



Newcap Radio

Cultural Diversity Plan

2008 Annual Report

Submitted January 12, 2009



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Introduction

Newcap Radio is a Canadian broadcast company that focuses on continuing to develop a radio presence serving small and large markets with equal commitment to service and to meeting the objectives of the Broadcasting Act. The following excerpt identifies Cultural Diversity in broadcasting as one of the basic tenets of the Broadcasting Act:

(d) The Canadian broadcasting system should

(i) serve to safeguard, enrich and strengthen the cultural, political, social and economic fabric of Canada,

(ii) encourage the development of Canadian expression by providing a wide range of programming that reflects Canadian attitudes, opinions, ideas, values and artistic creativity, by displaying Canadian talent in entertainment programming and by offering information and analysis concerning Canada and other countries from a Canadian point of view,

(ii) Through its programming and the employment opportunities arising out of its operations, serve the needs and interests and reflect the circumstances and aspirations, of Canadian men, women and children, including equal rights, the linguistic duality and multicultural and multiracial nature of Canadian society and the special place of Aboriginal peoples within that society.

Newcap Radio is committed to maintaining a corporate culture that embraces diversity in both its workplace and in the programming that we deliver to the public in all communities that Newcap serves. We recognize that effective implementation of a Cultural Diversity Plan requires our commitment to all constituents – to our workforce, to our listening audience and to the communities we serve.

Following is a list of communities across Canada served locally by Newcap Radio. In many cases, in some of the smaller communities, Newcap provides the only local media service.

| Alberta | | |
|------------------------------|------------|--------------|
| 850 The FOX Athabasca | Athabasca | Classic Hits |
| Mountain Radio | Blairmore | Country |
| Kool-FM | Bonnyville | Top 40 / POP |
| Q13 | Brooks | Country |
| The Fox | Brooks | Classic Hits |



| | | |
|---|---------------|--------------|
| XL 103 fm | Calgary | Classic Hits |
| FUEL 90.3 FM | Calgary | Triple A |
| Cam FM | Camrose | Classic Hits |
| CFCW | Camrose | Country |
| K-ROCK 95.3 - Lakeland | Cold Lake | Rock |
| Q91 | Drumheller | Country |
| K-97 | Edmonton | Rock |
| Capital-FM | Edmonton | Classic Hits |
| The FOX Radio Group-CFXE | Edson | Classic Hits |
| K-Rock 100.5 | Fort McMurray | Rock |
| The FOX Radio Group-CFXG | Grande Cache | Classic Hits |
| 1020 The FOX High Prairie | High Prairie | Classic Hits |
| The FOX Radio Group-CFXH | Hinton | Classic Hits |
| The FOX Radio Group-CFXP® Jasper | Jasper | Classic Hits |
| Big Dog 103.5 | Lac La Biche | Classic Hits |
| CILR | Lloydminster | Tourism |
| CTV | Lloydminster | Television |
| Newcap Television | Lloydminster | Television |
| Lloyd-FM 95.9 | Lloydminster | Country |
| KG Country 95.5 | Red Deer | Country |
| Z99-FM | Red Deer | Rock |
| 92.7 The FOX Slave Lake | Slave Lake | Classic Hits |
| 1310 Cat Country | St. Paul | Country |
| Q14 | Stettler | Country |
| Key 83 Cat Country | Wainwright | Country |
| Wayne-FM | Wainwright | Classic Hits |
| 1370 The FOX Westlock | Westlock | Classic Hits |
| W 1440 | Wetaskiwin | Classic Hits |
| The Rig 96.7 | Whitecourt | Rock |

British Columbia

| | | |
|-----------------------|---------|---------|
| Mountain Radio | Elkford | Country |
|-----------------------|---------|---------|

Manitoba

| | | |
|----------------|----------|----------------|
| Hank-FM | Winnipeg | Specialty |
| CKJS | Winnipeg | Multi-Cultural |

New Brunswick

| | | |
|----------------|-------------|---------|
| Fred-FM | Fredericton | Rock |
| C103 | Moncton | Rock |
| XL96 | Moncton | Country |

Newfoundland and Labrador

| | | |
|--------------------------------|---------------------|---------|
| CKIM | Baie Verte | News |
| Kixx Country | Carbonear | Country |
| Radio Labrador | Churchill Falls | News |
| K-Rock | Clarenville | Rock |
| CKVO | Clarenville | News |
| K-ROCK 103.9 | Corner Brook | Rock |
| CFCB | Corner Brook | News |
| CFDL | Deer Lake | News |
| K-ROCK 97.5 | Gander | Rock |
| VOCM Radio Network-CKGA | Gander | News |
| Radio Labrador | Goose Bay | News |
| VOCM Radio Network-CKCM | Grand Falls | News |
| K-Rock | Grand Falls-Windsor | Rock |



