be comprised of 2 individuals representing the music programmers (selected by and from among the Music Reference Group), 2 individuals representing spoken word programmers (selected by and from among the Spoken Word Reference Group), 2 individuals representing technical production and support volunteers (selected by and from among the Technical Support Reference Group), the Program Director and the non-voting chair (appointed by the Board). There should be a balance of campus and community members on the Committee.

³⁵ These criteria should include, but are not limited to, the extent to which a program contributes to the mission of UTCRI, whether or not the show is complementary to the station's POP, the extent to which the program is continuing to develop and grow (and whether or not a show has reached its maximum potential), listener feedback, informal peer and staff evaluations, etc. The existing evaluation criteria for music and spoken word programming might serve as a logical starting point for the consideration of new evaluation criteria for programs on CIUT.

³⁶ In order to make airtime available to new shows and hosts, programs should not normally remain on the air for more than 4 years unless there is a superior evaluation of the show. The Task Force noted that there is an informal system of "squatter's rights" with respect to many shows and hosts whereby some shows remain on the air for many years.

Decisions made by the Program Committee should be subject to appeal to the Board.

The Board should receive and formally accept all minutes of the Program Committee. Liaison with the Board should be carried out via the non-voting chair of the Committee appointed by the Board.

While the Program Director (PD) should be under the direct supervision of the Station Manager, the PD should have the responsibility of carrying out decisions made by the Program Committee.

Recommendation #47 **The Task Force recommends the establishment of a Program Committee as a Standing Committee of the Board with a mandate, responsibilities and powers as described herein (beginning on page 47). The Committee is responsible to the Board and may, from time to time, be asked to consider matters referred to it by the Board.**

Reference Groups

As described above, the **Music Reference Group** (consisting of all music programmers and those interested in becoming music programmers), the **Spoken Word Reference Group** (consisting of all spoken word programmers and those interested in becoming spoken word programmers) and the **Technical Support Reference Group** (consisting of all technical support and production volunteers and those interested in becoming technical support and production volunteers) could be constituted as large sub-committees of the Program Committee. However, the Task Force sees merit in the reference groups taking on a less formal structure. Although each reference group ought to elect or appoint their own representatives on the Program Committee, the reference groups should serve as an informal forum and communication vehicle for volunteers involved in the various aspects of programming, advise the relevant personnel and the Program Committee on appropriate evaluation criteria applicable to various on-air and technical activities, and assist the Program Committee in the periodic evaluation of programs.

Campus and Community Assessors on the Program Committee

As a campus/community station, CIUT is obligated under the terms of its licence to provide programming for both the on-campus and off-campus communities. There has not been, to date, an effective mechanism to monitor the balance of programming content and the proportions of campus and community volunteers working at the station. While the Task Force considered several mechanisms to enforce quotas for both on-air talent and other involvement in station activities, it was ultimately agreed that there may not be an ideal percentage of involvement in both categories.

The Task Force did agree that the University itself, campus activities and members of the University should have a much more prominent role and visibility at the station. This role and visibility need not necessarily be only in the form of student programmers volunteering at the station (although that is highly desirable). It is the opinion of the Task Force that other members of the University community (including staff, faculty and alumni) could and should have opportunities to participate in the radio enterprise. In addition, programming such as campus news

and public service announcements, and the exploration and reporting of U of T research could be carried out by volunteers from the community at large.

Recommendation #48 In order to maintain a more appropriate balance of campus and community based programming, it is recommended that one member of the Program Committee (drawn from the campus community) be appointed as the “campus assessor” and that one member, (drawn from the community at large), be appointed as the “community assessor.” The assessors would have the role, on behalf of the Program Committee, of monitoring the overall programming content to ensure that adequate representation from both communities is involved in all areas of on-air programming and technical support.

Finally, while it is easy to say that there is a distinct under representation of University community-based programming, it is not entirely fair to blame this state of affairs on the station alone. Clearly, the University should be more active in providing programming information, ideas, and resources to assist the station in achieving a more acceptable of programming.

(g) **Other Standing Committees**

In acknowledgement of the important power and responsibilities entrusted in the Board of Directors, it is felt by the Task Force that the Board should take a direct role in many matters historically referred to Standing Committees of the Board (e.g. Personnel Committee and Finance Committee). Since Directors have a serious liability in matters related to finance and human resources, the Board should have a direct role in decision-making on these matters. It may be desirable from time to time to establish *ad hoc* committees on specific issues when a matter is particularly time consuming or when extreme attention to detail is required (e.g. hiring committees, negotiation of collective agreements, etc.).

Recommendation #49 Except when deemed necessary for the orderly consideration of specific issues (e.g. hiring a Station Manager) when *ad hoc* committees of the Board should be established, the Task Force recommends that only 2 standing committees of the Board exist: the Program Committee (see Recommendation #47) and the Executive Committee.

(h) **Station Manager (or Executive Director)**

The Station Manager (or Executive Director) is the chief operating officer of the corporation. The Manager is responsible for carrying out the directives and supporting the work of the Board, implementing policy and procedures, overseeing paid employees and staff relations, administering human resource policies, financial management, organizational integrity in station operations (with respect to the station’s mission and vision), and operational planning.

In a senior support role to the Board, the Station Manager is responsible for the effective exchange of information between the Board, the Program Committee, other standing committees as established and required from time to time, station staff, volunteers, and others.

The Station Manager:

- should have an excellent understanding of and commitment to the mission and vision of CIUT;
- is accountable to act in a manner which demonstrates personal commitment to responsiveness, innovation, teamwork and integrity;
- is responsible for the development, implementation and evaluation of the multi-year plans for the station;
- is accountable for the implementation of the *annual operating budget* and for maintaining the limitations of the capital and operating budgets established for the station, and is responsible for reporting on budget variances or anticipated variances on a timely basis;
- supervises all staff (except those supervised by the Program Director) and is responsible for maintaining an appropriate level of staff within the station (including hiring, termination, training, team building, performance appraisal, support and conflict resolution); and
- is responsible for providing leadership, training, guidance and advice about station processes to staff and volunteers.

For these reasons, while it is a desirable asset for this individual to have radio-related experience, the Task Force believes that the skills and experience necessary for the position can best be found in individuals that have had experience in serving as an Executive Director of a non-profit agency.

Recommendation #50 **The Task Force recommends that a new Station Manager be hired as soon as possible with the stated qualities and responsibilities. The Station Manager salary should, without unreasonably burdening the financial resources available, be high enough to attract sufficiently experienced candidates and encourage the chosen incumbent to stay in the position for a significant period of time.**

(i) Program Director (or Program Manager)

The Program Director or Program Manager (PD) should report to the Station Manager and should work in a senior support role for on-air programming. The PD is responsible for carrying out the directives and supporting the work of the Program Committee, implementing Program Committee policy and procedures, overseeing and supporting the work of the music, spoken word and technical support coordinators, and ensuring compliance with CIUT's licence obligations, CRTC regulations, and program policy at the station.

The Program Director:

- should have an excellent understanding of and commitment to the mission and vision of CIUT;

- is accountable to act in a manner which demonstrates personal commitment to responsiveness, innovation, teamwork and integrity;
- under the direction of the Program Committee, is responsible for the development, implementation and evaluation of programming and programming plans for the station;
- is accountable for compliance with applicable policies, regulations and legislation related to on-air activities (and reporting of failures to comply to the Program Committee for adjudication);
- is responsible for “protection” of the licence and ensuring that important CRTC regulations are fulfilled (e.g. Canadian content, logger tape systems, etc.) and working with the Station Manager and Program Committee to this end;
- directly supervises the work of the music, spoken word and technical support coordinators (including hiring, termination, training, team building, performance appraisal, support and conflict resolution); and
- is responsible for providing leadership, training, guidance and advice about programming to volunteers (including providing assistance to individuals in the on-going development of their shows and work in the station).

Recommendation #51 **The current role of the position of Program Director at CIUT should be reviewed along the lines suggested by the Task Force. The Task Force recommends that the Program Director report to the Station Manager and act in a senior support, educational and development role in the provision of programming at the station.**

(j) **Music, Spoken Word and Technical Support Coordinators**

The music, spoken word and technical support coordinators have a significant role in the smooth operation of various aspects of programming at the station. These positions could be performed on half-time or part-time staff appointment basis (depending upon resources available).

These individuals have a key role in supporting the work of each of the three reference groups to the Program Committee, ensuring that important station information is communicated to and from each reference group, and providing administrative support for program evaluations and meetings of reference groups. The Coordinators would also work with the Program Director with respect to various matters under consideration by the Program Committee.

In particular, the coordinators:

- schedule new and on-going shows in consultation with the relevant reference group, the Program Director and, when appropriate, the Program Committee;
- supervise all temporary replacements for show hosts and technical support;

- in consultation with the appropriate reference group, approve co-hosts and contributors to all shows;
- ensure that all shows have promo carts, complete cue sheets, and return recordings to the music library;
- ensure that producers are in compliance with the applicable policies and guidelines; and
- facilitate communication among members of each reference group and between reference groups.

Recommendation #52 It is recommended that 3 paid staff (either part-time or half-time) positions be established to work in support of music programming, spoken word programming, and technical support roles at the station. The coordinators would also support the 3 reference groups to the Program Committee, and in various other capacities related to on-air programming.³⁷

(k) **Other Station Staff**

In part because the Task Force had a limited amount of time to conduct its work and because it believed that such matters are strictly a responsibility of the Station Manager under the direction from the Board, the Task Force does not make any recommendations concerning other station employees. Given the limited resources available to the station, the staff complement should not be large. However, the Task Force did identify several key positions (some of which could be part-time paid employment, volunteer based, and/or commission based) that should be considered by the Board of Directors:

- 1) Business officer / office coordinator (to provide administrative and accounting/bookkeeping support to the Station Manager and the Board, and to ensure that the office operates in an orderly fashion).
- 2) Advertising sales coordinator and an advertising sales team (to solicit advertising and sponsorships for the station).
- 3) Fundraising and promotions coordinator (to organize promotional activities of the station and to coordinate fundraising drives).

³⁷ Given the limited financial resources currently available to the station, it is suggested that specific fundraising with respect to these positions should be carried out. It was also noted that these positions could be funded through government grants.

F. Campus Involvement

1. Preface

As noted several times above, there is a distinct under-representation of students and other campus community members in various aspects of programming at CIUT. The Task Force acknowledges that there may be a number of practical reasons for some students not becoming involved (e.g. academic work load, employment obligations, etc.). Nonetheless, among a community of 52,000 students (32,000 of which pay the SAC radio fee), 10,000 faculty and staff, in excess of 250,000 University alumni in the broadcast region of the station, and other members of the U of T community, it is a strongly felt opinion of the Task Force that more students and other campus community members must be involved in CIUT's programming, and the programming itself must be more reflective of the U of T community, in order to rationalize and reconcile the existence of University of Toronto Community Radio, Inc., within the University community.

In the words of one person making a submission to the Task Force...

“CIUT has become almost entirely community focused. It needs to re-develop itself to strike a balance between campus and community issues and programming. The importance of this cannot be emphasized enough.”

A more significant problem may be related to the opinion of a number of people making submissions to the Task Force—that many students do not even know that the station exists (let alone the fact that full-time undergraduates pay a radio fee). Although the Task Force received a large number of verbal and written submissions, very few came from students or on behalf of other student organizations. Without more research, it would be difficult to speculate on why this occurred. However, it is hard not to draw the conclusion that most members of the student community either do not see the relevance of CIUT in their lives or that CIUT is viewed as if it is simply another radio station on the FM dial that they do not listen to.

Finally, there is a sense of unease among some people making submissions to the Task Force related to the perception that the public develops about the University through the station. The huge broadcast region of CIUT provides an important opportunity for the University to project a positive image of the U of T which will assist in various University activities including recruitment. To date, there has not been a focused effort by the University to get involved in station programming.

2. Proportion of Involvement

The Task Force acknowledges that students need not necessarily be the people providing programming of direct interest to the U of T community. Campus-related programs could be provided by any volunteer at the station while programs of interest to the community at large might be delivered by a U of T community member. Thus, except when special expertise and knowledge is required, there is no

distinct need for people providing the programming to be drawn from the community at which particular shows are directed.

As stated above, the Task Force does not recommend implementing a quota system for determining appropriate levels of involvement from campus community members or for determining appropriate proportions of programming that is campus based.³⁸ It is troublesome, however, to note that the station itself can not conclusively state the number and proportion of students involved in various aspects of CIUT.

Recommendation #53 CIUT should maintain a complete and up-to-date database of persons involved in the station including information concerning volunteers from within the University community (including a designation for students, U of T staff, faculty, and alumni volunteers).

With respect to programming, the station should also maintain records for internal use that identifies the intended audience of each particular program. While members of the Program Committee may find this information most useful, other members of the University, particularly SAC and the General Members of the Corporation, may also wish to see and use this information from time to time.

Recommendation #54 All CIUT shows should be listed in an internal inventory, for periodic inspection by the Campus Assessor and Community Assessor on the Program Committee (see Recommendation #48) and others, describing the intended audience of the program and whether each show is *primarily* targeted at the campus community, the off-campus community, or both).

3. Utilization of U of T Resources

As one off-campus community volunteer put it, there is a vast “under-utilization of University of Toronto resources” in the programming of CIUT. This volunteer, like the Task Force, believes that there are many important ways for the University to have a presence on CIUT without necessarily requiring the direct involvement of more campus community members.

Recommendation #55 Highlighting U of T research and providing more opportunities to make announcements about campus activities, both academic and non-academic, should be a normal feature of daily programming on CIUT. The station should also be an active partner in the delivery of important time-specific announcements about the University (e.g. closures due to inclement weather).

In addition, there are a number of University departments which could provide expertise and assistance in partnership with CIUT in various off-air aspects of station activities.

³⁸ It should be noted, however, that the proportions of involvement as described on page 17 are a matter of standing policy for CIUT.

Recommendation #56 CIUT should explore and develop other partnerships with organizations and departments within the University which will contribute to non-programming aspects of CIUT’s range of activities (e.g. Media Centre,³⁹ Information Commons, etc.).

Finally, the Task Force believes that there can be broader general and financial support for the station within the campus community provided that the station meets the needs of University members.

Recommendation #57 Following programming enhancements to improve listenership among University community members, future fundraising drives should target staff, faculty and alumni for station memberships and broader financial support from within the University.

See section E, “A Plan for the Future,” subsection 3, “Partnerships,” for additional recommendations concerning utilization of campus resources and partnerships with other campus groups.

4. Strategy for Student and Campus Community Involvement

As stated above, implementing a student recruitment strategy is not new. There have been numerous attempts over the years to tackle this issue. In a report to the Board in August, 1995, Jane Farrow (the Station Manager at the time) stated the following:

Understanding the problem of student under-representation at CIUT cannot be grasped without studying the structures and policies of the Programming Department which have systematically determined their exclusion or discouraged them from becoming active volunteers. I am referring to the long-standing internal communication breakdowns and infighting which keeps the Music and Spoken Word Committees, the Program Director and sometimes the Station Manager locked in a nasty, unproductive holding pattern, arguing over who has the moral, mental or monetary authority to effect programming changes. Lost in the balance is the Programming Schedule itself, and the new volunteers (students and non-students) who come into the station ever eager to participate and learn some radio broadcasting skills, but who rarely get past the murky orientation program.

CIUT’s student under-representation problem is not the result of malicious, ill-willed policy or sentiment. It is merely one of the numerous end results of the unresolvable power dynamic at the centre of the Programming Department. No one wants the infighting, harassment, accusations and feelings of resentment and under-appreciation to continue. At this point, people are exhausted and want to move ahead. And the timing couldn’t be better. Students have made it clear that they will not wait around politely forever and will seek a referendum in the winter of 1996 if there is not a significant increase in student participation by January ‘96.

³⁹ As the Task Force began work, the Media Centre was approached and become involved in providing various expertise related to the technical needs of the station.

The Task Force discussed a number of options with respect to soliciting broader involvement from the campus community in station programming and business affairs. While the strategy discussed here is primarily directed at involving student members of the University, it is important to note that other members of the campus community (i.e. staff, faculty and alumni) can also be important contributors to the campus radio enterprise in many ways.

