



**BEST PRACTICES FOR CULTURAL DIVERSITY  
IN PRIVATE RADIO**

Submitted by

**GOLDEN WEST BROADCASTING LTD.**

November 2, 2012

## INTRODUCTION

Golden West Broadcasting Ltd. operates 40 radio stations, 16 online community portals and 6 websites in 24 markets across Manitoba, Saskatchewan, Alberta and Northwestern Ontario:

## RADIO STATIONS

1. CFAM Altona, MB
2. CHSM Steinbach, MB
3. CILT-FM Steinbach, MB
4. CFRY Portage la Prairie, MB
5. CJPG-FM Portage la Prairie, MB
6. CFRY-FM-1 Portage la Prairie, MB
7. CJRB Boissevain, MB
8. CHVN-FM Winnipeg, MB
9. CFEQ-FM Winnipeg, MMB
10. CKMW-FM Winkler/Morden, MB
11. CJEL-FM Winkler/Morden, MB
12. CKSW Swift Current, SK
13. CIMG-FM Swift Current, SK
14. CKFI-FM Swift Current, SK
15. CJSN Shaunavon, SK
16. CJSL Estevan, SK
17. CHSN-FM Estevan, SK
18. CKSE-FM Estevan, SK
19. CFSL Weyburn, SK
20. CKRC-FM Weyburn, SK
21. CHWY-FM Weyburn, SK (not yet launched)
22. CJYM Rosetown, SK
23. CFYM Kindersley, SK
24. CKVX-FM Kindersley, SK
25. CHAB Moose Jaw, SK
26. CILG-FM Moose Jaw, SK
27. CJAW-FM Moose Jaw, SK
28. CHBO-FM Humboldt, SK
29. CHRB High River, AB
30. CFXO-FM High River/Okotoks, AB
31. CKUV-FM High River/Okotoks, AB
32. CKVN-FM Lethbridge, AB
33. CHOO-FM Drumheller, AB
34. CFIT-FM Airdrie, AB
35. CFIT-FM-1 Airdrie/Cochrane, AB
36. CKFT-FM Fort Saskatchewan, AB (not yet launched)
37. CKQV-FM Vermilion Bay
38. CKQV-FM-1 Dryden
39. CKQV-FM-2 Kenora
40. CKQV-FM-3 Sioux Lookout

## COMMUNITY PORTALS

1. steinbachonline.com
2. portageonline.com
3. swiftcurrentonline.com
4. discovermoosejaw.com
5. pembinavalleyonline.com
6. discoverairdrie.com
7. discoverhumboldt.com
8. kenoraonline.com
9. manitobachristianonline.com
10. discoverweyburn.com
11. discoverestevan.com
12. drumhelleronline.com
13. highriveronline.com
14. okotoksonline.com
15. discoverwestman.com
16. westcentralonline.com
17. ignite107.com
18. chvnradio.com
19. MB.localjobshop.ca
20. sk.localjobshop.ca
21. ab.localjobshop.ca
22. garagesalejunkie.ca

In most of the communities where we operate, there is no daily newspaper and the nearest television station could be hours away in the larger, more metropolitan cities.

Quite often, our radio stations and community portals are the **only** local media service available in these smaller towns. Keeping these communities connected is vital – it is what we do. Golden West radio stations are an integral part of the fabric of these communities, providing an essential service to the listening audiences across the prairies.

## INDUSTRY COMMITMENT

Golden West strives to ensure a fair, accurate portrayal and reflection of the communities we serve by fostering respectful workplaces, providing accessibility to those with disabilities and ensuring we have workplaces that are free of discrimination and violence. We create and broadcast programming that has broad appeal to our diverse local listening audiences.

For fifty-five years, Golden West has dedicated significant resources into perfecting our unique local radio business model; providing an extraordinary level of local radio service to the smaller communities on the Canadian prairies. Local community service radio is an essential service for these smaller communities.

**Our brand of intensely local radio IS the collective “voice” of the local community**, reflecting cultural diversity through local news, local weather, local sports, local community activities and stories and most importantly, through local staffing. To achieve that level of continual local information, all employees are hired from the immediate local region. Our workforce is highly representative of the demographic

makeup of the individual communities where we operate; reflecting the unique diversity of these rural towns and regions.

## **APPLICATION AND IMPLEMENTATION**

As a radio broadcasting operation, the Canadian Association of Broadcasters (CAB) “Employment Equity Guide for Broadcasters” as well as the Canadian Broadcast Standards Council (CBSC) Codes continue to act as guidelines in developing best practices.

As a federally regulated industry, we have established an Employment Equity Committee which is highly reflective of our staffing demographics and geographical locations. We also submit annual Employment Equity reports to HRSDC and have maintained an excellent record to date.