| | | |
|-----------------------------|---------------------|--------------|
| K-Rock | Grand Falls-Windsor | Rock |
| CHCM | Marystown | News |
| CFNW | Port au Choix | News |
| CFGN | Port aux Basques | News |
| CFCB | St. Andrews | News |
| CFNN | St. Anthony | News |
| 590 VOXM | St. John's | News |
| K-ROCK 97.5 | St. John's | Rock |
| HITS-FM | St. John's | Top 40 / POP |
| Radio Newfoundland | St. John's | News |
| K-Rock | Stephenville | Rock |
| CFSX | Stephenville | News |
| Radio Labrador | Wabush | Top 40 / POP |
| Nova Scotia | | |
| KIXX | Halifax | Country |
| KOOL 96.5 | Halifax | Classic Hits |
| Q104 | Halifax | Rock |
| K-Rock 89.3 | Kentville | Rock |
| The Giant 101.9 | Sydney | Top 40 / POP |
| Ontario | | |
| LIVE 88.5 FM | Ottawa | Rock |
| Hot 899 | Ottawa | Top 40 / POP |
| Big Daddy | Sudbury | Classic Hits |
| 105.3 The Giant | Thunder Bay | Rock |
| Magic 99.9 | Thunder Bay | Top 40 / POP |
| Prince Edward Island | | |
| K-ROCK 105.5 | Charlottetown | Rock |
| Ocean 100 | Charlottetown | Classic Hits |

Corporate Accountability

Newcap Radio Employment Equity Mission Statement

“Newcap Radio is committed to creating a respectful workplace that is barrier free and a workforce that reflects the diversity of the communities we serve. Employment Equity is a continuous process to which Newcap is committed. It is part of the corporate culture and is recognized for its positive contributions to the company’s business and financial success.”

Designation of Senior Executive

The reporting guidelines require that Newcap Radio identify a senior executive who is accountable for the Cultural Diversity practices of its organization. This individual is Ms. Glenda Spenrath, Director of Operations. Ms. Spenrath is responsible to Mr. David Murray, Chief Operating Officer, in the fulfillment of these duties. Ms. Spenrath is also responsible, in collaboration with station and corporate management, for the establishment and dissemination of the



company's goals and progress thereon for the benefit of all Newcap employees, our audiences and the communities we serve.

Newcap Radio's Cultural Diversity Goals

1. It is our goal that Newcap Radio maintains a corporate culture throughout all levels of our organization that fosters the acceptance of the diversity that exists within individual communities and within Canada as a whole.
2. It is our goal that all members of the Newcap organization understand the richness that exists within a multicultural nation and how that richness can be celebrated to strengthen the social fabric of Canada.
3. It is our goal that all Newcap employees appreciate the unique opportunity that we as broadcasters have to be leaders in propagating the messages of equality and acceptance of diversity in Canada.
4. It is our goal to ensure that our programming accurately reflects the diversity of the communities we serve, and that the quantum of our programming relevant to diverse members of our audience is representative.
5. It is our goal that the workforce employed by Newcap Radio be representative of the diversity that exists within the communities we serve.

Cultural Diversity Plan

To ensure that Cultural Diversity goals and initiatives are monitored, we have established the following plan:

1. An administrative position has been created for the sole purpose of providing support to Cultural Diversity initiatives.
2. The "Newcap Radio Best Practices for Cultural Diversity" document was produced and delivered to all Newcap employees. It has also been incorporated into our Human Resources manual and forms part of our Newcap New Hires employee orientation package.
3. Meetings are held on site at a minimum annually with station management, to review and discuss the company's Cultural Diversity objectives.
4. A formal monthly reporting regime has been instituted for all stations, to document programming initiatives undertaken, so that we may ensure that our programming is of relevance to diverse audience members.
5. Annually the results of our Cultural Diversity initiatives are provided to management and a forum is made available for discussion of the results for the purpose of enhancing future programming.



6. The annual Cultural Diversity report is delivered to all station management and is made available to all Newcap employees.

Programming

Newcap Radio operates 63 originating stations in 43 markets across Canada, consisting of 2 television stations and 61 radio stations. To manage these multiple locations effectively, we view the larger markets individually and have organized the smaller market stations into geographic regions to facilitate the sharing of resources. Each station operates autonomously and is responsible to program the station according to licence requirements, format selection and community reflection.

Our workforce initiatives are designed to ensure that all of our staff, and particularly the on-air talent, reflects the diversity of our audience. Representation of our staff by region and job classification are tracked and reported to management to ensure that our recruiting practices align with our cultural diversity goals.