At present, there are at least 3 programs which are targeted specifically for the U of T community or which are programmed by campus community members: “The Varsity Sports Show,” featuring news about intercollegiate sports; “Radio OPIRG,” a program produced by a recognized campus group and affiliate of the GSU and APUS⁴⁰ about social justice issues and awareness; “Sex Radio,” a show produced by U of T’s Sexual Education and Peer Counselling Centre about sex and sexual health. A list of CIUT programs is included in Appendix 7 on page 77.

In principle, the most compelling recruiting tool for campus involvement would be better and focused programming of interest to large groups of students. It is the belief of the Task Force that improving the student listenership of CIUT will naturally result in more interest among students in becoming involved.

The Task Force suggests developing three separate strategies to foster student involvement: (a) improving visibility and awareness on campus (thereby increasing interest); (b) reviewing programming policy; and (c) directly soliciting involvement.

(a) **General Promotion of CIUT within the U of T Community**

As part of a broad promotional effort to improve awareness of CIUT and listenership among University of Toronto students, the station should take the following actions (using a well-designed and enticing visual campaign).

- 1) Promote CIUT in the campus media using print advertising.
- 2) Promote CIUT’s Internet/RealAudio broadcasting to encourage students to listen to the station while near their computers (and when they are away from Toronto, e.g. during the summer).
- 3) Participate in and sponsor various campus activities.
- 4) Formulate partnerships with other campus organizations (including student groups, staff associations, etc.).⁴¹
- 5) Become visibly and actively involved⁴² in:

⁴⁰ OPIRG will also become a fee funded affiliate of SAC in the fall of 1999 with the introduction of a new designated portion of the SAC fee.

⁴¹ The Office of Student Affairs will assist CIUT in connecting with and developing relationships with other campus groups.

⁴² When possible and practical, live-to-air broadcasts should occur in relation to these activities.

- (a) student orientation programs (including the activities coordinated by SAC⁴³ and the colleges and faculties within the University);
 - (b) music events held on campus (including those which occur in the SAC Hangar and Hart House);
 - (c) cultural activities held on campus (including those which occur in Hart House and events hosted by recognized campus groups); and
 - (d) academic symposiums and other academic events held on campus.
- 6) Actively promote more opportunities for campus groups to speak about their activities and interests on various CIUT programs (which can also improve interest among specific individuals in getting involved themselves).
- (b) **Policy and Procedure Review**

Involvement of students in programming is dependant upon having a system that does not impair their ability to engage in station activities. Therefore, the Task Force suggests that the appropriate bodies and/or personnel at CIUT take the following steps with respect to programming policies and procedures at the station.

- 1) Review and, if necessary, amend, programming policies and procedures to ensure that they are not unfairly biased against campus community member involvement.
 - 2) Design processes that enable students and other new recruits to engage in a wide variety of station activities very quickly after indicating a desire to get involved.
 - 3) Effect a higher turn-over rate in programs and show hosts (through the station's show evaluation mechanism) as a means of creating more opportunities for new volunteers, including students, to get involved.⁴⁴
 - 4) Develop opportunities for limited run (i.e. 6 or 12 weeks) exploratory and experimental radio programming by new volunteers.
- (c) **Facilitating Student and Campus Community Member Involvement**

In order to facilitate the involvement of students, staff, faculty and alumni of the University in various aspects of CIUT's programming, the station should undertake the following activities.

⁴³ SAC should facilitate the involvement of CIUT in its activities and avoid charging CIUT the cost of their involvement.

⁴⁴ The Task Force noted that there tends to be a sense of entrenchment and a strong feeling of entitlement among some volunteers with respect to their shows. While this is an important, admirable and profound display of the commitment many volunteers have to their shows and campus/community radio, this entrenchment prevents new volunteers from getting involved and seems to be contrary to an implied objective of CIUT to constantly grow and evolve in its programming.

- 1) Distribute targeted recruitment materials to students via student societies, recognized campus groups, student residences, and Student Affairs.
- 2) Create and capitalize on opportunities to speak to groups of students about getting involved in CIUT in residence common rooms, before classes, student organization meetings, and on other occasions when students gather.
- 3) Actively solicit the involvement of students who participate in campus organizations whose goals correspond to the objectives of various CIUT shows (both spoken word and music) or which satisfy programming needs identified in the Promise of Performance.
- 4) Consider redevelopment of the old closed-circuit broadcast network both as a means of improving listenership within the U of T community and as a tool for the training of new student volunteers (in an environment that is less restrictive with respect to programming content, etc.).
- 5) Involve students as apprentices with “veteran” CIUT volunteers in the production and presentation of radio programs.
- 6) Hold frequent general meetings for CIUT volunteers on campus where new and potential volunteers are always made to feel welcome and are encouraged to attend.⁴⁵

Recommendation #58 **The Task Force recommends that CIUT, SAC and the University jointly develop and implement a student involvement strategy which improves CIUT’s visibility on campus (thereby increasing awareness and interest in the station) and directly solicits student involvement in various aspects of on-air programming (consistent with the approach outlined herein beginning on page 56).**

⁴⁵ This will also contribute to improving the overall environment of the station.

G. Other Issues

A number of other issues were identified which do not fall within the mandate of the Task Force. Therefore, the Task Force recommends the following actions be taken by the CIUT Board of Directors.

1. Specific Spending Practices

During the work of the Task Force, a number of allegations were made concerning various expenses incurred by CIUT related to cellular phone use and use of taxi cabs by staff and Board members in connection with station activities. It was not clear to the Task Force whether or not these expenses were budgeted and approved by the Board.

Recommendation #59 **An investigation should be conducted into alleged inappropriate spending practices of the station in the period between August 31st, 1998 and the present (or other period of time as determined by the CIUT Board).**

2. Advertising Policy

At present, pursuant to a resolution of the Board in the fall of 1998 in order to maximize advertising revenue, CIUT may solicit advertising from a broader audience of advertisers than at any time in its history. This decision has been highly controversial among people involved in the station. While the Task Force does not make a specific recommendation with respect to the range of companies that should be able to purchase advertising on the station, it does suggest that a reasonable and logical plan with respect to this issue can be developed.

Recommendation #60 **The Task Force recommends that, on an annual basis, the Board review its advertising policy and establish an ethical framework within which potential advertisers can be assessed. It may also be desirable to develop annually and review a list of companies from which advertising will not be accepted according to established ethical criteria.⁴⁶**

3. Programming

The Task Force was presented with numerous suggestions for new programs which should be offered.

⁴⁶ In order to provide clear instructions to advertising sales representatives, this list must not be subject to frequent changes. Hence, the Task Force recommends that the review of this list occur no more than once per year.

- Recommendation #61** CIUT-FM should consider and, if practical, develop programs related to the following:
- 1) A broad-based program addressing the political and other interests of all student governments at all post-secondary institutions within the broadcast region;
 - 2) A University of Toronto news and current events program;
 - 3) A regularly occurring open timeslot to allow new student volunteers to experiment and gain experience in providing on-air programming;
 - 4) A regularly occurring program broadcasting live or taped campus events;
 - 5) A University of Toronto music program (possibly involving the various music activities of Hart House and the Faculty of Music);
 - 6) A show highlighting University of Toronto research;
 - 7) A well-publicized and automatic mechanism to provide public service announcements for U of T based activities and events;
 - 8) Additional coverage of Varsity Blues sports;
 - 9) Campus Safety and Crime (in conjunction with the University Police);
 - 10) A program showcasing amateur/semi-professional musicians within the U of T (possibly involving Hart House and the Faculty of Music);
 - 11) A show produced by Lesbians, Gays, Bisexuals and Transgendered at the U of T (LGBTOUT) highlighting local, national and international queer news and its impact on the local community;
 - 12) Special Programs in association with various University of Toronto events (e.g. Spring Reunion, academic symposia, other presentations);
 - 13) A program focussing on local, national and international student issues.

4. Miscellaneous Issues

Recommendation #62 CIUT should develop a strategy to plan for and implement emerging and potentially powerful new radio technologies (e.g. digital radio⁴⁷).

Recommendation #63 The station should review its long-term plan with respect to the rental of side-band broadcast rights and ensure that the rental fee for these rights is priced at market value.⁴⁸

⁴⁷ It was noted that digital radio and Internet broadcasting could potentially be a powerful means of reaching U of T alumni around the world.

Recommendation #64 **As soon as possible, CIUT should consolidate and re-finance the station's debt load in order to enable the station to manage day to day operations better.⁴⁹**

⁴⁸ It is the opinion of a number of people making submissions to the Task Force that CIUT undercharges for the rental of side-bands.

⁴⁹ Although one of the short term provisions for assistance offered by the University was loan guarantees in order to assist the station in remaining solvent, an influx of cash, and various advertising contracts enabled the station to function without requiring a loan to support day to day operations.

H. Business and Action Plan

1. High Level Business Plan

Since detailed short-term and long-term business plans for CIUT as developed by the Task Force would have assumed that all of the Task Force recommendations would be implemented and because of the quick reporting deadline provided for the Task Force's work, a detailed business plan has not yet been developed.

Nevertheless, because a large number of recommendations address both short-term and long-term operational practices, the list of recommendations along with suggested completion dates (and the organization providing leadership with each recommendation) is provided here. This business and action plan related to the Task Force's recommendations will therefore provide the high level framework for detailed operating plans for the CIUT operation in due course.

It is also important to note that until some organizational stability is in place at the station, the current atmosphere of crisis management on a day to day basis would impair the ability of the current station staff to systematically address operating plans that attempt to achieve longer term goals.

Finally, because the problems related to the organization's dysfunction overwhelm the financial challenges currently faced by the station, and because the size of the current debt is not large (compared to previous crises), the Task Force believes that it is highly important to gain management stability as the primary goal within the next 6 to 8 weeks. Once strength in the management (and the Board) of the station has been restored, a systematic and step-by-step business plan addressing detailed operations can be developed and implemented.

The Secretary of the Task Force will continue to work with station staff, the Board, and other University personnel (in an advisory capacity)⁵⁰ to develop detailed operating plans for the next 6 months and the next 5 years.

2. Implementing Task Force Recommendations

Recommendation #65 Pursuant to the foregoing recommendations, the Task Force recommends that the Business and Action Plan and the timing of implementation of the recommendations as described herein (beginning on page 64) be implemented.

Note: All by-law changes require the approval of the General Members.

⁵⁰ Representatives of the University's Finance Department and the Internal Audit Department have offered to review and provide advice on business plans developed for CIUT.

(a) Spring 1999

Recommendation	Recommended Target Completion Date	Leadership	Assistance
Recommendation #19	May 15, 1999	CIUT Board	
Recommendation #33	May 15, 1999	CIUT Board	Student Affairs
Recommendation #34	May 15, 1999	CIUT Board	
Recommendation #45	May 15, 1999	CIUT Board	Student Affairs
Recommendation #64	May 15, 1999	CIUT Board	CIUT Staff
Recommendation #23	May 31, 1999	CIUT Board	
Recommendation #50	May 31, 1999	CIUT Board	
Recommendation #24	June 30, 1999	CIUT Staff	Student Affairs
Recommendation #51	June 30, 1999	CIUT Board	Station Manager

(b) Summer 1999

Recommendation	Recommended Target Completion Date	Leadership	Assistance
Recommendation #10	August 31, 1999	SAC	CIUT Staff
Recommendation #22	August 31, 1999	CIUT Board	
Recommendation #25	August 31, 1999	CIUT Staff CIUT Volunteers	
Recommendation #27	August 31, 1999	CIUT Board CIUT Volunteers	
Recommendation #25	August 31, 1999	CIUT Board	CIUT Volunteers CIUT Staff
Recommendation #46	August 31, 1999	SAC	CIUT Staff
Recommendation #47	August 31, 1999	CIUT Board	
Recommendation #48	August 31, 1999	CIUT Board	
Recommendation #52	August 31, 1999	CIUT Board	
Recommendation #55	August 31, 1999	Program Committee	Student Affairs Public Affairs
Recommendation #58	August 31, 1999	CIUT Staff	Student Affairs
Recommendation #59	August 31, 1999	CIUT Board	

(c) Fall 1999

Recommendation	Recommended Target Completion Date	Leadership	Assistance
Recommendation #8	September 30, 1999	CIUT Staff	Student Affairs Public Affairs Student Recruitment
Recommendation #20	September 30, 1999	CIUT Staff	
Recommendation #53	October 31, 1999	CIUT Staff	
Recommendation #54	October 31, 1999	CIUT Staff	
Recommendation #57	November 30, 1999	CIUT Staff CIUT Volunteers	
Recommendation #60	November 30, 1999	CIUT Board	

(d) Winter 1999/2000

Recommendation	Recommended Target Completion Date	Leadership	Assistance
Recommendation #4	December 31, 1999	CIUT Board	CIUT Staff CIUT Volunteers
Recommendation #28	December 31, 1999	CIUT Board (POP)	
Recommendation #61	December 31, 1999	Program Committee	
Recommendation #11	March 1, 2000	CIUT Board (by-law)	
Recommendation #12	March 1, 2000	CIUT Board (by-law)	
Recommendation #13	March 1, 2000	CIUT Board (by-law)	
Recommendation #16	March 1, 2000	CIUT Board (by-law)	Student Affairs
Recommendation #17	March 1, 2000	CIUT Board (by-law)	Student Affairs
Recommendation #18	March 1, 2000	CIUT Board (by-law)	
Recommendation #21	March 1, 2000	CIUT Board	
Recommendation #29	March 1, 2000	CIUT Board (by-law)	
Recommendation #31	March 1, 2000	CIUT Board (by-law)	
Recommendation #32	March 1, 2000	CIUT Board (by-law)	
Recommendation #35	March 1, 2000	CIUT Board (by-law)	
Recommendation #36	March 1, 2000	CIUT Board (by-law)	
Recommendation #37	March 1, 2000	CIUT Board (by-law)	
Recommendation #38	March 1, 2000	CIUT Board (by-law)	
Recommendation #39	March 1, 2000	CIUT Board (by-law)	
Recommendation #40	March 1, 2000	CIUT Board (by-law)	
Recommendation #41	March 1, 2000	CIUT Board (by-law)	
Recommendation #42	March 1, 2000	CIUT Board (by-law)	
Recommendation #43	March 1, 2000	CIUT Board (by-law)	
Recommendation #44	March 1, 2000	CIUT Board (by-law)	
Recommendation #49	March 1, 2000	CIUT Board (by-law)	
Recommendation #1	March 15, 2000	SAC	Task Force Members
Recommendation #5	March 15, 2000	CIUT Board	CIUT Staff
Recommendation #30	March 15, 2000	CIUT Board	CIUT Staff

(e) Spring/Summer 2000

Recommendation	Recommended Target Completion Date	Leadership	Assistance
Recommendation #6	June 30, 2000	CIUT Staff	SAC
Recommendation #7	June 30, 2000	CIUT Staff	Student Affairs
Recommendation #14	June 30, 2000	CIUT Board (by-law)	
Recommendation #62	June 30, 2000	CIUT Staff	
Recommendation #63	June 30, 2000	CIUT Staff	

(f) Fall 2000

Recommendation	Recommended Target Completion Date	Leadership	Assistance
Recommendation #15	September 30, 2000	CIUT Board (by-law)	SAC

(g) Winter 2000/2001

Recommendation	Recommended Target Completion Date	Leadership	Assistance
Recommendation #2	March 15, 2001	Student Affairs	Task Force Members

(h) Completion Date Undetermined

Recommendation	Recommended Target Completion Date	Leadership	Assistance
Recommendation #3	–	Student Affairs	SAC
Recommendation #9	–	CIUT Volunteers	
Recommendation #56	–	CIUT Staff	Student Affairs

I. Appendices

1. Memorandum of Understanding Concerning the Task Force




University of Toronto

J. Robert S. Prichard,
President

February 4, 1999

TO: Margaret Hancock, Warden of Hart House
Chris Ramsaroop, President, Students' Administrative Council

FROM: J.R.S. Prichard 

RE: Campus Radio

This is to confirm our understanding regarding the development and implementation of structures and strategies that will determine both the short-term and long-term future of FM radio at the University of Toronto. I am very grateful to both of you for your willingness to lead our efforts.