## **CORPORATE ACCOUNTABILITY**

We continue to foster cultural diversity, both on the air and in our overall workforce. We are committed to ensuring barrier-free, respectful workplaces; our corporate culture strives to be inclusive, reflecting and encouraging diversity at all levels of the company.

Corporate accountability is overseen by the President of the Company in tandem with the Human Resources Manager to establish goals, develop best practices and to communicate/facilitate training at the radio station level.

As a federally regulated organization, Golden West has an Employment Equity Committee and we submit annual Employment Equity Reports to HRSDC. To date, we have maintained an excellent record.

Golden West is a member of Canadian Women in Communications, with both strong national and regional board representation and encourages participation and membership to this organization that promotes leadership and professional development for women in the Communications sector.

Three-quarters of our locations are wheel-chair accessible. If/when designing or building new studios, wheelchair accessibility is taken into account for general access as well as in the layout of the broadcast studios, washrooms and other areas.

## **RECRUITMENT**

Our radio stations have highly representative workplaces; our staffing is a direct reflection of the demographics of the smaller communities where we operate. One of the pillars of Golden West is that we “hire local” ....this means all recruitment activity is focused locally: local job/career fairs, high schools, local youth employment programs and internship programs. Recruitment ‘vehicles’ are our own local media products - local radio, local community portal, localjobshop.ca. These tools and resources are used to promote recruitment efforts locally to attract a diverse local employee base.

All new job postings and recruitment advertisements clearly state that Golden West is an equal opportunity employer and applications are encouraged from all designated groups in the general local region. All those meeting the required position qualifications are encouraged to apply.

## HIRE PACKAGES

All new employees joining Golden West are provided with a hard copy of our comprehensive hire package that includes the Employee Manual outlining the practices and policies of the company. The package also includes outlines the Sexual Harassment Policy, Employment Equity, "Myths & Realities" and "Workplace Accommodation". These documents are also available 24/7 on the internal employee website.

Employees are made aware of our commitment to providing safe, respectful and barrier-free workplaces; and know there is a zero-tolerance to any behaviour that contravenes these policies.

## REPRESENTATION

Representation in each of the four designated groups, as of August 31, 2012:

TOTAL EMPLOYEES	389
Women	194
Aboriginal Peoples	11
Persons with Disabilities	11
Visible Minorities	3

As shown above, women represent 49% of all employees. Additionally, this same designated group represents 46% of our Radio Station Managers and 60% of our Sales Consultants.

## INVESTING IN EMPLOYEES

We invest in our employees – and for the long term. It is our firm belief that this is the reason we have so very many long-term employees... 22% of our staff have been with us for 10 years or more!

Total Employees	389
10 years	34
15 years	18
20 years	14
25 years	8
30+ years	12

An extensive Benefits Plan is in place for all full-time employees inclusive of health and dental coverage, long term disability and short term disability insurance, accidental death and dismemberment, life insurance and ambulance/hospital coverage. A pension plan is also maintained and is mandatory for all employees who have completed two years of fulltime employment.

Golden West encourages memberships to professional organizations if relevant to their positions. Additionally, the company has long-standing ties to CWC (Canadian Women in Communications) and continues to have strong representation at both the national board level and regional chapter level.

Professional development and education opportunities to grow skills and abilities are available to employees. This may be identified during the performance review, on an as needed basis or as required for a specific position.

### **INTERNSHIP, MENTORING AND SCHOLARSHIP:**

Golden West radio stations regularly bring in interns or those on a practicum from local youth programs such as The International Youth Program Initiative (YIP), local high schools, organizations looking to place persons with disabilities or with the local educational institutions that teach communications, journalism and/or broadcasting.

Our CEO, President, Vice President and Accounting Manager are members of Canadian Women in Communications (CWC); our Human Resources Manager is on the Executive Committee of CWC's National Board. CWC is an organization that is dedicated to the professional development and leadership of women, particularly through mentorship.

The CEO is an active member of the Aboriginal Committee of the Manitoba Business Council; the Human Resources Manager liaises with the Aboriginal Employment Council for potential recruitment opportunities.

Staff - at every level of Golden West – are volunteers and members of countless organizations that promote mentorship and outreach in all the communities where we operate.

Golden West has established an annual Aboriginal Scholarship Fund (Roseau First Nations Reserve in Southern Manitoba). The company also provides scholarships to students at Briercrest College in Saskatchewan, and Providence College and Canadian Mennonite University in Manitoba.