Programming initiatives at all Newcap stations include the following components:

1. A formal monthly reporting structure, whereby each station reports both non-news and news programming events that may be relevant to diverse audience members.
2. Regular and frequent on-air guests, commentators or experts representing a cross-section of interests in the community. Station management is responsible to ensure that such guests are representative of the diversity that exists in the market. These events and the guests they invite are included in our monthly reporting process.
3. Feedback to those with programming responsibilities. The data received in our monthly tracking of programming initiatives are provided to all programming personnel for the purpose of evaluation and enhancement of future initiatives.
4. An understanding of the objective to cover stories of relevance to ethnic audiences not merely in the context of cultural events, but in the broader context of their day-to-day lives.
5. Mandatory attendance by Newcap staff at community events and the sponsoring of these events on-air to ensure we are in tune with public interests.
6. Public accessibility via telephone, fax, texting, email as well as in-person access to on-air personnel at our local offices.



As part of our corporate culture, Newcap on-air personnel are re-enforced by management of their responsibility for the fair, accurate and representative portrayal of cultural diversity in our programming.

The number of events and news stories covered by Newcap stations across the markets in which we operate are far too numerous to document in their entirety in this report. The following samples extracted from the station groups will illustrate the form and content of our News and Non-News programming broadcasts that reflect the interests of our diverse audience.

Winnipeg

Newcap Radio operates 2 radio stations in the Winnipeg market. CKJS-AM is a multi-cultural, multi-lingual station. CHNK-FM broadcasts in a specialty format.

CKJS-AM

On CKJS-AM, we broadcast in 19 languages, serving more than 20 different ethnic groups. Following is an extract from our website that describes in further detail our multi-cultural, multi-lingual non-news programming.

We Speak Your Language.

Welcome to CKJS, Winnipeg's home of Multi-Lingual programming. For the past 33 years, CKJS has built a heritage around the concept of inclusion. Winnipeg is one of Canada's most Multi-Cultural cities. CKJS reflects this diversity by providing programming in 19 different languages each week providing expression for the many ethnic communities we serve. From the most popular and recognizable musical selections, timely coverage of news, public affairs, weather, sports, traffic and community events, you can count on CKJS to deliver the very best of cultural expression.

CKJS listeners are the reason we are "The station that speaks your language". Tune in CKJS on 810AM or listen to us anywhere in the world on-line by clicking on "listen live" above. No matter where or when you listen, there is a whole world to discover on CKJS.

Filipino Programming

CKJS's Filipino radio programs cater to 50,000 Filipino-Canadians in Winnipeg. Every weekday morning, the Filipino community wakes up to the sounds of "Good Morning Philippines". Three solid hours of music, news and information via satellite from the Philippines and from around the world.

Filipino love music. "Afternoon Pasada", "Tunog Pinoy Pang Sabado" and "Pinoy Saturday Night" feature a mix of the latest in contemporary music as performed by popular artists from Manila along with the best loved "Kundiman" (Filipino love songs) and traditional music.



Chinese Programming.

Winnipeg's Chinese community consists of approximately 25,000 people from Hong Kong, Main China and Taiwan.

The Chinese program appeals to both young and old as it features the unique sound of traditional Chinese music as well as the new contemporary favorites. The program audience includes also the large population of Chinese students on Visa in Canada.

German Programming

Winnipeg is a city rich in cultural diversity. Within this ethnic picture we find more than 90,000 people of German origin including a large number of Mennonites. Their contribution to our cultural mosaic is unique and unforgettable and is sustained by a quiet confidence and desire to retain their identity as German-Canadians.

An important part of maintaining one's identity is through music and language. CKJS takes pride in bringing the world to Winnipeg, and as become the medium, the connecting point, by which many people maintain contact with Germany.

The German program uses a contemporary approach to present music, news and information from Germany. A blend of music including new and old, vocal and instrumental is featured in an informed and professional manner. Pleasant afternoon conversation is punctuated by interesting guests, special reports and local, national and international news on the half hour.

Ukrainian Programming

Ukrainian language programming on CKJS reflects the diversity of musical tastes within Winnipeg's Ukrainian community. Our Monday and Tuesday programs are produced and hosted by Ivas Zulyniak and Breanne Korban. Wednesday's program produced and hosted by Marta Skrypnyk.

The Ukrainian programs offer an eclectic mix of the newest pop and rock music from Ukraine, dance favorites, folk classics, and much more.

Ukrainians love music and good life. This is reflected in our Thursday, Friday and Saturday programs when Dean Wasylowski features a mix of traditional Ukrainian music from the Canadian Prairie regions. Wedding songs and traditional Kolomyjkas blend together with a touch of country style music in this entertaining Zabava programming.

Ukrainians represent one of the two largest ethnic groups in Manitoba, with well over 79,000 people claiming Ukrainian origin, and more than 32,000 claiming Ukrainian as their mother tongue.

Italian Programming

Songs of yesterday are interspersed with the latest hits in Italy to cover all musical tastes and ages. In fact the program strives to educate its listeners to appreciate modern Italy, to merge the old with the new, an important factor in attracting younger second generation Italian-Canadian to learn to value their cultural roots.