A two person Task Force on University of Toronto Radio will be established consisting of Margaret Hancock, Warden of Hart House, and Chris Ramsaroop, President of the Students' Administrative Council, to develop a new structure and vision for FM Radio at the University. Jim Delaney, Manager, Liaison & Campus Life Services, will serve as secretary to the Task Force. He will coordinate the involvement of other University personnel, and will arrange for the allocation of other University resources as necessary. Chris Ramsaroop, on behalf of the Students' Administrative Council, will provide for the involvement of one or more people in a resource capacity to support the work of the Task Force. The University will also arrange for the involvement of a volunteer legal expert in radio/telecommunications and the Canadian Radio and Telecommunications Commission (CRTC) to assist the Task Force in developing a plan.

The Task Force will complete its work and present its recommendations to the President of the University and to the General Members of CIUT-FM, University of Toronto Community Radio, Inc., no later than March 15, 1999 (6 weeks).

The Task Force has a mandate to:

1) Establish a new vision for University of Toronto FM Radio which both acknowledges and maximizes:

(a) the potential positive benefit to the University community and the enrichment of the lives of students and other members of the campus community;

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(b) the learning experience for those who participate, particularly students, in radio related activities; and

(c) the potential for campus and community radio as a means of building a stronger sense of community within the University and as an important and integral link to the off-campus community.

2) Design (in a broad sense) new operational and organizational structures and mechanisms that best serve the vision as defined, including appropriate arrangements for governance and accountability.

3) Explore and develop potential partnerships among departments and staff within the University community, in the off-campus community and elsewhere which will support the new vision for radio and provide long-term assistance in maintaining the stability of the campus radio enterprise.

4) Develop a strategy which strives to maximize the involvement of students and other University members in the affairs and operations of the station while also addressing the need to provide community-based programming in compliance with the terms of a campus and community FM license.

5) Examine and address all issues with respect to CIUT-FM's license and the impact of the Task Force's recommendations on these issues. If appropriate and necessary, develop an action plan to work with the CRTC in order to reconcile the new structures and mechanisms with the current or amended FM license.

6) Develop a business plan for the University of Toronto Radio which addresses on-going operational issues both in the short-term (up to 6 months) and the long-term (up to 5 years). The plan must include provisions for repayment of all loans (subject to the loan guarantee provisions outlined below) and any and all other current debts within one year.

7) Develop an action plan to implement the Task Force recommendations.

The University will provide the following in order to stabilize the current CIUT-FM operation while the Task Force completes its work:

1) weekly loan guarantees, with the Students' Administrative Council as a co-guarantor, that will assist the station in continuing to operate subject to satisfactory access to and approval of financial records and adequate financial controls. All loans guaranteed in this way must be repaid within one calendar year of the date of this memorandum. Loan guarantees extending beyond the time frame of the work of the Task Force will be provided on condition that the University is satisfied that a realistic business plan is being implemented which also addresses the needs of the University community as outlined in the mandate for the Task Force (above).

2) Expertise in financial management and/or other University resources that will assist the station in minimizing costs, monitoring and controlling expenditures, and ensuring that CIUT-FM, University of Toronto Community Radio, Inc. remains a viable non-profit corporation.

3) Provide assistance in the delivery of a communications plan that will attempt to alleviate the pressure placed on CIUT-FM by the station's creditors and improve the image of CIUT-FM in the community-at-large.

It is understood that any proposed re-organization of CIUT-FM, University of Toronto Community Radio, Inc., will require approval by the General Members of that corporation (which include any duly appointed and active members of the CIUT Board of Directors and the people who comprise the SAC Board of Directors).

Please indicate your acceptance of the mandate for the Task Force on University of Toronto Radio and the terms and conditions stated above by signing in the place designated below (and return a signed copy of this memo to Jim Delaney). We will then publicly announce your important work.

Chris Ramsaroop


Date

Margaret Hancock

Date

2. Announcement of Task Force

On February 11, 1999, the following announcement about the Task was distributed via campus mail and electronic mail. Copies of the Memorandum of Understanding Concerning the Task Force (see Appendix 1 on page 67) were also distributed.



University of Toronto

Jim Delaney
Manager, Liaison & Campus Life Services, Student Affairs
Office of the Vice-President & Provost

Toronto, Ontario
M5T 2Z9

Phone (416) 978-4027 / Fax (416) 971-2037
Email -jim.delaney@utoronto.ca
Web -http://www.campuslife.utoronto.ca-

February 11, 1999

MEMORANDUM

TO: THE VARSITY
THE INDEPENDENT
THE BULLETIN
SAC EXECUTIVE
APUS EXECUTIVE
GSU EXECUTIVE
SAC APPOINTEES TO THE CIUT BOARD OF DIRECTORS
STAFF AND VOLUNTEERS OF CIUT


FROM: JIM DELANEY

SUBJECT: TASK FORCE ON UNIVERSITY OF TORONTO RADIO

In response to a request made by the Students' Administrative Council (SAC) for assistance in resolving some of the organizational problems currently experienced by CIUT-FM, University of Toronto Community Radio, Inc., the President has established a two person Task Force on University of Toronto Radio.

The membership of the Task Force is comprised of Margaret Hancock, Warden of Hart House, and Chris Ramsaroop, President of the Students' Administrative Council. I will serve as Secretary to the Task Force. Other members of the University of Toronto community and a volunteer legal expert in radio/telecommunications will assist the Task Force in its work.

The Task Force will examine and make recommendations concerning the role of radio in the University of Toronto student community and its relationship to the off-campus community; explore, and if appropriate, recommend new operational and organizational structures for campus radio; consider potential partnerships in the campus radio enterprise; and develop short-term and long-term business plans for the operation of campus radio. The Task Force will complete its work and, if appropriate, make recommendations to the general membership of CIUT-FM (which include any duly appointed and active members of the CIUT Board of Directors and the people who comprise the SAC Board of Directors) by March 15, 1999.



RTF Announcement / ID

TASK FORCE ON UNIVERSITY OF TORONTO RADIO

While the work of the Task Force is underway, the University and SAC will support provisions to assist CIUT-FM in continuing to operate and stabilize the business affairs of the station.

The Task Force will welcome submissions and suggestions from members of the University and the broader community. These should be addressed to me:

Jim Delaney
Manager, Liaison & Campus Life Services
Office of Student Affairs
214 College Street, Room 307
University of Toronto
Toronto, ON M5T 2Z9

Fax: (416) 971-2037
Email: <jim.delaney@utoronto.ca>

For more information, please contact me.

cc. J.R.S. Prichard
I. Orchard
D. Neelands
M. Hancock
C. Ramsaroop
S. Zolf
S. Young

JD/

3. Electronic Mail Requests for Submissions

(a) General

On Friday, February 19, 1999, the following electronic mail message was sent to several hundred people (including student leaders, student service personnel, registrars, residence deans and managers, staff and volunteers with CIUT, and others):

Dear U of T Community Member,

In response to a request made by the Students' Administrative Council (SAC) for assistance in resolving some of the organizational problems currently experienced by CIUT-FM, University of Toronto Community Radio, Inc., the President has established a two person Task Force on University of Toronto Radio. For your reference, more information about the Task Force and its terms of reference is provided below.

I am writing to you today in order to invite your input on radio-related issues within the University of Toronto community. In particular, we would be very grateful if you would take a minute or two to answer the following questions:

- 1) In your opinion, how should an FM radio station and radio-related activities fit within the University of Toronto community?
- 2) What sort of programming should be provided on a University of Toronto community radio station?
- 3) Do you have any other advice for the Task Force? If so, please provide it here or make your submission in writing to the address below.

Please respond to me via email to <jim.delaney@utoronto.ca> or to the following address:

TASK FORCE ON UNIVERSITY OF TORONTO RADIO
c/o Jim Delaney, Manager, Liaison & Campus Life Services
Office of Student Affairs, University of Toronto
214 College Street, Room 307
Toronto, ON M5T 2Z9
Fax: (416) 971-2037

We appreciate your assistance in the work of the Task Force.

(b) U of T at Mississauga Community Members

On Friday, February 19, 1999, the following electronic mail message was sent to the Dean of Student Affairs at the University of Toronto at Mississauga for redistribution to community members at the Mississauga Campus:

Dear U of T at Mississauga Community Member,

In response to a request made by the Students' Administrative Council (SAC) for assistance in resolving some of the organizational problems currently experienced by CIUT-FM, University of Toronto Community Radio, Inc., the President has established a two person Task Force on University of Toronto Radio. For your reference, more information about the Task Force and its terms of reference is provided below.

I am writing to you today in order to invite your input on radio-related issues within the University of Toronto community. In particular, we would be very grateful if you would take a minute or two to answer the following questions:

- 1) In your opinion, how should an FM radio station and radio-related activities fit within the University of Toronto community?
- 2) How might U of T FM radio activities best serve the interests of members of the University of Toronto at Mississauga community?
- 3) What sort of programming should be provided on a University of Toronto community radio station?
- 4) Do you have any other advice for the Task Force? If so, please provide it here or make your submission in writing to the address below.

Please respond to me via email to <jim.delaney@utoronto.ca> or to the following address:

TASK FORCE ON UNIVERSITY OF TORONTO RADIO
c/o Jim Delaney, Manager, Liaison & Campus Life Services
Office of Student Affairs, University of Toronto
214 College Street, Room 307
Toronto, ON M5T 2Z9
Fax: (416) 971-2037

We appreciate your assistance in the work of the Task Force.

(c) **U of T at Scarborough Community Members**

On Friday, February 19, 1999, the following electronic mail message was sent to the Associate Principal, Student Affairs, at the University of Toronto at Scarborough for redistribution to community members at the Scarborough Campus:

Dear U of T at Scarborough Community Member,

In response to a request made by the Students' Administrative Council (SAC) for assistance in resolving some of the organizational problems currently experienced by CIUT-FM, University of Toronto Community Radio, Inc., the President has established a two person Task Force on University of Toronto Radio. For your reference, more information about the Task Force and its terms of reference is provided below.

I am writing to you today in order to invite your input on radio-related issues within the University of Toronto community. In particular, we would be very grateful if you would take a minute or two to answer the following questions:

- 1) In your opinion, how should an FM radio station and radio-related activities fit within the University of Toronto community?
- 2) How might U of T FM radio activities best serve the interests of members of the University of Toronto at Scarborough community?
- 3) What sort of programming should be provided on a University of Toronto community radio station?
- 4) Do you have any other advice for the Task Force? If so, please provide it here or make your submission in writing to the address below.

Please respond to me via email to <jim.delaney@utoronto.ca> or to the following address:

TASK FORCE ON UNIVERSITY OF TORONTO RADIO
c/o Jim Delaney, Manager, Liaison & Campus Life Services
Office of Student Affairs, University of Toronto
214 College Street, Room 307
Toronto, ON M5T 2Z9
Fax: (416) 971-2037

We appreciate your assistance in the work of the Task Force.

4. Other Requests for Submissions

- 1) **Memorandum to Principals, Deans, Academic Directors & Chairs from Ian Orchard, Vice-Provost, Students (March 2, 1999)**
- 2) **Public Service Announcements broadcast on CIUT-FM.**

5. Submissions

(a) Written Submissions

Written submissions, advice and suggestions were received from the following:⁵¹

Alleyne, Claire	OISE/UT
Bachner, David	Former CIUT Board Member / CIUT Volunteer
Beckstead, Lori	CIUT Volunteer / Former CIUT Staff Member
Biefer, I. / Era	(affiliation unknown)
Borthwick, Meg	Former CIUT Board Member, Interim Station Manager, Volunteer
Boudreau, André	Former SAC Staff Member
Burke, Aisling	Undergraduate Student
Chadwick, Derek	CIUT Listener
Chandar	CIUT Listener
Chernos, Saul	CIUT Volunteer
Cohen, Ronald	(affiliation unknown)
Cook, Earle	University Police
Costigan, Tim	Former SAC President (1990/91)
Daniels, Beverly	(affiliation unknown)
Dean, Mopa	CIUT Staff
Dubeau, Michilynn	Faculty of Architecture, Landscape, and Design
Eccles, Kate	Development & University Relations
Eichler, Margrit	Institute for Women's Studies and Gender Studies
Fisher, Michele	Former SAC Board Member (1987/88)
Fraser, Edith	Faculty of Arts & Science / Former Presidential Appointee on the CIUT Board
Gushurst, Ann	Alumna / Former SAC Executive Member (1983/84)
Hall, Budd	OISE/UT
Lonero, Elena	Ontario Public Interest Research Group (OPIRG)
Loney, Glenn	University College
MacKellar, Barbara	(affiliation unknown)
MacLeod, Mark	Former CIUT Station Manager
Malone, M.J.	Institute for Aerospace Studies
Martin, Richard	CIUT Board Member
Martinuk, Henry	Alumnus / CIUT Listener
Menoke, Jesse	CIUT Volunteer
Mills, Eric	CIUT Volunteer
Minnema, Bonte	Lesbians, Gays, Bisexuals & Transgendered of U of T
Mitchell, Liam	Station Manager, CSCR Radio Scarborough

⁵¹ It should be noted that several submissions (both written and verbal) were made on the condition that the source of the submission remain anonymous.

Mitchell, Suzanne	Development & University Relations
Neill, Sandra	Alumna / Former Editor, <i>The Gargoyle</i>
O'Brien, Peter	University College / Former Presidential Appointee on the CIUT Board
Pearson, Ann Kristine	OISE/UT
Peric, Aurelia	CIUT Listener (via Internet to Germany)
Pietropaolo, Domenico	Graduate Centre for Study of Drama
Rambihar, Sherryn	Undergraduate Student
Scovell, Paul	CIUT Listener
Silver, Florence	Director of Student Recruitment
Sutton, Barbara	Woodsworth College
Volokwyn, Thor	CIUT Volunteer
Waugh, Alex	Woodsworth College
Wilson, Hamish	CIUT Volunteer
Wong, Allan	Former CIUT Board Member
Yang, Ben	International Student Centre

(b) **Verbal Submissions**

In addition to written submissions, the Secretary of the Task Force received advice and suggestions in person (formally and informally), in small meetings, or over the telephone from the following people:

Adamson, Lyn	St. Stephen's House Conflict Resolution Service
Brake, Eddy	CIUT Volunteer
Briggs, Eric	CIUT Volunteer / Full-time Undergraduate Student
Bruer, Peter	St. Stephen's House Conflict Resolution Service
Cassidy, Jodi	CIUT Staff
Cattle, Bruce	CIUT Volunteer
Chernos, Saul	CIUT Volunteer
Chua, Rebecca	CIUT Volunteer
Coonan, Susan	CIUT Volunteer
Dean, Mopa	CIUT Staff
Dyson, Rose	CIUT Listener
Filmore, David	CIUT Listener
Ford, Lisa	Students' Administrative Council / CIUT Board Member
Gillies, Kara	CIUT Volunteer
Green, Bill	Former CIUT Volunteer
Guha, Sam	Former CIUT Volunteer
Huggins, Adonica	CIUT Staff
Lang, Kieron	CIUT Volunteer
Lepaven, Manon	Association of Part-time Undergraduate Students
MacNish, Rod	CIUT Volunteer
McCann, Paul	Faculty of Arts & Science / Former Presidential Appointee on the CIUT Board

Menoke, Jesse	CIUT Volunteer
Miner, Josie	CIUT Volunteer
Misra, Anjali	Students' Administrative Council / CIUT Board Member
Persaud, Ricardo	CIUT Staff/Volunteer
Piché, Pierre	University of Toronto Finance Department
Stensil, Shawn	SAC Executive Member
Stower, Ken	CIUT Volunteer
Traub-Werner, David	Students' Administrative Council / Former CIUT Board Member
Young, Stacey	Development & University Relations / Presidential Appointee on the CIUT Board
Zeifman, Andrea	SAC Executive Member

6. Other Information

Other information regarding University of Toronto radio issues was originated from the following sources:

Canadian Radio-television and Telecommunications Commission (CRTC)
 CIUT-FM (files and archives)
 Files and records of current and past staff and volunteers of CIUT⁵²
 Office of Student Affairs (files and archives)
 St. Stephen's Conflict Resolution Service (summaries of meetings and discussions)
 Students' Administrative Council (files and archives)

⁵² The Task Force gratefully acknowledges the combined effort of volunteers and staff in providing relevant historical documentation to the Task Force.