### **PROGRAMMING**

#### **SPOKEN WORD, NEWS AND INFORMATION**

Golden West is committed to ensuring cultural diversity is reflected in our on-air product. Content is highly family-friendly and appeals to a very broad demographic. Each community has a unique and individual character – all programming content is reflective of that specific local community's personality and is relevant to its residents and listening audience

Golden West radio stations and community portals provide relentless and intensely local coverage of news, weather, sports and local community information and surveillance. Local announcer talk focuses on the activities of the local community, its residents, schools, churches, businesses, sporting groups and charitable organizations.

Newscasts are intensely focused on the activities and happenings of the local residents; reporting on the diversity of the community. We regularly bring in local experts to speak on any number of topics from a wide range of backgrounds to draw attention to public issues.

We continually strive for fair, accurate and representative reporting and coverage of all programming, announcer talk, news stories and anecdotal items.

For example:

- ≈ Oct 25, 2012: MIX 96.7 FM Morning Show was themed around the diversity of language in the City of Steinbach. We had on, as guests, members of the Filipino, German and Dutch communities and highlighted their language by having them participate in the entire morning show.
- ≈ February 2012: AM1250 Radio, MIX 96.7FM and SteinbachOnline.com participated in the 'Out Of The Blue" campaign. Broadcasting from events, running news stories, participating in activities and even turning our web portal "blue" for the entire "Blue Day"
- ≈ August 2012: CFAM Radio 950 highlighted Manitoba Paralympic athlete Michelle Stilwell. Competing in London 2012, she was featured on the morning show and the radio station hosted events in the Altona Mall featuring videos of her previous gold medal-winning wheelchair races. The radio station also held a coffee-break with staff that included a flag-signing ceremony and where the Town of Altona presented Michelle with a signed book of greetings and well-wishes from the community.
- ≈ June 2012: CKQV-FM- to celebrate National Aboriginal Solidarity Day (June 21st), Q104 had Randy White join the Q-Morning-Show from the 18th-21st and had short Ojibway lessons where Ken O'Neil was taught the Ojibway language. Randy is the Culture and Language Co-ordinator for the First Nation Student Success program at Bimose Tribal Council.
- ≈ October 2012: Q104 had Kay Rasmussen join the Q-Morning-Show, to talk about bullying due to sexual orientation. Kay Rasmussen is the co-ordinator of the Positive Spaces Alliance, and was hosting a weekend conference supported by the Ontario Healthy Communities Initiative. This also included information on adult & workplace bullying.
- ≈ August 2012: CJ1280 & Sun102 in aired news stories focusing on Bullying in late August. These stories included George Barker with the Canadian Red Cross in preparation for another school year and carried several messages about Cyber Bullying and its affect on everyone.
- ≈ April 2012: Magic 103.5FM, AM1190 and DiscoverWeyburn played an active role in raising awareness in support of Anti-Bullying with full coverage, National Pink Day and the Pink Shirt Parade. The coordinator for the event was a guest on the morning show and along with complete News coverage, announcers promoted the event, participated in the parade and discussed throughout the day.
- ≈ September 2012: CFIT-FM Airdrie hosted the Performance Zone at Airdrie Fest event which included ringing on a dance troupe from Africa, a Tae Kwon Do instructor Master, ZUMBA performers amongst others.
- ≈ Ongoing: CFIT-FM Airdrie regularly airs stories on bullying, cyber-bullying. Included on-air interviews.
- ≈ September 2012: CFIT-FM Airdrie participated in the 5<sup>th</sup> annual Alberta Culture Days, Alberta's largest celebration of arts, heritage, cultural diversity and provincial pride.

- ≈ October 2012: CFXO-FM Okotoks aired stories on Canadian Food Grains Bank supporting a large food aid program in the Sahel Region of West Africa
  - ≈ Nov 18, 2011: CHRB High River covered International Education Week and programs like "Building Hope", where Red Deer Lake School raised \$21,000 last year to build a school in Kenya or the UNESCO associated school Spitzee Elementary, which raised money for a playground project for the small village of Mieze in Mozambique, Africa.
  - ≈ Fall 2012: CHRB High River reported on the Christian Mission Aid with the Kenyan coordinator for the Women's Rescue in Kenya
  - ≈ September 2012: CHOO Drumheller took part in Culture Days, involving live local entertainment and demonstrations of the different culture groups living in the valley.
- Fall 2012: Local Philippine family has come upon hard times, so we ran a few stories to share the word and help raise money for a funeral for one of their family members.
- ≈ February 2012: CHOO Drumheller covered Black History Month in February, sharing local events happening in the province.
  - ≈ August 2012: Coverage on CHOO Drumheller of Danish farmers visiting one of the local communities to learn more about Alberta's farm operations.
  - ≈ As part of Moose Jaws annual ethnic festival "Motif", 800 CHAB created a special segment in "The Heartland at Noon" that focused on new Canadians from the Philippines and Africa. They told the stories of where they came from, and what it means to them to be Canadian.
  - ≈ "Manitoba in Motion" – a Golden West in-house produced feature that airs on many of our Manitoba radio stations and regularly features Special Olympic athletes.