Thanks to satellite hook-ups with RAI, the national Italian radio and television network, daily news reports focusing on Italian and world events are featured. Sports fans also get their daily dose of the late-breaking results of their favourite soccer teams.

Polish Programming

Radio Polonia is a vital link between Poland and the large Polish community in Manitoba, Radio Polonia is very active in the local community. Throughout the years Radio Polonia has participated in fund raising events helping collect more than \$300,000 for community projects. Radio Polonia presents a program of music, news and information from Poland and around the world. The talented team of announcers assembled for the production of this program provides also a healthy mix of public affairs programs, interviews, contests, and special programs.



Portuguese Programming

The Portuguese program of Manitoba airs three times weekly on CKJS. It caters to approximately 20,000 Portuguese immigrants in and around the Winnipeg area.

Listeners can look forward to an informative and entertaining program featuring the very latest hits as well the favorite classics. Listeners are kept up to date with the recent events in Portugal through hourly satellite reports from Portugal and around the world.

The Portuguese community of Winnipeg is very tied to their roots, and the Portuguese program provides the community with a great source of Portuguese information and entertainment.

Slovenian Programming

The Slovenian Program on CKJS reflects the extraordinary rich sound of the beautiful country of Slovenia.

The Slovenian program offers a mix of traditional and contemporary music. Interviews and community news are part of this weekly program.

Hungarian Programming

Winnipeg's Hungarian community may be small in numbers, but is very vibrant and culturally rich. The weekly Hungarian radio program presents a mix of traditional and contemporary music.

The radio program on CKJS is the only musical link to the beautiful sounds of the Old Country.

Caribbean Programming

The Caribbean program targets a community of well over 25,000 people. Listeners craving for music and news from the Caribbean Islands can now satisfy their needs by tuning to CKJS 810 and the Caribbean radio program.

CKJS's Caribbean Program is more than just music. The program features extensive coverage of local events, including cultural and community issues, and much more.

East-Indian Programming

The exotic sounds of the East-Indian Continent can be heard every Tuesday and Wednesday on CKJS.

Winnipeg's 16,500 large Punjabi and Hindi community tune in regularly to listen to their favorite East Indian songs including "Bangra", a new form of East Indian dance music which has quickly made its way into mainstream dance scene across North America and all over the World.

China Radio International

China Radio International provides news and information from China and around the World, in-depth Reports on Current Affairs, financial and business reports, and tourism and travel information!

Spanish Programming

Winnipeg's Central and South American communities continue to grow at a very rapid pace. Our Spanish program is heard Monday afternoon's from 1:00pm - 2:00pm and Tuesday evenings from 10 to 10:30pm

This program provides listeners with a variety of current musical hits from virtually every Central and South American country. The lively beat of Latin American music attracts an array of non-latino listeners.

Jewish/Yiddish Programming

This radio program brings a variety of folk and popular music, emphasizing the Yiddish language and its great musical and cultural heritage.

In addition to music, news and information, the Jewish Hour presents interviews with local newsmakers as well as with leaders of the Israeli political scene.



Irish Programming

The Irish programming on CKJS reflects the extraordinary rich sound of the Emerald Isles. The Irish program offers a mix of the purest form of traditional Irish music together with the worldwide appealing sound of Irish folk music. Interviews and community news are part of this weekly program.

The Irish program is truly an oasis of beautiful music, not only for the multitude of Irish listeners, but also for everyone who enjoys and loves this unique and extraordinary sound.

Vietnamese Programming

The one hour Thursday Program is produced by Ba Van Nguyen and Coi Nguyen. It features news and information from Vietnam and Canada and the very best in musical entertainment from Vietnam.

Russian Programming

Winnipeg's Russian community consists of approximately 4,000 people. A large number of them arrived in Manitoba within the last five years. In addition to Russian listeners, Ukrainians tune in to this enjoyable program. Russians can now enjoy news and a mix of contemporary and traditional music.

Your World and Mine:

Featuring World Music from Africa and Around the world.

Music that Educates, Entertains, Enlightens and Informs listeners.

In terms of News programming, each feature broadcast in each of the 19 languages contains a news component, broadcast in this specific language. The content and is researched and written to appeal to the audience of that language and culture. To accomplish this, Newcap Radio employees individuals in each of the languages broadcast. These individuals source their news from ethnic communities within Winnipeg as well as from news obtained from the country of origin. As a result, 100% of its news programming would be directed towards a diverse audience.

CHNK-FM

CHNK-FM is licenced to broadcast in the Specialty format. The genre chosen is gospel music with influence from country artists. These would includes tunes such as "Jesus take the Wheel" by Carrie Underwood, "Thank God I'm Forgiveness" by Willie Mack, "God Doesn't Make Mistakes" by Carolyn Dawn Johnson, "The Bible and the Belt" by Bucky Covington, "Get Up in Jesus Name" by Leanne Womack, "Somebody Said a Prayer" by Billy Ray Cyrus and "Faith in You" by Randy Travis.