7. CIUT-FM Shows

Show titles of current programs on CIUT.⁵³

\$1.49 Jazz Show	Gaywire	Peacetime
2 X 4	Global Rhythms	Places & Spaces
About Town	The Gospel Music Machine	Pot-Pourri
Acoustic Workshop	Great North Wind	The Prophecy
African International News	Harambee Hour	Radical Departures
African Woman & Family	Hard Drive	Radio Cognito
Animal Voices	Hell Yeah!!	Radio Music Gallery
Asian Accent	Higher Ground	Radio OPIRG
Atlantic Ceilidh	Hour of Slack	Radio Stage
The Audible Woman	Howl	Raices
Auditory Transitory	I Wanna Play Some	Zona Tango
Aural Ammunition	In Other Words	Reggae Riddims
Best of Alternative Radio	In Through the Outside	Rights Radio
Body & Soul	Innovations	Senior Happenings
By All Means	Island Breeze	Sex City
Caffeine Free	Jive Ass Slippers	Shastriya Sangeet
Celebration Starsong	Karibuni	Songs of Hope
Clave	Let The Good Times Rool	Speaking Out
Club Ned	Lethal Mayhem	Stage Zhou Exploratoire
Creole-A-Go-Go	Master Plan	Stylistic Endeavors
Cup O Butter	Moccasin Telegraph	Sugarfoot Stomp
Dementia 13	Mods and Rockers	Synaptic Paradox
Dhantal Radio	Morning Ride	Thor's Leather Shorts
EBM	No Beat Radio	Varsity Sports
Ethni-City	No Media Monopoly	Veritable Infusion
Feersum Endjinn	Noctropolis	Wench
Flashes of Timeless Joy	Oblio	Worldwide
Free to A Good Home	Other Planes of There	
Frontiers In Print	Other Words	

⁵³ This list may be incomplete.

8. Articles of Incorporation

UTCRI incorporated on September 15, 1986 under the *Canada Corporations Act* under the following application to the Ministry of Consumer and Corporate Affairs Canada.

To the Minister of Consumer and Corporate Affairs of Canada

I

The undersigned hereby apply to the Minister of Consumer and Corporate Affairs for the grant of a charter by letters patent under the provisions of Part II of the Canada Corporations Act constituting the undersigned, and such others as may become members of the Corporation thereby created, a body corporate and politic under the name of

UNIVERSITY OF TORONTO COMMUNITY RADIO INC.

The undersigned have satisfied themselves and are assured that the proposed name under which incorporation is sought is not the same or similar to the name under which any other company, society, association or firm, in existence is carrying on business in Canada or is incorporated under the laws of Canada or any province thereof or so nearly resembles the same as to be calculated to deceive except that of the University of Toronto which is signified its consent to the use of the said name and that it is not a name which is otherwise on public grounds objectionable.

II

The applicants are individuals of the full age of twenty-one years with power under law to contract. The name, the place of residence and the calling of each of the applicants are as follows:

<i>MELVILLE RASKIN,</i>	<i>88 Cottonwood Court, Thornhill, Ontario Barrister and Solicitor</i>
<i>JOSEPH NATHAN SOLOMON,</i>	<i>596 St. Clements Street, Toronto, Ontario Barrister and Solicitor</i>
<i>PHILIP JOSEPH CYGAN,</i>	<i>513 Queen Street West, Toronto, Ontario Station Manager, University of Toronto Community Radio.</i>

The said MELVILLE RASKIN, JOSEPH NATHAN SOLOMON, and PHILIP JOSEPH CYGAN will be the first directors of the Corporation.

III

The objects of the Corporation are:

(a) To provide information, instruction, and comment to and for the students of the University of Toronto and the community at large, and in furtherance of such objects:

(1) To contract with persons, firms and corporations, to furnish news, education, music, sports, concerts, singing, drama, talks, and any other sounds or images whatsoever as a medium of communication or otherwise;

(2) To give students of the University of Toronto, and the members of the general community the opportunity to learn, and take part in the operation of the corporation and all its facets and to develop and encourage the education of individuals and organizations in the use of informational and communications media;

(3) To employ artists, speakers, writers, educators and composers and to give prizes and awards;

(4) To lease and hire time from operators of radio or television stations and to lease and hire transmission lines from operators of telephone and telegraph systems for the purposes of or in connection with broadcasting of any sound or images whatsoever, whether by transcription or otherwise;

(5) To prepare, publish and sell or otherwise dispose of booklets, periodicals or other reading material relative to radio and television broadcasting;

(6) To solicit programme and general sponsorships;

(7) (a) To employ experts, artists, electrician, and others to devise and produce or to assist with sponsorships;

(b) Subject to the Charities Accounting Act, R.S.O. 1980, Chapter 65, The Charitable Gifts Act, R.S.O. Chapter 63, and amendments thereto, to accept donations, gifts, legacies and bequests for the purpose of carrying out the objects of the Corporation;

(8) To educate individuals and organizations in the community in the means and methods of obtaining access to media, production, facilities and resources in order to better communicate their concerns and interests to the community;

(9) To support, through public education and information the activities of organizations and individuals involved in the development and production of arts, community education, public events and social and political concerns that affect their lives and the community;

IV

The operations of the Corporation may be carried on throughout Canada and elsewhere.

V

The place within Canada where the head office of the Corporation is to be situated is the City of Toronto, in the Municipality of Metropolitan Toronto, and Province of Ontario.

VI

It is specially provided that in the event of dissolution or winding-up of the Corporation, all of its remaining assets after payment of its liabilities shall be distributed to one or more recognized charitable organizations in Canada.

If the application from the Corporation for a full power FM licence is approved by the Canadian Radio Television and Telecommunications Commission within a two (2) year period from the date of incorporation, then Corporation shall remain solvent and independent.

VII

The By-laws of the Corporation shall be those filed with the application for letters patent until repealed, amended, altered or added to. The repeal or amendment of by-laws not embodied in the letters patent shall not be enforced or acted upon until the approval of the Minister of Consumer and Corporate Affairs has been obtained.

VIII

The Corporation is to carry on its operations without pecuniary gain to its members and any profits or other accretions to the Corporation are to be used promoting its objects.

DATED at the City of Toronto, in the Municipality of Metropolitan Toronto, and Province of Ontario, this 2nd Day of September, 1986.

Melville Raskin
Joseph Nathan Solomon
Philip Joseph Cygan

9. Current and Proposed By-Laws

The current and enacted⁵⁴ by-laws of CIUT-FM, University of Toronto Community Radio, Inc., were approved by the General Members of the Corporation in February, 1989. They are presented here with by-law revisions recommended in this Report.

University of Toronto Community Radio Incorporated OPERATING BY-LAW NUMBER 4

Approved by the CIUT Board of Directors on February 6, 1989 and approved by the General Members of the Corporation on February 22, 1989.

Note: By-Law No. 1 was approved by the Governing Council of the University of Toronto on December 19, 1985 on several conditions including the responsibility to inform the University of subsequent by-law changes. The University was not informed about the changes approved in By-Law No. 4.

Current

A BY-LAW TO REPEAL BY-LAW NO. 1 AND RELATING GENERALLY TO THE TRANSACTION OF THE AFFAIRS OF UNIVERSITY OF TORONTO COMMUNITY RADIO INCORPORATED.

BE IT ENACTED as a By-law of UNIVERSITY OF TORONTO COMMUNITY RADIO INCORPORATED (hereinafter referred to as the "Corporation") as follows:

1. INTERPRETATION

1.01 Definitions

In this By-law and all other By-laws of the Corporation unless the context requires otherwise:

- (a) "the Act" means the *Canada Corporations Act* or any statute which may be substituted therefor, as amended from time to time;
- (b) "letters patent" means the letters patent of incorporation of the Corporation as from time to time amended or restated;
- (c) "Board" means the Board of Directors of the Corporation;
- (d) "Directors" means all members duly elected and appointed to the Board of Directors of the Corporation and shall include Officers;
- (e) "Governing Council" means the Governing Council of the University of Toronto, or such other body as may succeed the Governing Council or be substituted therefor from time to time;
- (f) "non-business day" means Saturday, Sunday and any other day that is a holiday as defined in the *Interpretation Act* (Ontario);
- (g) "person" includes individuals, bodies corporate, partnerships, trusts and unincorporated associations;
- (h) "suburban campus" means the Erindale or Scarborough campus;
- (i) "University" means the University of Toronto;
- (j) "SAC" refers to the Students' Administrative Council of the University of Toronto;

Proposed Changes

⁵⁴ Although other sets of by-laws appear to have been approved by the CIUT Board of Directors after this date, there is no conclusive evidence that these by-laws were approved by the General Members. Some evidence has come to light indicating that the 1994 amendments were probably approved.

Current

- (k) "annual radio fee" refers to the fee, approved by referendum, paid annually to the Corporation by each student registered as a full-time undergraduate at the University of Toronto. This fee constitutes a portion of the annual SAC fee;
- (l) all words used in this by-law and defined in the *Act* shall have the meanings given to such words in the *Act*.

1.02 Membership

There shall be two classes of members as follows:

- (i) "General Members" shall include the Directors of the Corporation as well as all of the Directors of SAC as elected from time to time.
- (ii) "Ordinary Members" shall include:
 - (a) Any student registered for full-time undergraduate study at the University of Toronto in a program leading to a degree, diploma or certificate of the University upon payment of the prescribed radio fee which constitutes part of the annual SAC fee.
 - (b) Any other student of the University as defined by the University of Toronto Act, 1971, as amended from time to time, upon payment to the Corporation of the equivalent of the prescribed annual radio fee.
 - (c) Any person admitted by resolution of the Board and upon payment to the Corporation of the equivalent of the prescribed annual radio fee.

Nothing in this or any other section shall be construed to deny access to the radio station or its facilities to any other student or member of the community interested in becoming involved with the operation of the Corporation, within the mandate of the Corporation's Broadcast Licence.

2. HEAD OFFICE

- 2.01 The head office of the Corporation shall be located at the City of Toronto, in the Municipality of Metropolitan Toronto, in the Province of Ontario, Canada, and at such place therein as the Directors may from time to time determine.
- 2.02 The Corporation may establish such other offices and agencies elsewhere within Canada as the Board of Directors may deem expedient by resolution.

3. SEAL

The seal of the Corporation shall be in such form as the Board may from time to time determine by resolution and the name of the Corporation shall be endorsed thereon. The Secretary shall be the custodian of the seal.

4. BOARD OF DIRECTORS

- 4.01 The affairs of the Corporation shall be managed by a Board of thirteen (13) Directors, each of whom at the time of election or within ten (10) days thereafter and throughout the term of office shall be voting members of the Corporation as prescribed in section 1.02(i), and upon payment of the equivalent of the prescribed annual radio fee if they have not already done so. No one person may occupy more than one position as Director of the Corporation at a single time.
 - (a) Four (4) Directors shall be appointed by and from among the members of the SAC Board of Directors.
 - (b) Three (3) Directors shall be elected by and from among the members of the Corporation as defined in section 1.02(ii)(a), by ballot held in conjunction with the SAC general election each year. Candidates for these Directorships become eligible by presenting to the Secretary of the Corporation ten (10) nominating signatures of other members of the Corporation

Proposed Changes

Review and redraft if APUS and GSU members become Ordinary Members of the Corporation.

Review and redraft if APUS and GSU members become Ordinary Members of the Corporation.

Amend pursuant to recommendations outlined below.

Amend to permit the SAC Board to appoint 4 Directors (2 each year) who are not necessarily members of the SAC Board.

Amend to permit any 4 University of Toronto students (who have paid the radio fee) to be elected (2 each year) in elections conducted by UTCRI.

Current

as defined in section 1.02(ii)(a) at least three (3) weeks prior to the date of the election.

- (c) One (1) Director shall be appointed by the President of the University of Toronto, such member to be chosen according to procedures established by the Governing Council of the University of Toronto.
- (d) One (1) Director shall be appointed by the Board from among the members of the general community.
- (e) Three (3) of the Directors shall be elected by and from among the volunteers of University of Toronto Community Radio of which at least two shall be non-paid staff members. A "volunteer" shall be an Ordinary Member, and be admitted by resolution of the Board.
- (f) One (1) Director shall be the President-Station Manager of the Corporation.

—

- 4.02 All members of the Board of Directors must meet the eligibility requirements of both the Act and the *Broadcast Act, R.S.C. 1980 c. 376* as amended.
- 4.03 Each Director shall, subject to resignation or removal, hold office from the 1st day of April until the night of the 31st day of March of the following year or until such Director's successor shall have been duly elected or appointed according to the By-laws of the Corporation. Each Director when elected shall, subject to resignation or removal, hold office until replaced at the first annual meeting of General Members of the Corporation after having been elected, or until such Director's successor shall have been duly elected or appointed, or until such Director's office shall have been terminated, automatically or otherwise, pursuant to the terms of the Letters Patent, Supplementary Letters Patent, or By-laws of the Corporation.
- 4.04 The office of the Director shall be automatically vacated:
 - (a) If a Director shall resign from said office by delivering a written resignation to the Secretary of the Corporation;
 - (b) If a Director fails to attend two consecutive regular meetings of the Board of Directors;
 - (c) If following seven (7) days written notice to all Directors a resolution to remove a single Director is passed with the support of two-thirds of the Directors present and voting.
- 4.05 If the office of a Director is vacated due to non-attendance, the affected Director may be reinstated on the Board of Directors by a simple majority vote of Directors at any time until and including the second regular meeting of the Board of Directors following the meeting at which the office vacated.
- 4.06 If 1,000 or more members of the Corporation sign a petition calling for the removal of any individual Director or Directors, a referendum of the membership shall be held within twenty-one (21) days of the delivery of the Petition to the Secretary of the Corporation. A referendum for the removal of a Director or Directors shall not include more than one name of a Director in any single question. Where a majority of the members of the Corporation voting vote in favor of the removal of a Director, that Director shall be immediately removed from office.
- 4.07 Subject to the provisions of the Act, it shall be the duty of every Director of the Corporation who has, directly or indirectly, a material, financial, or political interest in any contract or transaction to which the Corporation is or is to be a party, other than a contract for remuneration as a Director, Officer or Employee, to disclose such an interest in the contract or transaction in accordance with the requirements of the Act and to refrain from voting in respect thereof at any meeting of the Board of Directors, and any Director so disclosing such interest will not

Proposed Changes

Amend to permit the Board to appoint 2 or 3 Directors from among the general community.

Amend to permit 4 volunteers (who have paid the radio fee) to be elected (2 each year) in elections conducted by UTCRI. Remove allowance for up to one paid staff member to be elected.

Amend to describe the "Station Manager" (remove "President" from the title) as a non-voting *ex-officio* member of the Board.

Add sub-section describing appointment of a non-voting paid Chair of the Board.

Amend to reflect change in Board calendar year as July 1st to June 30th and the term for each Director to be two years (and that a Director may serve no longer than 2 consecutive terms). Half of the appointed/elected Director positions from each constituency should be appointed/elected each year (thereby staggering the appointments/elections in order to ensure continuity on the Board).

Current

be counted as being present at the meeting for the purpose of determining whether a quorum is present at the time a vote is taken in respect of the contract or transaction in which that Director has disclosed such interest. Notwithstanding the foregoing, a Director shall not be deemed to have a material interest in any matter be mere reason of the matter involving or affecting the constituency, as described under section 4.01, which such Director was elected or appointed to represent. A Director shall be free to vote on any question affecting the constituency which such Director was elected or appoint to represent including grants or other financial assistance to such constituency.