### MUSIC/EMERGING ARTISTS

Significant efforts are taken to seek out and promote local artists, concerts and events with in-studio, on-air interviews and announcer-talk promotion of local musicians. Golden West continues to make Canadian Content Development contributions to local musicians and emerging artists, whose music gets regular airplay. On average, our radio stations play a minimum of 3-5% emerging artists.

There is on-going extensive coverage of local music festivals and other art and music-related community events. Golden West stations are major supporters of local musical artists and the various local venues and communities where they perform. In addition, Golden West staff regularly host or emcee these events. Devoting considerable financial support, airtime and promotion, we continue to provide exceptional and extensive coverage to countless local musicians, enhancing the cultural diversity of voices in the region.

"Made in Manitoba" is a weekly Golden West in-house produced music program. This program features emerging local artists and has showcased Métis artists Marc Morriseau, Ali Fontaine, Errol Ranville, Sierra Noble and Don Amero.



## **COMMUNITY SUPPORT**

Golden West supports innumerable organizations through promotional airtime, volunteer time, on-air interviews and MC's/hosts. Local community involvement is highly encouraged. Our people are involved in local Chambers of Commerce, local sports organizations, Arts Councils, immigration and refugee aid groups, food banks and so much more.

Because Golden West staff are local, the organizations they volunteer for are local; they live, work and play in these communities. These activities are of great importance to our employees and as a result, this is naturally reflected in all the programming content of the radio stations.

- ≈ Rob Carnie of CHAB in Moose Jaw won the 2011 Saskatchewan Media Award from the Canadian Mental Health Association for his continued support of the local branch of the CMHA.
- ≈ Al Friesen of CFAM in Altona was the recipient of the Award of Distinction from Manitoba Alzheimer Society for his ongoing efforts in events like hosting coffee breaks, MC'ing, walking in annual walks and moderating public discussion panels

Just a few organizations across the prairies that have benefited from Golden West involvement:

- ≈ Empty Stocking Funds, Food banks
- ≈ Regional Health Authorities
- ≈ Girls baseball and hockey teams
- ≈ Stony Mountain Chapel Prison Ministries
- ≈ Genesis House Women's Shelter
- ≈ Altona Refugee Network
- ≈ Special Olympics Truck Convoy
- ≈ Manitoba Alzheimer Society
- ≈ Anna's House
- ≈ Farmers with Disabilities Program
- ≈ Mennonite Central Committee
- ≈ Peace and Dignity Run -- Alaska to Guatemala Aboriginal people's run
- ≈ Big Brothers/Big Sisters
- ≈ Local Youth Groups
- ≈ Cinderella Project
- ≈ 4-H
- ≈ Canadian Food Grains
- ≈ Immigration and Refugee Organizations
- ≈ Valley Rehab
- ≈ Refugee and immigration aid
- ≈ Steinbach Association of Youth Leaders
- ≈ U-Turn House
- ≈ Community housing/homelessness initiatives
- ≈ Canadian Mental Health Associations
- ≈ Yellowquill School
- ≈ Local Autism Organizations
- ≈ Local Multi-cultural Associations across the western prairies

- ≈ Gallery in the Park
- ≈ Moose Jaw Multicultural Council
- ≈ Saskatchewan Arts Board
- ≈ Moose Jaw Music Festival
- ≈ Steinbach Arts Council
- ≈ MS Walk
- ≈ 10th annual Red River Métis Red River Cart Emerson to St Norbert Trail Ride
- ≈ Developmental Disabilities Resource Centre
- ≈ Compassion Canada and other mission/service organizations
- ≈ Special Olympics
- ≈ Paralympics
- ≈ Community Foundations
- ≈ Sylvia's Dream House

### **INTERNAL COMMUNICATIONS:**

Golden West continues to communicate and inform employees of diversity policies and practices that are in place. Managers are encouraged to recruit from all designated groups and to be highly aware of our diversity best practices.

Managers and supervisors are informed of diversity initiatives which they then communicate to their employees at the local level.

Communication can also take the form of general staff meetings, email communiqués or posting items to the employee website

Exit interviews are encouraged as a further resource in identifying gaps and/or barriers that may exist.

### **CONCLUSION**

We will stay the course; ensuring our workforce is representative of the communities where we operate, maintaining respectful, accessible workplaces and consistently and accurately reflecting all of our unique communities, on-air and online.

Golden West radio stations are the “voices” of their communities - in Manitoba, Saskatchewan, Alberta and Northwestern Ontario – and these radio stations reflect the cultural diversity in all the communities we are licenced to serve.