Hank-FM shares a common studio facility and personnel with its multi-cultural sister station, CKJS-AM. As a result, any news or non-news programming that would appeal to a wider audience is translated and cast on CHNK-FM in addition to CHNK-FM's news content.



The staff of CHNK-FM participate in national initiatives of Newcap Radio when they involve the aboriginal community of Winnipeg. A recent example includes Newcap's sponsorship of the Aboriginal Peoples Choice Awards hosted by the Manito-Ahbee Festival 2008 Association.

Ottawa

Newcap Radio operates 2 radio stations in the Ottawa market. The format of CIHT-FM is Top 40/Pop. The format of CILV-FM is Alternative Rock. The stations are primarily entertainment based stations with a heavy focus on the music. As a result, spoken word content is minimal on both Ottawa stations.

CIHT-FM

CIHT-FM frequently gives airtime to emerging Canadian artists, some of whom represent aboriginal peoples, persons with disabilities and persons of visible minority. With its format, CIHT-FM has mass appeal and allows us to bring the music of emerging artists to a wide demographic of listeners. In addition to airplay, on occasion this station will invite artists into the studio to play live over the air. In a market such as Ottawa, where this station has a strong audience following, airplay can provide exceptional exposure to a new artist.

Non-News Programming samples:

- M.I.A. is an example of an emerging artist of diverse background aired on this station. Her birth name is Mathangi "Maya" Arulpragasam, and she is of Tamil/Sri Lankan decent. Her music has been called a mix of dancehall, electro, jungle, and world music. A few of her titles include Paper Planes (top 40 hit), Sunshowers and Galang.
- Summer Solstice Aboriginal Arts Festival – an event celebrating Aboriginal culture, talent, music, foods, traditions. The event is held in conjunction with National Aboriginal Day
- Carleton University 7th Annual New Sun Conference on Aboriginal Arts. Reaching Back and Reaching Out! A one-day celebration featuring Aboriginal arts professionals from across Canada!

CIHT-FM aired a number of stories of relevance to diverse audiences during 2008.

News Programming samples:

- Protest in Gatineau: More than 300 parents, children and chiefs from the different First Nations in Quebec were in attendance at the headquarters of Indian and Northern Affairs Canada in Gatineau to denounce what they say is scandalous under-funding of their education.

- A group of First Nations is calling for an inquiry into why its members appear to have been excluded from Ontario's jury rolls for nearly a decade. The situation came to light during a coroner's inquest into the deaths of two men who died in a 2006 fire at Kashechewan jail.
- The Mohawk Council of Akwesasne has donated \$1 million to the Cornwall Community Hospital. The money is to be dispensed over five years. "The contribution represents our willingness to work with neighbouring communities and our commitment to provide high-quality hospital care to the community of Akwesasne," said Council Grand Chief Tim Thompson.
- Cornwall, Ontario Assembly of First Nations Chief Phil Fontaine is campaigning to get aboriginals across the country to vote in the federal election. Fontaine in a speech near Cornwall, Ontario said he respects the decision of some aboriginals not to participate in the election, but he is encouraging them to take an interest in something that could have impact on their lives.

CILV-FM

CILV-FM, formatted to Alternative Rock, reaches a younger demographic than its counterpart, CIHT-FM. The interests of this demographic can be, and often are, very different from those in the 25-54 age.

A sample of community events publicized includes:

- Wabano Centre for Aboriginal Health "Igniting the Spirit" Gala at the Canadian Museum of Civilization. Amazing night of the best Aboriginal food, culture and entertainment. Proceeds go to support urban Aboriginal Children and Youth Programs, focusing on fitness, cultural reclamation, artistic expression and pursuing dreams.
- Spirit Gala to raise funds for the Aboriginal Arts Centre
- Summer Solstice Aboriginal Arts Festival – celebrating Aboriginal culture, talent, music, foods, and traditions. The event is held in conjunction with National Aboriginal Day
- Nine Year Old South Asian Girl is the youngest Microsoft Professional
- Story about Witch Hunts in central India and how the Indian government has enacted a law against Witch hunts
- Japanese men and women are breaking plates to ease financial stress in Japan.