- 4.08 Directors, as such, shall not receive any stated remuneration for their services, but, by resolution of the Board, expenses of their attendance may be allowed for the attendance at each regular or special meeting of the Board. Such expenses may be paid to the Directors as the Board may by resolution, determine, provided that nothing herein contained shall be construed to preclude any Director from serving the Corporation as an Officer or in any capacity in receiving compensation therefor.
- 4.09 Subject to the other provisions herein contained, the Directors of the Corporation may administer the affairs of the Corporation in all things and make or cause to be made for the Corporation in its name, any kind of contract which the Corporation may lawfully enter into and, save as hereinafter provided, generally may exercise all such powers and do all such other acts and things as the Corporation is by its Charter or otherwise authorized to exercise and do.
- 4.10 The Directors shall have power to authorize expenditures on behalf of the Corporation from time to time and may delegate by resolution to an Officer or Officers of the Corporation the right to employ and pay salaries to employees. The Directors shall have the power to make expenditures for the purpose of furthering the objects of the Corporation.
- 4.11 The Board of Directors shall take steps as they may deem requisite to enable the Corporation to receive donations and benefits for the purpose of furthering the objects of the Corporation.

5. QUORUM AND MEETINGS, BOARD OF DIRECTORS

- 5.01 A majority of the Directors shall form a quorum for the transaction of business. Except as otherwise required by law, the Board of Directors may hold its meetings at such place or places as it may from time to time determine. No formal notice of any such meeting shall be necessary if all of the Directors are present, or if those absent have signified their consent in writing to the meeting being held in their absence. Directors' meetings may be formally called on direction, in writing, of three Directors. Notice of such meeting shall be delivered, telephoned or telegraphed to each Director not less than two days before the meeting is to take place or shall be sent by registered mail to each Director not less than three days before the meeting is to take place including the day of such meeting.
- 5.02 The Statutory Declaration of the Secretary that notice has been given pursuant to the By-Law shall be sufficient and conclusive evidence of the giving of such notice. The Board may appoint a day or days in any month or months for regular meetings at an hour to be named and of such regular meetings no notice need be sent. A Directors' meeting may also be held, without notice, immediately following the annual meeting of the Corporation. The Directors may consider or transact business either special or general at any meeting of the Board.
- 5.03 The Board of Directors shall meet at least once every month during the months from September of one year to May of the following year inclusive, and shall meet at least twice from June to August inclusive.

Proposed Changes

Amend to permit remuneration of the Chair of the Board.

Amend to describe quorum as a majority of duly appointed and active Directors (not necessarily a majority of the maximum number of Directors permitted by this by-law) or 7, whichever is less, for meetings held between September 1st and April 30th.
 Add text describing quorum for meetings held between May 1st and August 31st as 5, at least 3 of whom must be members of the University community (including students, staff, faculty and alumni).

Current	Proposed Changes
6. ERROR IN NOTICE, BOARD OF DIRECTORS	
No error or omission in giving such notice for a meeting of Directors shall in itself alone invalidate such meeting or make void any proceedings taken or had at such meeting (and) any Director may at any time waive notice of any such meeting and may ratify and approve of any or all proceedings taken or had thereat.	
7. VOTING, BOARD OF DIRECTORS	
7.01 Questions arising at any meeting of the Directors shall be decided by a majority of votes. In case of an equality of votes, the Chair, who is not allowed to move or second motions, shall be allowed to give a casting vote. All votes at any such meeting shall be taken by ballot if so demanded by any Director in the usual way by assent or dissent. A declaration by the Chair that a resolution has been carried and an entry to that effect in the Minutes shall be admissible in evidence as conclusive evidence of the fact without proof of the number or proportion of the votes recorded in favor of or against such resolution.	
7.02 Proxies will not be allowed for any purpose at meetings of the Directors.	
7.03 Meetings of the Board of Directors will be open to the public and any member of the Corporation may submit items of business to the meetings of the Board of Directors. The Board may by majority resolution declare any portion of a meeting closed to the public. Any item of business submitted to the Board of Directors and received by the Secretary of the Corporation prior to forty-eight (48) hours in advance of a regular meeting of the Board of Directors shall be considered by the Board of Directors at that meeting.	
7.04 Subject to the By-Laws of the Corporation, procedures at meetings of the Board of Directors shall be governed by the most recent revision of <i>Robert's Rules of Order</i> .	
8. VOTING	
All Directors shall have one (1) vote at all meetings of the Board.	
9. RESCISSION OF RESOLUTIONS	
All resolutions passed by the Board shall remain in force until rescinded. Resolutions of the Board may be rescinded by a two-thirds vote of the Directors present and voting or by a majority vote of the Directors present and voting if notice of resolution to rescind has been given at least one meeting prior to the meeting at which the resolution is rescinded.	
10. AUDITORS ATTENDANCE AT MEETINGS	
The Auditor of the Corporation shall be entitled to attend and be heard at meetings of the Board on matters relating to duties as Auditor.	
11. INDEMNITY OF DIRECTORS, OFFICERS, AND EMPLOYEES	
Every Director, Officer and employee of the Corporation and that Director's, Officer's or employee's heirs, executors, administrators and other legal personal representatives shall from time to time be indemnified and saved harmless by the Corporation from and against:	
(a) Any liability and all costs, charges and expenses sustained or incurred in respect of any action, suit, or proceeding that is proposed or commenced against said person for or in respect of anything done or permitted by said person in respect of the execution of their duties, and	
(b) All other costs, charges and expenses that sustained or incurred in respect of the affairs of the Corporation;	
provided that no Director or Officer of the Corporation shall be indemnified by the Corporation in respect of any liability, costs, charges or expenses that sustained or incurred in or about any	

Current

action, suit or other proceeding as a result of which said Director or Officer is adjudged to be in breach of any duty or responsibility imposed by the *Act* or under any other statute unless, in an action brought against said Director or Officer in a capacity as Director, Officer or employee, complete or substantial success has been achieved as a Defendant.

Proposed Changes

12. INSURANCE

Subject to the provision of the Act, the Corporation may purchase and maintain such insurance for the benefit of its Directors, Officers or employees as the Board may from time to time determine.

13. OFFICERS OF THE CORPORATION

13.01 The Officers of the Corporation shall consist of a President-Station Manager, who cannot be elected to the position of any other Officer, a Vice-President, a Secretary, and a Treasurer, or in lieu of a Secretary and a Treasurer, a Secretary-Treasurer, the Chair, and any other such Officers as the Board of Directors may determine by By-law from time to time.

13.02 Confirmation of Appointment:

The Board shall at its first meeting held after the annual appointment of Directors, elect a Chair of the Board, as well as elect the Vice-President, the Secretary and the Treasurer.

Amend to describe the following positions as Officers: President, Vice-President, Secretary, Treasurer, Station Manager and others appointed by the Board.

Amend to reflect appointment of the Chair and the election of Officers (except the Station Manager).

14. AGENTS AND ATTORNEYS

The Board shall have the power from time to time to appoint agents or attorneys for the Corporation in or out of Ontario as the Board may determine.

15. DUTIES OF THE OFFICERS

(a) Duties of the President-Station Manager:

The President-Station Manager shall, when present, preside at all meetings of the members of the Corporation, and, at or from time to time, may request that the Vice-President act in the President-Station Manager's place instead as presiding officer of any such meeting of the members of the Corporation. The President-Station Manager shall preside over all meetings of the Executive Committee. The President-Station Manager and the Secretary or other officer appointed for that purpose shall sign all By-laws. The President-Station Manager shall act in all matters of general management and supervision of the affairs and operations of the Corporation upon the approval of the Board of Directors. During the absence or disability of the Chair of the Board, the President-Station Manager shall fulfill the duties of the Chair of the Board. The President-Station Manager shall also in addition to the foregoing, be responsible for the administration of all affairs of University of Toronto Community Radio. The President-Station Manager shall be the official representative of the station on all occasions.

Remove "Station Manager" from the position title.

Amend to describe position of "President." Move Station Manager duties to section 19.

Add text requiring the President to be selected from among the campus members of the Board

(b) Duties of the Vice-President

The Vice-President shall, during the absence or disability of the Secretary, fulfill the duties of the Secretary; the Vice-President shall also, during the absence or disability of the President-Station Manager, fulfill the duties of the President-Station Manager. The Vice-President shall also fulfill such duties and exercise such powers as the Board may from time to time specify.

(c) Duties of the Secretary

The Secretary shall attend all meetings of the Board of Directors and record all facts and minutes of all proceedings in the books kept for that purpose. The Secretary shall give all notices required to be given to members and to Directors. The Secretary shall be the custodian of the Seal of the Corporation and of all books, papers, records,

Add text describing experience and skills required to serve as Secretary.

Current

correspondence, contracts and other documents belonging to the Corporation which shall be delivered up only when authorized by a resolution of the Board of Directors to do so and that such person or persons as may be named in the resolution, shall perform such other duties as may from time to time be determined by the Board of Directors.

(d) Duties of the Treasurer

The Treasurer shall ensure that full and accurate accounts of all receipts and disbursements of the Corporation and proper books of account are kept and that all monies or other valuable effects are deposited in the name and to the credit of the Corporation in such bank as may from time to time be designated by the Board of Directors. The Treasurer shall ensure that funds of the Corporation are disbursed under the direction of the Board of Directors, and that proper vouchers are taken therefor. The Treasurer shall render to the Board of Directors at the regular meeting thereof or whenever required, an account of all transactions as Treasurer, and of the financial position of the Corporation. The Treasurer shall also perform such other duties as may from time to time be determined by the Board of Directors.

(e) Duties of the Chair

It shall be the responsibility of the Chair to preside over all meetings of the Board. The Chair shall also fulfill such duties and exercise such powers as the Board may from time to time specify.

(f) Duties of other Officers

The duties of all other Officers of the Corporation shall be such as the terms of their engagement call for or the Board of Directors requires of them.

Proposed Changes

Add text describing experience and skills required to serve as Treasurer.

Add text describing experience and skills required to serve as Chair.

16. EXECUTION OF DOCUMENTS

16.01 Deeds, transfers, licences, contracts and engagements on behalf of the Corporation shall be signed by the President, the Secretary and the Treasurer of the Corporation, and the Secretary shall affix the Seal of the Corporation to such instruments as require the same.

16.02 The Board may delegate the execution of specified contracts and engagements to duly authorized signing officers of the Corporation.

17. BOOKS AND RECORDS

The Directors shall see that all necessary books and records of the Corporation required by the Bylaws of the Corporation or by any applicable statute or law are regularly and properly kept.

18. EXECUTIVE COMMITTEE

18.01 Members of the Executive Committee

The Board of Directors shall have an Executive Committee made up of the Officers of the Corporation as defined in section 13.

18.02 Powers and Duties

The Executive Committee shall carry out all decisions of meetings of the Board of Directors and shall have such specific powers and duties as are provided in this By-law or as may be delegated to it from time to time by the Board of Directors. Without limiting the foregoing, the Executive Committee may:

(a) Set the agenda for Board meetings.

The Executive Committee shall fix its own rules of procedure and shall meet when, where and as provided by such rules or by resolution of the Board. Every question considered by the Executive Committee shall be determined by a majority of votes cast on the question and in cases of an equality of votes, the resolution shall be deemed to be defeated. Four (4) members of

Add power to make decisions in the absence of a Board.

Current

the Executive Committee shall constitute a quorum for the transaction of business. The President-Station Manager shall act as the chair at meetings of the Executive Committee and in the President-Station Manager's absence the Executive Committee shall choose one of its own members to act as chair. The President-Station Manager shall be responsible for setting the agenda for meetings of the Executive Committee.

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Proposed Changes

##. PROGRAM COMMITTEE

Add section describing Program Committee as well as its mandate, membership, and other relevant details.

##. POWER TO ACT IN THE ABSENCE OF A BOARD AND EXECUTIVE COMMITTEE

Add section describing power of members of the SAC Executive to act as representatives of the General Members in the absence of an Executive Committee and Board of Directors.

19. PRESIDENT-STATION MANAGER

The Board shall engage, for a term of up to three(3) years, the services of a chief business operator who shall be known as the President-Station Manager. Such engagement shall be on a provisional basis pending confirmation of the terms and provisions of the President-Station Manager's engagement by resolution of the Board of Directors. The President-Station Manager shall:

- (i) Be immediately responsible to the Board;
- (ii) Be charged with the general management and supervision of the affairs and operations of the Corporation;
- (iii) Hire and supervise such personnel as necessary to assist in executing the duties and responsibilities of the position, with the approval of the Board;
- (iv) Report regularly to the Board the current operating status of the Corporation and to regularly advise and keep advised the Board of the affairs of the Corporation;
- (v) Prepare periodically budgets for submission to the Board in consultation with the Treasurer;
- (vi) Be responsible generally for the standards and practices of the radio station and related operations owned and operated by the Corporation.

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Change position title to "Station Manager." Redraft duties to include those recommended by the Task Force.

##. BUDGET PROCEDURES

Add section on budget procedures

20. REPEAL AND AMENDMENT OF BY-LAWS

- 20.01 The Board may, by resolution passed by two-thirds of the Directors present and voting at a meeting of the Board, make, amend or repeal any By-laws not contrary to law, the Act, or the Letters Patent that regulate the affairs of the Corporation. Notice of such a meeting of the Board called to consider such resolution shall, in addition to the other requirements imposed by these By-laws, be given by giving to each Director at least fourteen (14) days prior to the date of the meeting, notice of the full text of the proposed By-law. Any change in the By-laws of the Corporation duly enacted by the Board of Directors must be sanctioned by an affirmative vote of a majority of the General Members at the next annual meeting. Notice of the text of such change must be given at least fourteen (14) days prior to the date of the annual meeting by one of the methods described in Article Number 27.
- 20.02 The repeal or amendment of By-laws not embodied in the letters patent shall not be enforced or acted upon until the approval of the Minister of Consumer and Corporate Affairs has been obtained.

Current	Proposed Changes
21. FINANCIAL YEAR	
The financial year of the Corporation shall be from September 1 to August 31.	Change fiscal year to May 1 st to April 30 th .
22. AUDITORS	
The General Members shall at each Annual Meeting appoint an Auditor to audit the accounts of the Corporation to hold office until the next annual meeting, provided that the Directors may fill any casual vacancy in the office of the Auditor. The remuneration of the Auditor shall be fixed by the Board of Directors.	
23. ANNUAL AND OTHER MEETINGS OF MEMBERS	
23.01 The annual or any other meeting of the members shall be held at the head office of the Corporation or elsewhere in Ontario as the Board of Directors may determine and on such day as the said Directors shall appoint.	Amend to require the AGM to occur in the early fall of each year.
23.02 At the annual meeting of General Members, in addition to any other business that may be transacted, the report of the Directors, the financial statement and the report of the Auditors shall be presented. The Auditors shall be appointed for the ensuing year. Notice of the time and place of every such annual meeting shall be given to all General Members by at least one of the methods described in section 27.	
23.03 (i) All business transactions and resolutions passed at the meeting of the General Members of the Corporation shall remain in effect unless rescinded or amended by resolution of a meeting of the Ordinary Members called by the Board or by a petition with at least one thousand (1000) signatures of the members of the Corporation. (ii) Other meetings of the Ordinary Members may be called at any time by the Board or by a petition with at least one thousand (1000) signatures of the members of the Corporation. (iii) Notice of the time and place of every such Ordinary Members' meetings shall be given to all Ordinary Members by at least one of the methods described in section 27.	
24. ERRORS OR OMISSIONS IN NOTICE	
No error or omission in the notice of any annual or general meeting or any adjourned meeting, whether annual or general, of the members of the Corporation shall invalidate such meeting or make void any proceedings taken or had thereat. For the purpose of sending notice to any members, Director, or Officer for any meeting or otherwise, the address of any member, Director or Officer shall be said member's, Director's or Officer's last address recorded in the books of the Corporation.	
25. QUORUM OF MEMBERS	
25.01 A quorum for the transaction of business at any meeting of the General Members shall be the sum of the number required for a meeting of the members of the SAC Board of Directors as defined in the By-laws of SAC, as amended, and the number required for a meeting of the Board of Directors of the Corporation, as amended.	
25.02 A quorum for the transaction of business at any meeting of the Ordinary Members shall consist of fifty (50) members.	
26. VOTING	
Subject to the provisions, if any, contained in the Letters Patent of the Corporation, each general or Ordinary Member of the Corporation shall, at all meetings of the General or Ordinary Members, be entitled to one vote at the meeting they are eligible to attend. At all meetings of members every question shall be decided by a majority of the votes of the members present in	

Current

person unless otherwise required by the By-laws of the Corporation or by Law. Every question shall be decided in the first instance by a show of hands, every member having voting rights shall have one vote, and unless a poll be demanded a declaration by the Chair that a resolution has been carried or not carried and an entry to that effect in the minutes of the Corporation shall be admissible in evidence as proof of the fact without proof of the number or proportion of the votes accorded in favor of or against such resolution. The demand for a poll may be withdrawn, but if a poll be demanded and not withdrawn, the question shall be decided by a majority of votes, and such poll shall be taken in such manner as the Chair shall direct and the result of such poll shall be deemed the decision of the Corporation in a meeting upon the matter in question. In case of an equality of votes at any meeting, whether upon a show of hands or at a poll, the Chair shall be entitled to a casting vote.