Interviews conducted with guests on Live 88.5:

- Glen Mooney Camp quality Kids with Cancer
- Julien Lavoie Capital pride Gay pride parade
- Alex Keller Run for the Rhein Rhein hospital (Kenya)
- Don Kelly Aboriginal peoples Day of action



- Martha Archibald Taste for justice Amnesty International
- Dave Irwin Brain injury foundation
- Foyer Angels Foundation to raise funds for the Haitian Orphans Disaster

News Programming samples:

- Lederhosen run for Africa
- Aboriginal Study, Life after James Bay
- Aboriginal Voices – An Evening of Aboriginal Video Artists
- Chantal Petitclerc of Montreal won gold medals in the 200 and 800 metre wheelchair races at the Paralympics in Beijing yesterday.
- The University of Ottawa will host the first Ontario research chair in Métis studies. Creation of the chair was announced last year, and the provincial government provided an initial \$2-million endowment to the Council of Universities in support. The province pledged another \$1 million this year that was matched by the University of Ottawa. The goal is to create a greater common understanding of the Métis in Ontario as well as support the province's aboriginal education strategy.
- Flights are now leaving again from the Bangkok airport. Canadians trapped in Thailand are on their way home.
- Asian airline is offering free flights throughout Thailand to convince tourist that the area is safe once again
- First black NHL player named to Order of Canada

Edmonton

Newcap Radio operates CKRA-FM, a Classic Hits station, and CIRK-FM a Classic Rock station in the Edmonton market.

CKRA-FM

CKRA-FM, operating as Capital FM, was re-launched in the Classic Hits format in March, 2008. It is a community focused station with the majority of its programming of relevance to diverse audiences coming from non-news content.

Non-News Programming samples:

- A Taste of Edmonton – Newcap Edmonton was exclusive Radio Sponsor of this huge festival featuring the best ethnic cuisine the city has to offer. K-97 Broadcasted Live each weekday of the event from 9a – 2p and Emceed the Entertainment throughout the event.
- Attended and promoted the Canadian Diabetes Blue-la-hoop event. Also listed this event on our website
- Edmonton Heritage Festival - Sponsoring station and had a booth set-up at the event.



- Little Big Run – We were a sponsor and on location during this event that was encouraging Edmontonians to get physically active and promoted healthy living with all proceeds donated to kids programs in Edmonton.
- PSA's for Habitat for Humanity to assist with volunteer recruitment.

News Programming samples:

- Benefit concert held for Arne Mackowosky, a Wetaskiwin area farmer who had his leg amputated due to infection.
- Interview with Native Trio "Asani" to promote the Esquao Awards at the Shaw Conference Centre.
- Interview with Crystal Shawanda on National Aboriginal Employment Initiative.

CIRK-FM

CIRK-FM, operating as K-97 is a Classic Rock station. With a strong emphasis on the music, spoken word programming is skewed to conversational content as opposed to news.

Non-News Programming samples:

- A Taste of Edmonton – Newcap Edmonton was exclusive Radio Sponsor of this multi-cultural festival broadcast live by both of our Edmonton stations.
- Ride For Dad – A K-Rock sponsored Motorcycle Run to Fight Prostate Cancer. Midday Announcer – Rob Berg hosted and participated in run. Ride For Dad took place in Enoch First Nations Reserve with a large aboriginal attendance.
- Recruitment Interview with EPS – equal opportunity employers
- Skate North Project – collected skates and equipment to be sent to the children in Igloolik, NWT

News Programming samples:

- Fort Chipewyn health concerns rally at the legislature
- Wheelchair rugby team finds chairs
- Samson Cree Nation fatality

Calgary

Newcap Radio has 2 licences in the Calgary market. These are the newly launched CFUL-FM (March 12, 2007) and CFXL-FM which is a Classic Hits station.



CFUL-FM

Non-News programming samples:

- Promotion of Viva Chile Latin Festival
- Promotion of Festival Multicultural event
- Promotion of Expo Latino Multicultural event
- Fundraising walk at Sunshine Village for Schizophrenia victims
- Promotion of Worldwide WOW international photo exhibit and gala raising funds for long-term programs designed to elevate people beyond poverty
- Immigrant Services Calgary – promoted the “Immigrants of Distinction Awards” which recognize individuals who provide assistance to new residents of Calgary

News programming samples:

- Prime Minister apologizes to Aboriginal community for schools
- Recognition Day to promote awareness of Fetal Alcohol Syndrome
- News coverage of the Immigrants Aids Awards

CFXL-FM

Non-News programming samples:

- Promotion of Indian Village at Calgary Stampede
- Promotion of Jewish conference
- Canadian First Nations Day
- Promotion of Worldwide WOW international photo exhibit and gala raising funds for long-term programs designed to elevate people beyond poverty
- Immigrant Services Calgary – promoted the “Immigrants of Distinction Awards” which recognize individuals who provide assistance to new residents of Calgary

News programming samples:

- Aboriginal Peoples Protest Energy companies Alberta
- AISH – Funding Increased for Physically and Mentally Challenged
- Violence at Hobemma First Nations Community
- Mental Illness: Association of Self Help

Camrose

Newcap Radio operates 2 radio stations in Camrose, Alberta. CFCW-AM is a heritage Country AM station and CFCW-FM is a Classic Hits station.