Proposed Changes**27. NOTICES**

27.01 Definition of Sufficient Notice

Any notice, communication or other document to be given or sent by the Corporation to a member, Director, Officer or Auditor of the Corporation under any provision of the Letters Patent or Bylaws of the Corporation or the Act, shall be sufficiently given if it is:

- (a) Delivered personally to the person to whom it is to be given; or
- (b) Delivered to the latest address, as shown on the records of the Corporation, of the person to whom it is to be given; or
- (c) Mailed by pre-paid ordinary or airmail in a sealed envelope addressed to the latest address, as shown on the records of the Corporation, of the person to whom it is to be given; or
- (d) Sent to the person to whom it is to be given at such address by any form of transmitted or recorded communication; or
- (e) Telephoned to the person to whom it is to be given or a message is left with a person who could reasonably be expected to communicate the message to the person; or
- (f) Inserted in either *The Varsity* or *the newspaper* or other publication of general distribution and circulation at the University at least once a week for two consecutive weeks.

A notice, communication or document so delivered shall be deemed to have been given when it is delivered personally at the address aforesaid; and a notice, communication or document so mailed shall be deemed to have been given or sent when deposited in a post-office or public letter-box; and a notice sent by any other form of transmitted or recorded communication shall be deemed to have been given when delivered to the appropriate communication company or agency or its representative for dispatch. Where, on three consecutive occasions, notices, communications or other documents have been mailed to a person and said person's latest address is shown on the records of the Corporation, and where, on three consecutive occasions, notices, communications or other documents have been returned by the post office to the Corporation, the Corporation shall not be required to mail to the person any further notices, communications or other documents until such time as the Corporation receives written notice from the person requesting the notices, communications or other documents be sent to the person at a specified address. The Secretary may change the address on the records of the Corporation of any person in accordance with the information believed by the Secretary to be reliable.

27.02 Computation of Time

In computing the date when notice of any meeting or other event must be given pursuant to any requirement for a specified number of days, the date on which the notice is given shall be

Current

included and the date of the meeting or other event shall be excluded.

27.03 Omissions and Errors

The accidental omission to give any notice to any member, Director, Officer or Auditor, or the non- receipt of any notice by any such person or any error in any notice not affecting the substance thereof shall not invalidate any action taken at any meeting held pursuant to such notice otherwise founded thereof.

27.04 Waiver of Notice

Any person entitled to receive a notice required to be given by the Corporation under the Letters Patent or By-laws of the Corporation or the Act, may waive such requirement and such waiver, whether given before or after the meeting of which notice is required to be given, shall cure any error, omission or default in giving such notice.

Proposed Changes**28. DEPOSIT OF SECURITIES FOR SAFEKEEPING**

The securities of the Corporation shall be deposited for safekeeping with one or more bankers, trust companies, or other financial institutions to be selected by the Corporation. Any and all securities so deposited may be withdrawn, from time to time, only upon the written order of the signing officers of the Corporation. The institutions which may be so selected as custodian by the Corporation shall be fully protected in acting in accordance with the directions of the Corporation and shall in no event be liable for the due application of the securities so withdrawn from deposit or the proceeds thereof.

29. WITHDRAWAL OF MEMBERSHIP

Any member may withdraw their membership in the Corporation by giving notice in writing to the Secretary of the Corporation of such intention to withdraw. The member's membership shall be deemed to be withdrawn three days after posting the said notice of withdrawal.

30. CODE OF ETHICS

The Corporation shall adhere to the code of ethics for student journalists of the Canadian University Press, the broadcasting standards established by the Canadian Radio-Television and Telecommunications Commission, and the guidelines as enumerated in the *Broadcast Act*, whichever is applicable, and as amended from time to time.

31. INTERPRETATION

In these By-laws and in all other By-laws of the Corporation hereafter passed, unless the context otherwise requires, words importing the singular number shall include the plural number, as the case may be, and vice versa.

32. RULES AND REGULATIONS

The Board of Directors may prescribe such rules and regulations not inconsistent with these Bylaws relating to the management and operation of the Corporation as they deem expedient, provided that such rules and regulations shall have force and effect unless overturned by a majority vote at an annual meeting of General Members of the Corporation.

University of Toronto Community Radio Incorporated
BY-LAW NUMBER 2

Approved by the CIUT Board of Directors on September 10, 1986 and approved by the General Members of the Corporation on September 30, 1986.

Current

A BY-LAW TO AUTHORIZE THE DIRECTORS TO BORROW MONEY AND GIVE SECURITY

UNIVERSITY OF TORONTO COMMUNITY RADIO INCORPORATED

BE IT ENACTED as a By-law of UNIVERSITY OF TORONTO COMMUNITY RADIO INCORPORATED (hereinafter referred to as the "Corporation") as follows:

The Directors of the Corporation are hereby authorized from time to time to:

- (a) Borrow money upon the credit of the Corporation;
- (b) Limit or increase the amount to be borrowed;
- (c) Issue debentures or other securities of the Corporation;
- (d) Pledge or sell such debentures or other securities for such sums and at such prices as may be deemed expedient; and
- (e) Secure any such debentures, or other securities, or any other present or future borrowing or liability of the Corporation, by mortgage, hypothec, charge or pledge of all or currently owned or subsequently acquired real and personal, moveable and immovable, property of the Corporation, and the undertaking and rights of the Corporation.

Notwithstanding the foregoing, the Corporation shall not:

- (i) Without the prior approval of the Governing Council borrow money other than from chartered banks or trust companies, provided that such restrictions shall not apply to purchase money obligations.
- (ii) Borrow money which is not fully repayable during a term of one year or less, unless approved by a resolution passed by two-thirds of the Directors present and voting.

whichever is applicable, and as amended from time to time.

Proposed Changes

University of Toronto Community Radio Incorporated
BY-LAW NUMBER 3

Approved by the CIUT Board of Directors on September 10, 1986 and approved by the General Members of the Corporation on September 30, 1986.

Current

A BY-LAW RELATING TO THE DONATION OF FUNDS AND RESOURCES TO OTHER CHARITIES

UNIVERSITY OF TORONTO COMMUNITY RADIO INCORPORATED

BE IT ENACTED as a By-law of UNIVERSITY OF TORONTO COMMUNITY RADIO INCORPORATED (hereinafter referred to as the "Corporation") as follows:

- 1. In order to qualify as a Canadian charitable organization under the provisions of Section 149(l)(f) of the Income Tax Act (Canada), the Corporation while in operation shall not donate any of its funds or resources to any other charities.
- 2. Upon the dissolution of the Corporation and after payment of its debts and liabilities, its remaining property shall be distributed or disposed of to one or more recognized charitable organizations.

Proposed Changes

10. New CRTC Campus Radio Policy

Public Notice CRTC 1999-30
Ottawa, 18 February 1999
Call for comments on a proposed new policy for campus radio

Table of Contents

Summary		
Background	1	would serve as a first step toward the establishment of higher power campus stations.
Objectives for the sector	5	
The consultation process	8	In a few cases, the Commission proposes specific questions.
Description of the campus radio sector	10	These cover areas where the Commission does not consider it has enough information yet to make policy proposals.
The Proposed Policy	17	
Programming commitments	20	
Canadian Content	31	Finally, in appendix 1, the Commission sets out a number of clarifications intended to help campus stations to better understand the Commission's various requirements and procedures.
Canadian content level for category 2 music	32	
Distribution of Canadian category 2 selections	45	
Canadian content level for category 3 music	51	
New forms of expression	57	
Approach to French-language stations	64	Background
Structure of the board of directors	76	
Advertising	82	
Developmental stations	89	1. In Public Notice CRTC 1997-105 dated 1 August 1997, An Agenda for Reviewing the Commission's Policies for Radio, the Commission set out its plans for reviewing all of its policies for radio in light of the evolving communications environment. As part of this overall agenda, the Commission indicated that it would launch a consultative process with campus broadcasters in the spring of 1998, with a revised policy for campus radio to be issued in the spring of 1999.
Hours of broadcast	100	
Station-produced programming	103	
Local talent development	108	
Approach to instructional stations	111	
Regulatory Approach	120	
High school and carrier current stations	127	
Other matters	128	
Harmonizing policy frameworks	128	
Ethnocultural programming	130	
Commission accessibility	133	
Procedural matters	135	

Appendix 1 - Clarification of certain matters

Appendix 2 - Music categories and subcategories as defined in

Summary

This document sets out a proposed policy for campus radio and invites campus broadcasters and other interested parties to comment on it. The proposed policy represents the Commission's general direction on the issues raised, but not its final position. The Commission welcomes comments on any of its proposals and on any other topic relevant to campus radio. The deadline for the Commission to receive comments is 12 April 1999. Campus stations are not-for-profit stations associated with institutions of post-secondary education. Their overall mandate is to offer programming that is different in style and substance from the programming offered by other types of radio stations.

The draft policy covers a number of areas that include:

- various means to ensure that the programming provides an alternative from that provided by other types of stations;
- Canadian music and local talent development;
- the appropriate structure of the board of directors of campus stations;
- policies on advertising on campus stations; and
- specific approaches to French-language and instructional stations.

The Commission also proposes a streamlined approach for licensing very low-power "developmental" campus stations that

would serve as a first step toward the establishment of higher power campus stations.

In a few cases, the Commission proposes specific questions. These cover areas where the Commission does not consider it has enough information yet to make policy proposals.

Finally, in appendix 1, the Commission sets out a number of clarifications intended to help campus stations to better understand the Commission's various requirements and procedures.

Background

1. In Public Notice CRTC 1997-105 dated 1 August 1997, An Agenda for Reviewing the Commission's Policies for Radio, the Commission set out its plans for reviewing all of its policies for radio in light of the evolving communications environment. As part of this overall agenda, the Commission indicated that it would launch a consultative process with campus broadcasters in the spring of 1998, with a revised policy for campus radio to be issued in the spring of 1999.

2. The consultation phase of the campus radio review was completed last fall. This notice sets out the Commission's proposals for a revised campus radio policy, based on the issues and concerns raised during the consultation process. All interested parties are invited to provide comments on the Commission's proposals or on any other topic relevant to campus radio.

3. The Commission has placed a number of relevant documents on the public file for this proceeding and, to the extent possible, on its website as well. This includes results of two research studies, the Music Availability Study for Campus Radio and the Campus Radio Music Use Study. Certain financial data for the campus radio sector have also been placed on the public file. Interested parties are encouraged to review this material.

4. During the consultation process, some participants asked questions about a number of Commission policies that affect campus stations but are not exclusive to them. These include matters related to the eligibility of organizations to receive money from commercial stations for Canadian talent development, and policies related to programming standards. In Appendix 1, the Commission provides clarifications of these topics. The Commission is not seeking comments on any of these matters. Since these issues do not relate exclusively to campus stations, they are not included as part of the campus radio policy but are covered by separate Commission policies or procedures.

Objectives for the sector

5. The Commission's primary objective for the campus radio sector is to provide programming that differs in style and substance from that provided by other elements of the broadcasting system, particularly commercial stations and the CBC. The Commission considers that campus stations add diversity to the broadcasting system by providing alternative programming in both music and spoken word.

6. The Commission is also interested in exploring ways of streamlining the regulation of campus stations. The Commission

considers that the existing campus radio policy, and the application process to which campus stations are subject, may be unnecessarily complex. One of the key questions guiding this review is, therefore: How can the regulatory framework for campus stations be simplified while still ensuring that they provide programming that is different from that provided by other types of stations?

7. The Commission believes that a healthy and vibrant not-for-profit sector is essential to fulfil the goals of the Broadcasting Act (the Act). Campus stations play a unique and valuable role in the communities they serve. The proposals set out below are intended to ensure that they continue to do so.

The consultation process

8. To prepare for this review, consultations were held with campus radio broadcasters and other interested parties over the period from April to September 1998. These include :

- A series of regional consultations with interested parties in April and May 1998 initiated by the National Campus Community Radio Association (NCRA). The NCRA provided a summary of issues raised in these consultations to the Commission.
- Consultations at the NCRA's annual National Campus Radio Conference, held in Victoria, 8-13 June 1998.
- Written consultations with licensed campus stations that did not attend the conference. They were invited to raise any additional issues or concerns.
- A "cross-sectoral" meeting on 17 September 1998 that was attended by representatives of the NCRA, the Canadian Association of Broadcasters and the CBC.
- An informal meeting held on 30 September 1998 between members of the NCRA executive and Commission staff.

9. Written reports or transcripts of each of these consultations are available on the public file and form part of the public record of this proceeding. Description of the campus radio sector

10. The Commission has licensed 43 campus stations to date. Of these, 38 are English-language, four are French-language, and one is bilingual.

11. The existing campus radio policy identifies two kinds of campus stations: campus/community and instructional. The formal definitions of these two types of stations are set out in Public Notice CRTC 1992-38. In summary though, instructional stations are closely associated with formal broadcasting courses and are oriented to training professional broadcasters. Campus/community stations, on the other hand, are not closely associated with broadcasting courses and feature programming produced by volunteers who often have no interest in participating in the commercial radio industry.

12. Of the 43 licensed campus stations, seven are instructional stations, all of them operating in English.

13. Programming provided by campus stations is generally a mix of spoken word and "alternative" music (ranging from non-commercial rock and pop to specialized, emerging or experimental musical genres). The spoken word programming often addresses topics not covered by other media, including programming targeted to local ethnocultural communities and to minority groups within the community.

14. Campus stations, by definition, are owned or controlled by not-for-profit organizations. They are not driven by the necessity

of making money, as are commercial stations. These stations operate with limited financial and other resources and generally achieve lower levels of listenership relative to other sectors of the radio industry.

15. Most campus radio stations derive revenues from up to three sources in various combinations: student levies, advertising and direct financial donations from the public. Lack of stable funding is often a concern to campus stations.

16. Campus radio stations rely almost exclusively on volunteers for programming and other station operations. Most stations have fewer than five full-time paid staff, and sometimes just one or two. There is often a high turnover in paid staff.

The Proposed Policy

17. This section of the document considers various elements of the Commission's campus radio policy. Each section includes:

- the Commission's current approach;
- a discussion of concerns raised either in the consultations or by the Commission; and
- the Commission's proposed future approach.

18. In a few cases, where the Commission does not consider that it has enough information to make a proposal, questions are asked instead.

19. The existing campus radio policy is set out in Public Notice CRTC 1992-38, Policies for Community and Campus Radio, and amended in Public Notice CRTC 1992-72, A Review of the CRTC's Regulations and Policies for Radio, and Public Notice CRTC 1993-38, Policies for Local Programming on Commercial Radio Stations and Advertising on Campus Stations.

Programming commitments

20. Under the existing policy, campus stations are required to adhere to a set of commitments concerning the type of programming they will provide. These commitments are set out in the campus radio policy and are currently reflected in each station's promise of performance (PoP), to which adherence is required by condition of licence.

21. The programming requirements to which campus stations are currently subject are summarized below. Please note that all music categories and subcategories are defined in appendix 2 attached to this notice.

- At least 25% of programming broadcast on campus stations should be spoken word. Specialized spoken word presentations, such as public and community affairs programs, should be included in the schedule.
- At least 20% of music played on campus stations should come from subcategories other than "Pop, Rock and Dance" (subcategory 21). At least 5% of the music played should come from category 3 (Traditional and Special Interest Music). The remaining 15% may come from category 3 or from subcategories of category 2 other than "Pop, Rock and Dance."
- The level of hits broadcast each week should not exceed 15% of all musical selections for campus/community stations or 30% for instructional stations. This limitation was not applied to French-language stations in view of the inadequacy, at the time the existing policy was developed, of the available French-language hit charts as a measuring tool.