CFCW-AM

Non-News Programming samples:

- Interview with Aboriginal Trio “Asani” to promote the Esquao Awards at the Shaw Conference Centre



- Skate North Project – collected skates and equipment to be sent to the children in Igloolik, NWT.
- Aboriginal Peoples Choice Awards (to be held in Manitoba) Provided 20 x 30 second PSA's to promote entries for the awards
- Aboriginal Day – CFCW Prize Patrol on location at the Métis Crossing with live phone in reports
- Live on air interview with Crystal Shawanda 5:30 – 6:00 p.m. Concert on the CFCW stage featuring Crystal Shawanda 6:15 – 7 p.m. Provided 90 x 30 second spots to promote her debut CD.
- Aboriginal Day at the Taste of Edmonton. CFCW broadcasted live from the event
- Provided promotions for the Shane Yellowbird Concert Sept. 20. Shane Yellowbird's roots are in the Hobemma First Nations community 1 hour south of Edmonton
- Interview with Crystal Shawanda on National Aboriginal Employment Initiative
- The Ukrainian Program has been a staple on CFCW for over 30 years. It airs every Sunday night with our host Steven Chwok. He speaks mostly Ukrainian though does some in English. The music is all in Ukrainian.

As a Country format AM station in rural Alberta, CFCW has a strong focus on news. Rural Alberta has an Aboriginal population that is at least double the national average, and this is reflected in the composition of our newscasts.

News Programming samples:

- Papachase First Nation treaty claim
- Tobacco use in Aboriginal culture and its impact on health
- Federal Govt clean water program to benefit First Nations communities
- Bloggers posting hate messages against Muslim community
- Claims of sexual abuse surface at Alberta School for the Deaf
- First black woman named to Alberta cabinet
- Sikh Man wearing turban refused entry into bar
- Visible minorities pass 5 million mark in Canada

CFCW-FM

Non-News Programming samples:

- At Cam-Fm we have a regular programming feature, "Web/On-Air – Connected Around Camrose" that travels the community and broadcasts live and on our website, events and activities of the community. Examples of items included are:
 - Open Doors Golf Tournament – aides at-risk youth and Aboriginal youth
 - Multiple Sclerosis Bike Tour



News Programming samples:

- Fort Chip Aboriginal health concerns rally at legislature
- Police id Body found on the Louis Bull First Nations community
- Claims of sexual abuse surface at Alberta School for the Deaf
- First black woman named to Alberta cabinet
- Visible minorities pass 5 million mark in Canada
- Wheelchair rugby team finds chairs
- Hobemma First Nations community mourns loss due to fatal accident

Central Alberta Region

The Central Alberta Region includes the following Newcap Radio stations in the respective markets:

| <u>Market</u> | <u>Station</u> | <u>Format</u> |
|---------------|----------------|---------------|
| Red Deer | CKGY-FM | Country |
| | CIZZ-FM | Rock |
| Brooks | CIBQ-AM | Country |
| | CIXF-FM | Classic Hits |
| Drumheller | CKDQ-AM | Country |
| Stettler | CKSQ-AM | Country |
| Blairmore | CJPR-FM | Country |

Central Alberta is an agriculturally based economy, supplemented by moderate oil activity. The markets are all small, with a significant rural component. Agriculture and weather play a significant role in the lives the residents. As a result, their programming has a heavy focus on local news, weather and community events. In serving the interests of our diverse audience, our initiatives in this region contain a strong Aboriginal element.

Non-News programming samples:

- We produced and aired a 60-minute special feature on Aboriginal artist, Crystal Shawanda. In conjunction with this feature, we ran a VIP contest to win VIP Seats/CDs/Meet the Artist Opportunity for July 16th Concert. Crystal Shawanda CD Giveaway: 14 CDs Given away over weekend.
- We provided promotions and contesting for Country Music Aboriginal artist Shayne Yellowbird and his Concert
- We run many On-air CD giveaway promotions to promote the music of specific artists. Among artists featured were Charlie Pride, Crystal Shawanda and Shayne Yellowbird
- The Red Deer & District Chinese Society – we provided cut-ins and promotional support to assist this organization to collect donations for Earthquake victims in China



- National Aboriginal Day coverage. Conducted interviews and promotions with Native Friendship Society

The Central Alberta region has an appetite for local news. To meet this demand, Newcap Radio employs a staff of 12 News reporters to deliver this local content. News stories of regional or national interest are shared amongst stations in the group. More than 120 news stories were delivered in 2008 that were of particular relevance to diverse audience members.