- Campus/community stations should not repeat any non-Canadian musical selection more than 10 times in a broadcast week. For instructional stations the limit is 18 times per broadcast week.
- Campus/community stations are expected to devote at least 15% of each broadcast week to focused spoken word programs, specialized block programs that showcase particular types of music, or programs targeted to identifiable groups within the community.

22. Instructional and French-language campus stations are subject to specific requirements, in recognition of their particular contributions to the broadcasting system. These requirements are discussed separately in the relevant sections below.

23. In the consultation process, campus stations indicated they were generally satisfied with the programming requirements in the existing policy. Some campus radio representatives suggested that these requirements ensure that campus stations facing financial or other pressures do not adopt a more commercial sound in order to maximize revenues.

24. The NCRA proposed that the maximum percentage of hit selections that campus/community stations are permitted to broadcast could be reduced from 15% to 10%.

25. Many participants expressed concern about the Commission's music categories and their definitions. In particular, some parties questioned the extent to which the limitation on music from subcategory 21 (Pop, Rock and Dance) helps to ensure that campus stations provide musical diversity.

26. The Commission notes that some music played by campus stations may contribute significantly to the musical diversity of the broadcasting system, thereby fulfilling the spirit of campus radio's diversity mandate, but still fall within subcategory 21 (Pop, Rock and Dance). Subcategory 21 captures a wide range of music, from Top 40 hits to music in genres not played by commercial stations. Much of this music provides an alternative to the music provided by commercial stations and increases diversity in the radio industry. In this sense, the Commission notes that limiting the amount of music from subcategory 21 is not necessarily an effective means of ensuring that campus stations provide musical diversity.

27. With respect to music from category 3, the Commission notes that few commercial stations currently play music from this category. For this reason, the category 3 music broadcast by campus stations clearly adds to the musical diversity provided by campus radio in the broadcasting system.

28. More generally, the Commission considers that it may be appropriate to focus on key programming commitments that seem to be most important in defining the alternative sound of campus stations. These commitments should be reasonably simple to understand and apply, and should prevent, to the extent possible, campus stations from providing programming that resembles that of other broadcasters.

29. The Commission considers that a very low hit level, a high spoken word requirement, and a minimum amount of category 3 music, may best meet these criteria.

30. For these reasons, the Commission proposes the following approach to programming commitments in the revised campus radio policy:

- At least 25% of programming broadcast on campus stations should be spoken word. Specialized spoken word presentations, such as public and community affairs programs, should be included in the schedule.

- At least 5% of music played on campus stations should come from category 3 (Traditional and Special Interest Music).
- The level of hits broadcast each week should not exceed 10% of all musical selections for campus/community stations or 30% for instructional stations.
- The remaining requirements to which English-language campus/community stations are currently subject will be removed.

Canadian content

31. Campus stations raised a number of issues relating to Canadian content during the consultations. To learn more about these issues, the Commission commissioned a research study on the availability of Canadian music appropriate for campus stations. The Music Availability Study for Campus Radio has been placed on the public file of this proceeding. In addition, the Commission undertook a study of the current music use patterns of campus stations. Aggregated results of this study have also been added to the public file. Interested parties are invited to consult this material.

Canadian content level for category 2 music

32. Category 2 music refers to general music. The definition of category 2 music is set out in Appendix 2 attached to this notice.

33. Following the development of its new policy for commercial radio, the Commission amended the regulations that apply to commercial stations to increase the weekly level of Canadian content required for category 2 selections from 30% to 35%.

34. In the campus radio consultation process, campus stations confirmed their support for local and alternative Canadian musical artists but expressed concern that a lower amount of Canadian recorded music is available in certain new and emerging musical genres. Because of these concerns, campus stations suggested that the Canadian content level for category 2 music should remain at 30%.

35. The music availability study found, among other things, that:

- The campus radio sector's mandate to play music not heard on other forms of media dictates that it devote programming to musical genres that are still new and relatively unknown to Canadian audiences and producers.
- Campus stations appear to have difficulty finding Canadian material in certain genres, particularly the genres known as "urban", "electronica", and "international" or "world" music.
- The limited availability of Canadian music in these genres appears to be due to two major factors: a lack of Canadian material being produced in them, and a general lack of national promotion and distribution of recordings. Campus stations therefore find it difficult to obtain new recordings or to know what recordings are available.
- Campus stations rely predominantly on small, independent music sources that have insufficient resources to promote their artists and music nationally. These problems tend to affect stations in smaller markets the most.

36. The study explains how the terms "urban", "electronica" and "international" music were used and lists the styles of music that fall into each category for the purposes of the study. The Commission notes that some of these terms include certain genres of music that are played by commercial stations and are therefore less appropriate for broadcast by campus stations. The Commission is also aware that the use of the term "urban" music

may be contentious and is therefore open to any suggestions for a more appropriate term.

37. It should be noted that the study also found a relatively high availability of Canadian music in certain genres appropriate for campus radio airplay, including “indie pop”, “alternative rock” and “folk/acoustic” music.

38. The Commission considers that playing Canadian music, particularly Canadian music not played by other radio stations, is a vital part of campus radio’s mandate to provide alternative programming. Moreover, the Commission is convinced that there is an adequate supply of Canadian recordings available in many established musical genres to support an increase in the required level of Canadian category 2 music on campus stations.

39. Campus stations help to introduce new musical genres, which may later be adopted by commercial stations. This, in turn, may result in more Canadian recordings in these genres. In this sense, the Commission considers that campus stations may have a special role to play in developing Canadian creative talent in new and emerging musical genres.

40. The Commission notes that some, but not all, campus stations, devote a significant proportion of their schedules to programs featuring music in these genres, and considers that this programming contributes to the diversity of music available in the broadcasting system.

41. Based on all of these factors, the Commission proposes to increase the minimum level of Canadian content in category 2 that campus stations are required to broadcast from 30% to 35% over the broadcast week.

42. In order to ensure that this increased level of Canadian content does not act as a disincentive for campus stations to broadcast music in new and emerging genres in which less Canadian music is available, the Commission proposes to establish a separate Canadian content level for periods of programming devoted to musical genres where the availability of Canadian music is low.

43. Under this proposal, campus stations would be permitted to exclude programming periods (generally specialty music shows) devoted to low-availability musical genres from the calculation of their compliance with the Canadian content regulations, provided that they meet the separate level of Canadian content specified for these programming periods.

44. The Commission expects that these low-availability musical genres will encompass the genres identified as such in the music availability study, particularly “urban”, “electronica” and “international” music. The Commission invites comments from all interested parties on the following questions:

(1) Are there musical genres that fall under the definition of category 2 (general music) and that are appropriate for airplay by campus stations in which there is a low availability of Canadian music? If so, what are these genres?

(2) How may these genres be defined so as to clearly distinguish them from other musical genres, including genres that are less appropriate for campus stations because they are commonly played by commercial stations?

(3) What would be the appropriate level of Canadian content for periods of programming devoted to music in the genres defined above?

Distribution of Canadian category 2 selections

45. The Canadian content regulations that currently apply to

campus stations require that Canadian selections be scheduled “in a reasonable manner throughout each broadcast day.”

46. Further, under the existing campus radio policy, reasonable distribution is defined as follows:

- at least 25% of popular music selections broadcast between 6 a.m. and 7 p.m. Monday through Friday should be Canadian;
- Canadian selections should receive reasonably even distribution throughout these dayparts and throughout the broadcast week; and
- there should be a significant presence of Canadian music in high audience periods, these traditionally being the morning and afternoon drive periods.

47. Following the commercial radio review, the Commission amended the regulations applicable to commercial radio broadcasters to require that the minimum level of Canadian content for category 2 musical selections be met over the broadcast week as well as between 6:00 a.m. and 6:00 p.m., Monday through Friday.

48. During the consultation process, campus stations suggested that there is no need to introduce more stringent distribution requirements, such as those that now apply to commercial stations. Participants noted that campus stations generally use a block programming format, in which shows on specific themes, subjects or musical genres are scheduled at specific times of the day. Further, they believed that campus radio listening patterns differ from those of other sectors of radio, with different groups of listeners tuning in to specific programs. The effect of these factors, they suggested, was that the level of Canadian musical selections varies depending on the nature of the programs rather than on the time of day. They also considered that periods of high and low listening are less clearly defined for campus stations than for other kinds of radio stations.

49. The Commission agrees that the use of block programming formats by campus stations probably has an effect on the distribution of Canadian musical selections. Further, the Commission notes that listenership data comparing campus radio listening to all radio listening tend to suggest that campus radio listenership patterns differ from those of other stations. Finally, the aggregated results of the campus radio music use study do not suggest that campus stations are generally broadcasting lower levels of Canadian content between 6 a.m. and 6 p.m. from Monday to Friday.

50. Given all of these factors, the Commission does not propose to introduce a formal distribution requirement for campus radio. Further, the Commission proposes to amend its regulations to remove the requirements for campus stations that Canadian selections be distributed “in a reasonable manner throughout each broadcast day.” Instead, the Commission proposes to indicate in its campus radio policy that it expects Canadian category 2 musical selections to be scheduled in a reasonable manner throughout the broadcast day, taking into consideration the unique programming and listenership patterns of campus radio.

Canadian content level for category 3 music

51. Category 3 music encompasses traditional and special interest music. The definition of category 3 music is set out in Appendix 2 attached to this notice.

52. As part of the new commercial radio policy set out in Public Notice CRTC 1998-41, the Commission now expects commercial radio licencees that broadcast significant amounts of category 3 music to propose, in the context of licence renewal applications,

increases in the level of Canadian category 3 music they play .

53. Public Notice CRTC 1998-41 also notes that:

Most of the category 3 music that is programmed on Canadian radio is broadcast on stations owned and operated by the CBC and on not-for-profit stations. The appropriate level of Canadian music for these stations will be considered during the separate reviews for these sectors proposed by the Commission in Public Notice CRTC 1997-105.

54. There was little discussion of the appropriate level of Canadian content for category 3 musical selections during the campus radio consultation process.

55. The Commission continues to believe, however, that the level of Canadian content for category 3 music could be increased. It notes that the music use study undertaken as part of this review showed that many campus stations may already be exceeding the current required Canadian content level of 10% for category 3 music.

56. Accordingly, the Commission proposes to increase the required weekly minimum level for Canadian content in category 3 music to 12%.

New forms of expression

57. During the consultation process, campus stations raised questions about new forms of artistic expression, such as turntablism and radio art. In particular, campus stations suggested that they should be permitted to include such programming, when it is performed by a Canadian, for the purposes of calculating compliance with the Canadian content regulations.

58. The Commission understands that turntablism refers to the use of one or more turntables to alter (for example, by scratching, changing the speed, or adding effects) and combine parts of pre-recorded music to the extent that the turntable is used as a musical instrument. Some parties argue that turntablists are musicians who use turntables to create new and unique musical compositions.

59. The Commission understands that radio art refers to programming pieces in which fragments of recorded noise, speech, music and “found sounds” (that is, sounds produced by everyday machinery or technology or otherwise found in the ordinary environment) are arranged in original or unusual ways.

60. Both turntablism and radio art exist outside of the campus radio community. While turntablism has existed since the mid-1990s, radio art originated in the 1920s and 1930s. The Music Availability Study for Campus Radio provides more information about the definition and history of both of these forms of expression.

61. The Commission acknowledges that turntablism and radio art may be forms of artistic expression that are important parts of the programming of some campus stations. It may be argued that since this programming is not generally aired by other radio stations, its broadcast by campus stations adds to the diversity of the broadcasting system. In this sense, the provision of such programming may be seen as part of the role and mandate of campus stations.

62. However, the Commission does not consider that it has had sufficient input to determine, at this time, whether such programming should qualify as Canadian for the purposes of the Canadian content regulations. For example, in the case of radio art, it is not clear whether radio art comprised primarily of speech or “found sounds” could be considered as a “musical

selection” for the purposes of the Canadian content regulations. The Commission notes that, currently, under the Radio Regulations, 1986 (the regulations), only Canadian musical selections are considered in calculating compliance with the Canadian content regulations.

63. In light of these concerns, the Commission invites responses from all interested parties on the questions set out below:

(4) Is the programming produced in periods of radio art music? Under what circumstances, if any, could a piece of radio art qualify as a Canadian musical selection? How can the difference between music and spoken word programming be defined?

(5) Should broadcasters be permitted to include a period of turntablism, performed live on the air by a Canadian, as a Canadian musical selection? If so, how should such periods be defined so as to distinguish them from other ways of presenting music on the air?

(6) Would the recognition of turntablism and radio art as Canadian musical selections for the purposes of the Canadian content regulations contribute to the objectives of the Act?

Approach to French-language stations

64. To date, the Commission has licensed four French-language campus stations as well as one bilingual campus station. All of these are campus/community stations. Issues specific to French-language campus stations were not widely discussed in the consultation process.

65. Under the existing campus radio policy, all aspects of the policy apply equally to English- and French-language campus stations, with two exceptions:

- At least 65% of the vocal musical selections from category 2 broadcast by French-language campus stations must be in the French language, and these selections must be scheduled in a reasonable manner throughout the day.
- French-language stations are not subject to any requirement concerning hits, because of the inadequacy of the available French-language hit charts as a measuring tool, at the time the existing policy was developed.

66. The Commission proposes to maintain the requirement for French-language campus stations that a minimum of 65% of the vocal music in category 2 be in the French language.

67. The Commission will continue to treat bilingual campus stations on a case-by-case basis.

68. The Commission notes that the distribution of French-language vocal music was raised as an issue during the commercial radio review. As part of its revised regulations for commercial radio licencees, the Commission now requires French-language commercial stations to broadcast a minimum of 55% French-language vocal music between 6 a.m. and 6 p.m. from Monday to Friday.

69. Since this issue was not discussed during the consultation process, the Commission invites interested parties to provide comments on the following questions:

(7) Would it be appropriate to introduce a requirement concerning the distribution of French-language vocal music for French-language campus stations? If so, should French-language campus stations be subject to a requirement that 55% of selections broadcast between 6:00 a.m. and 6:00 p.m. Monday through Friday be in the French language?

70. As discussed above, the Commission proposes to remove the requirement that a minimum of 20% of the musical selections broadcast by campus stations be from categories other than subcategory 21 (Pop, Rock and Dance). Instead, the Commission proposes to rely largely on the 10% level of hits for English-language stations, in combination with the requirement for at least 5% category 3 music for all campus stations, to ensure that these stations provide musical diversity.

71. The hit level does not currently apply to French-language campus stations. The hit restriction was eliminated for all FM French-language stations in 1990 when the Commission released its FM Policy for the Nineties (Public Notice CRTC 1990-111).

72. Today, commercial French-language stations are not subject to any limitations on the number of hits they may broadcast. Further, the magazine "Palmarès" publishes a list of French-language selections most played by commercial stations.

73. Given that the role of campus stations is to provide alternative programming, the Commission wishes to consider whether it may be appropriate to establish a limit on the number of French-language "hits" that may be broadcast by French-language campus stations. This could ensure that these stations continue to play alternative French-language musical selections not generally heard on other stations.

74. The Commission invites interested parties to provide comments on the following questions:

(8) Should French-language campus stations be subject to a limit on the number of French-language "hits" that may be broadcast, similar to the hit limit for English-language campus stations? If so, how should French-language "hits" be defined? What would the appropriate limit be? If not, is there another regulatory tool that may be used to ensure that French-language stations continue to provide musical diversity?

75. Finally, the Commission welcomes comments in response to the following general question relating to the development of an appropriate approach to French-language campus stations:

(9) Should any other elements of the proposed campus radio policy apply differently to French-language campus stations than to English-language campus stations?

Structure of the board of directors

76. Under the existing campus radio policy, representatives of the student body, faculty, alumni or administration of the university or college with which a campus station is associated, considered together, are expected to form the majority of the board of directors of the station.

77. The current policy does not address the representation of members of student government organizations or members of the community at large on campus radio boards of directors.

78. In the consultations, campus radio representatives asked that the Commission not grant campus radio licences directly to student government organizations, but rather to separate organizations set up specifically for the purpose of holding a licence. These parties expressed concern about the extent to which student government representatives may influence programming in ways that are not consistent with the mandate of campus radio.

79. The Commission considers that the issues raised by participants in the consultation process appear to relate to balance and continuity in the boards of directors of campus stations. Most campus stations tend to direct their programming to the community at large rather than only to the campus

population. The existing policy recognizes the role played by students and institutions in campus stations, but does not address the relationship between these stations and the broader community.

80. The Commission therefore proposes to replace its current approach to the structure of campus radio boards of directors with the following:

The Commission will expect the board of directors of a campus radio station to include balanced representation from the student body, other representatives of the associated college or university (for example, faculty or administration), and the community at large. The Commission also encourages campus stations to establish positions on their boards of directors with terms longer than one year.

81. The Commission proposes to ask each licensee at licence renewal time whether it complies with this policy. Licensees that do not conform to the policy would be asked to explain either why the new policy should not apply to them (for example, because their programming is targeted exclusively to the campus population) or how they are bringing their board structure into line with the policy.

Advertising

82. Under the existing campus radio policy, campus stations are permitted to broadcast up to 504 minutes of advertising per week, with a maximum of 4 minutes in any one hour. Of this weekly total, 126 minutes, or 25% of total weekly advertising, may be conventional advertising. The remainder must be restricted advertising.

83. Restricted advertising is defined in Public Notice CRTC 1993-38 as

simple statements of sponsorship that identify the sponsors of a program or of the station. Such statements may incorporate the names of the sponsor, the business address, hours of business and a brief general description of the types of services or products that the sponsor provides, including the price, name and brand name of the product. Such statements must not contain references to convenience, durability or desirability or contain other comparative or competitive reference.

84. The existing campus radio policy notes that advertising in Canadian programming acquired from other campus or community stations or from not-for-profit syndicators will not be counted in the assessment of compliance with the four minute per hour advertising limit, provided it is restricted advertising.

85. The existing policy also provides some flexibility for additional advertising on a case-by-case basis in exceptional circumstances, such as where a campus station provides the only private local service in one of the official languages.

86. In the consultation process, the NCRA suggested that the limit on conventional advertising be removed or reduced, but that the quantitative limits on advertising remain unchanged. The NCRA noted that very few campus stations sell all of the advertising they are permitted to broadcast under the current quantitative limits. It suggested that removing the requirement for restricted advertising would eliminate the administrative burden associated with tracking the number of minutes of unrestricted advertising stations broadcast.

87. The Commission considers that the NCRA's proposal would provide campus stations with additional flexibility and a simplified regulatory approach, while ensuring that these stations do not increase their overall reliance on advertising revenue.

88. The Commission therefore proposes to eliminate all requirements concerning “restricted” advertising in the campus radio policy. The policy would permit campus stations to broadcast 504 minutes of conventional advertising each broadcast week with a maximum of 4 minutes in any one hour. All other aspects of the approach to advertising on campus stations would remain unchanged.

Developmental stations

89. The current campus radio policy sets out the Commission’s approach to applications for low power campus radio stations as follows:

The campus radio policy will generally apply to all campus stations regardless of their power. On a case-by-case basis, however, the Commission is willing to exercise flexibility when dealing with applications for stations of low power whose signals would only serve the campus of the associated university or college.

90. To date, very few requests for such flexibility have been received.

91. In 1993, the Commission introduced its exemption order for carrier current stations that are not distributed by cable. This exemption order was intended to allow carrier current stations to be used as an introductory step toward full-fledged campus FM operations. However, most participants at the consultations indicated that carrier current is not a viable option due to the inherent limitations of the technology.

92. In the consultations, the NCRA and several other participants proposed the introduction of a simplified regulatory approach to applicants for new campus radio stations who wish to begin broadcasting for a temporary period using a very low power signal that would cover only a university campus or other restricted area.

93. In effect, this would provide a “developmental” period for potential licencees, in which they could learn how to meet all of their obligations under the Act as well as the Commission’s regulations and policies, while simultaneously generating sufficient interest and support from the community to develop a viable permanent operation.

94. Participants in the consultation made a strong case for the difficulty faced by potential licencees in applying for new campus radio licences. In particular, they noted that for not-for-profit stations, financial, volunteer and other resources tend to become available once a station has increased its profile by broadcasting a signal over the air.

95. Given that so few stations have requested the flexibility provided by the Commission’s current policy on applications for low power campus stations, the Commission considers that there may be advantages to developing a more specific approach for “developmental” campus stations.

96. The Commission therefore proposes to introduce a streamlined regulatory framework for low-power developmental stations. The objective of this approach would be to allow new stations to begin broadcasting expeditiously, primarily for training purposes.

97. The regulatory framework for developmental campus stations would include the following components:

- The framework will apply only to stations using a transmitter power of 5 watts or less.
- The Commission will develop a streamlined application form designed specifically for applicants for developmental campus radio licences.
- Applications for developmental campus radio licences will be considered in an expedited public process, where appropriate.
- Applicants for developmental campus radio licences will not be required to show evidence of the availability of funds.
- The presence of paid staff will not be a criterion used in the assessment of applications for developmental campus radio licences.
- Licensed developmental campus stations will be expected to conform to the portions of the campus radio policy setting out the role of campus stations, the structure of the board of directors, the Canadian content requirements and (for French-language stations) the French vocal music requirements. Developmental campus stations will generally not be expected to comply with other elements of the policy, such as programming requirements or hours of operation.
- Developmental campus stations will be permitted to broadcast sponsorship advertising only. Sponsorship advertising will be defined as “commercial messages that mention no more than the name of a person, the goods, services or activities that are being sold or promoted by the person and their address and telephone number.”

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11. CIUT “Promise of Performance”

Under the terms of its broadcasting licence (as a “condition of licence”), CIUT is obligated to comply with a “Promise of Performance,” a summary of the station’s range in programming, limitations on certain types of programming and restrictions with respect to station policies. An overview of CIUT’s Promise of Performance is provided here.

Section A: Language of Programming

Most programming is provided in English with minimum of 3 hours of French programming and 4 hours of other language programming.

Section B: Station Production

125 hours and 8 minutes of station-produced programs is provided out of the 126 hours of total programming each week (not including programming provided between midnight and 6 a.m.).

Section C: Spoken Word

The minimum level of news and other spoken word programming is 44 hours and 9 minutes (35%) each week.

Section D: Advertising

The maximum amount of advertising each hour is 4 minutes (not including statements of sponsorship).

Section E: Music Categories 2 (“Music-General”⁵⁵) & 3 (“Music-Traditional and Special Interest”⁵⁶)

The maximum amount of music programming in the “Pop, Rock and Dance”⁵⁷ subcategory is 47%.

⁵⁵ Live or recorded entertainment music of one minute in length or more, broadcast uninterrupted, extending from the advent of mass-produced recordings to the latest hits as defined in charts of recognized trade publications, including popular songs and compositions that fall under the headings “pop”, “country-and-western”, “rhythm and blues”; “dance”; “rock”, “easy listening”, “middle-of-the-road”, “beautiful music”, “mood”, and “mainly for dancing”; popularized arrangements of classical music, jazz or authentic folksongs, music written and performed in a folk idiom by present-day artists; which may include songs of protest and/or political and/or social comment, humorous and satirical songs, chansonniers and chansonnettes, English music hall and North American vaudeville; individual excerpts from works from the musical stage, non-religious Christmas songs, popular music for films and television; and popularizations of folk idioms, such as Latin American, Hawaiian and Calypso. There are 4 subcategories.

⁵⁶ Music of one minute or more in length, broadcast uninterrupted, characterized as traditional authentic songs and dances of the people, institutionalized music of religious faiths, “classical” music, authentic improvised jazz, and extended excerpts from popular musical theatre. There are 4 subcategories.

⁵⁷ This subcategory includes music from the entire pop, rock and dance music spectrum. This music includes styles generally described as “easy listening”, “beautiful music”, “pop adult”, “soft rock”, “dance”, “rock and roll”, “rhythm and blues”, “jazz rock”, “folk rock” and “heavy metal”, as well as all other forms of music generally referred to as either MOR (middle-of-the-road) or rock. This subcategory includes musical selections listed in recognized trade publications as AC (Adult Contemporary), AOR (Album-Oriented Rock) or Dance.

The minimum amount of music programming in the “Music-Traditional and Special Interest” category is 39%.

Distinct musical selections may not be repeated more than 10 times each week.

The maximum proportion of music programming which qualify as “hits”⁵⁸ is 15%⁵⁹.

A minimum of 30% of all musical selections within the “Music-General” category (see footnote 55) must be Canadian. 10% of “Music-Traditional and Special Interest” music and 7% of ethnic music programming must Canadian.

At least 82% of vocal “Music-General” programming must be English, 4% French, and 14% in other languages.

Section F: Station Policies

The station agrees to adhere to the broadcast code for advertising to children, an industry code on sex-role portrayal, and to log acquired programs according to type (network or syndicated) and origin (Canadian or foreign).

Section G: Block Programs

CIUT is obligated to devote 53% of the broadcast week to focused spoken word programs, specialized block programs that showcase particular types of music, or programs targeted to identifiable groups within the community.

Other Sections

Other portions of the promise of performance include a description of languages used for Ethnic Programming, sources of programming not produced within the station, and a description of news programming and the communities to which this programming is directed.⁶⁰ A summary of the station orientation (level of student involvement, technical coverage, languages of programming, orientation of spoken word and music programming, types of special interest programming, access, the extent to which the station intends to reflect the campus to the community, etc.), Canadian talent development, and the training of volunteers is also provided.

⁵⁸ as defined in charts of recognized trade publications

⁵⁹ The new CRTC policy on campus/community radio sets an upper limit of 10%.

⁶⁰ “Current Affairs: Emphasizing local, regional and alternative sources, CIUT’s local communities include the University of Toronto’s student body along with its societies, faculties and associations, City of Toronto residents, particularly the city’s neighborhoods, and Metro Toronto residents. We include as “local” groups underrepresented in other media, such as gays and lesbians, urban natives, persons of color, holistic health therapists, AIDS activists, varsity athletes, East Asian students, women, animal rights and peace activists, etc.”

A breakdown of the music programming is also provided:

	Proportion of Total Music
Pop, Rock and Dance ⁶¹	47%
Country and Country-oriented ⁶²	
Folk-oriented ⁶³	10%
Jazz-oriented ⁶⁴	4%
Concert Music ⁶⁵	2%
Folk ⁶⁶	10
Jazz ⁶⁷	24%
Non-classic Religious ⁶⁸	3%

⁶¹ Subcategory 21: This subcategory includes music from the entire pop, rock and dance music spectrum. This music includes styles generally described as “easy listening”, “beautiful music”, “pop adult”, “soft rock”, “dance”, “rock and roll”, “rhythm and blues”, “jazz rock”, “folk rock” and “heavy metal”, as well as all other forms of music generally referred to as either MOR (middle-of-the-road) or rock. This subcategory includes musical selections listed in recognized trade publications as AC (Adult Contemporary), AOR (Album-Oriented Rock) or Dance.

⁶² Subcategory 22: This subcategory ranges from “country and western” and “bluegrass” to “Nashville” and “country-pop” styles and other music forms generally characterized as country, including musical selections listed in recognized trade publications as Country.

⁶³ Subcategory 23: This subcategory includes music in a folk style composed by the troubadours and chansonniers of our time, popular arrangements of authentic folksongs, and popularizations of folk idioms.

⁶⁴ Subcategory 24: Music sung or played in a popular style by performers with a jazz background, including “cocktail” jazz and jazz improvisation when presented against a popularized orchestral background, but not including jazz-rock, falling under subcategory 21.

⁶⁵ Subcategory 31: This subcategory includes: “classical”, music which embodies standards of form, structure and taste, established by artists through the centuries, as a means to communicate complex thoughts in the most coherent way, including music by a contemporary composer when it utilizes entirely or in modified form those established standards, but not including orchestrations of the entertainment music of our time, however classical in form; “opera, operetta and musical”, including grand opera, comic opera, music drama, narrative musical plays, operettas and extended dramatic excerpts of popular musical theatre, when performed in a full-cast version.

⁶⁶ Subcategory 32: Authentic traditional folk songs and dances.

⁶⁷ Subcategory 33: Authentic jazz containing a large element of improvisation, including early blues and gospel shouts, ragtime, Dixieland, authentic early swing including early golden age (late 30’s-40’s) and modern, bebop and “cool” jazz, Modern, Avant-Garde, Contemporary Jazz Fusion, New European, Afro/New World and contemporary jazz experiments, but not including jazz-rock, falling under subcategory 21.

⁶⁸ Subcategory 34: Music of the church or of religious faiths, other than in a classical form, or occurring in the course of a ritual service or other form of public worship, or having a jazz character.

12. UTCRI Financial Statements (Year Ended 1998)

Statement of Financial Position August 31, 1998		1998	1997
Assets			
Current			
Accounts receivable	\$	10,561	\$ 29,529
Prepaid expenses and sundry assets		509	4,428
		11,070	33,957
Capital - at cost less accumulated amortization		52,515	60,331
	\$	<u>63,585</u>	\$ <u>94,288</u>
Liabilities			
Current			
Bank indebtedness	\$	27,520	\$ 27,427
Accounts payable and accrued liabilities		136,303	35,981
		163,823	63,408
Net Assets			
Net assets internally restricted for capital purposes		52,515	60,331
Unrestricted net assets		(152,753)	(29,441)
		(100,238)	30,890
	\$	<u>63,585</u>	\$ <u>94,298</u>

Statement of Operations Year Ended August 31, 1998		1998	1997
Revenue			
Student Fees	\$	115,320	\$ 113,515
Rental		98,841	76,579
Fundraising		68,044	74,777
Advertising		43,928	60,579
Grants		3,285	1,700
Sundry		953	1,337
Membership Fees		246	750
		<u>330,617</u>	<u>329,237</u>
Expenses			
Wages		216,432	155,882
Rental		55,747	55,049
Professional Fees		29,836	23,946
Advertising and Promotion		28,516	9,626
Office and General		26,754	19,052
Telephone		23,476	18,419
Production and Studio		16,247	21,625
Fundraising		14,815	42,458
Insurance		11,695	3,160
Fees		8,974	4,990
Bad Debts (Recovered)		6,661	2,171
Travel and Conferences		5,477	-
Bank Charges and Interest		4,197	2,359
Amortization		12,918	15,083
		<u>461,745</u>	<u>373,820</u>
Deficiency of Revenues over Expenses	\$	<u>(131,128)</u>	\$ <u>(44,583)</u>

Statement of Changes in Net Assets Year Ended August 31, 1998		capital	Unrestricted	Total	Total
BALANCE - Beginning of year	\$	60,331	\$ (29,441)	\$ 30,890	\$ 75,473
- Deficiency of revenues over expenses		(12,918)	(118,210)	(131,128)	(44,583)
- Investment in capital assets		5,102	(5,102)	-	-
		(7,816)	(123,312)	(131,128)	(44,583)
BALANCE - End of year	\$	<u>52,515</u>	\$ <u>(152,753)</u>	\$ <u>(100,238)</u>	\$ <u>30,890</u>

Statement of Cash Flows Year Ended August 31, 1998		1998	1997
Cash and cash equivalents provided by (used in):			
Operating activities:			
Deficiency or revenues over expenses	\$	(131,128)	\$ (44,583)
Add charges to operations not requiring a current outlay of cash and cash equivalents:			
Changes in deferred revenue		12,918	15,083
		(118,210)	(29,500)
Net change in non-cash equivalent working capital balances related to operations		123,219	10,173
		5,009	(19,327)
Investing activities:			
Purchase of capital assets		(5,102)	(21,885)
Decrease in cash and cash equivalents		(93)	(41,212)
CASH AND CASH EQUIVALENTS - Beginning of year		(27,427)	13,785
CASH AND CASH EQUIVALENTS - End of year	\$	<u>(27,520)</u>	\$ <u>(27,427)</u>