News Programming Samples:

- City Council – Barrier free access for Disabled. Spearheaded by Local disabled activists
- Ermineskin Aboriginal teachers visit Olds Jr/Sr High School to share knowledge and info about their culture
- Aboriginal Health Program a success in David Thompson Health Region
- Aboriginal Head Start Nursery Program approved by Red Deer City Municipal Planning Commission
- Local school students help raise money for Sierra Leone school
- Welcoming Communities Forum in Innisfail. Highlighted program designed to help immigrants adjust to life here.
- Health Region launches health program aimed at improving conditions for Aboriginal Canadians
- Special Equestrians Fundraiser . The program features therapeutic riding and horse activities to people with special needs
- Central AB marks Mental Health Week
- News coverage of Aboriginal Chiefs treaty
- Red Deer Doctor raises funds for hospital in Burma
- World Refugee Day in Red Deer
- Red Deer man named to Chair of Disabled Council
- News feature on the Central Alberta Diversity Association
- RCMP recruit aboriginals to the Police Force
- Federal Immigration Funding for Red Deer
- Red Deer Catholic Schools – English as a Second Language
- Red Deer Housing funding for Disabled & Native Friendship Centre
- Red Deer to host Aboriginal Youth Conference

Eastern Alberta Region

The Eastern Alberta Region includes the following Newcap Radio stations in the respective markets:

| <u>Market</u> | <u>Station</u> | <u>Format</u> |
|---------------|----------------|---------------|
| Lloydminster | CKSA-FM | Country |



| | | |
|----------------------------|---------|-------------------|
| | CKSA-TV | CBC Affiliate |
| | CITL-TV | CTV Sub-affiliate |
| Wainwright | CKKY-AM | Country |
| | CKWY-FM | Classic Hits |
| Cold Lake/ Grand Centre | CJXK-FM | Rock |
| St Paul | CHLW-AM | Country |
| Bonnyville | CJEG-FM | Top 40/Pop |
| Lac La Biche | CILB-FM | Classic Hits |
| Wetaskiwin | CKJR-AM | Classic Hits |

Non-News programming samples:

- 30 sec PSA running 2 x per day promoting active living for Canadians with Disabilities
- Lloydminster Native Friendship Center 1st annual fiddle contest, April 26th
- Mannawanis Native Friendship Center, Men's Healing Circle (On Going Announcement) event is held Monthly
- Mannawanis Native Friendship Center, Awakening the Warrior Spirit, Men's Healing Workshop. April 21-25th
- Circle Alberta, Dialogues on Aboriginal Futures
- Produced PSA to promote Aboriginal Art Show on Nov 18th at Casino Dene
- Produced PSA to promote Mannawanis friendship centre's Jamboree/Talent Show
- Produced PSA's promoting Lloydminster Native Friendship Center Children's summer camps
- Aboriginal artist Kyle Desjerlais was invited on air and played one of his songs
- Ag service board toured through the area promoting farming on reserve land. Produced and aired PSA and live interview on morning show promoting the tour
- Live on air interview with Aboriginal artist Crystal Shawanda, and CD Give away on air, giving away aboriginal artist Crystal Shawanda's debut CD
- Ran PSA on air for Charity auction for the mentally and physically handicapped
- Aboriginal Reporter working here for a week to do stories for Newcap TV on Onion Lake
- -did a station tour for the English as a Second Language class from Holy Rosary High School. Includes students from Iran, Chile and The Phillipines.



News Programming samples:

- English Bay Campground Upgrades-more mitigation for historical/native burial ground-Erin Mikuluk-Alberta parks, recreation and culture
- 30 day demo-Saddle Lake First Nations claim half of St.Paul is theirs and have other demands—Albert Pasquayak
- Kikino First Nations school in top 25 school’s according to Parent’s Magazine—NLSD superintendent Roger Nippard
- LLB woman honoured with Alberta Motion Pictures Award for her part in the APTN series “Mixed Blessings”-Tina Lameman
- AB gov’t announcement for child care funding—a number of local Métis Settlements getting some of that funding, in addition to other local child care
- Canada opened largest Muslim Mosque in Calgary
- Employabilities in Cold Lake responds to prov gov’t announcement to AISH
- Constable Leo Johnston disinterment/ trying to keep his remains untouched to honour his rights as a Métis man/extensive coverage
- Zuhy Sayeed honored by Flare magazine for her work with people with disabilities—news story
- A new program that will be offered at Blue Quills First Nations College. A Masters of Social Work Degree with a focus on Métis and First Nations communities.
- First Nations Health agreement with SK Government story
- Profile on family who immigrated to St. Paul from Sri Lanka
- Local reaction to India attacks story
- Local MLA open forum/candidates voicing opinions on Aboriginal issues and shelter for the homeless/ extensive coverage prior to election
- Portage college taxes/college asks county council to eliminate education tax that is attributing to a declining aboriginal student base/ College President Mr. Bill Persley
- Change for Kenya/ Donations from around Lac La Biche being sent over to Kenya to help those displaced by war

North-West Alberta Region

| <u>Market</u> | <u>Station</u> | <u>Format</u> |
|---------------|----------------|---------------|
| Edson | CFXE-FM | Classic Hits |
| Hinton | CFXH-FM | Classic Hits |
| Whitecourt | CFXW-FM | Rock |
| Athabasca | CKBA-AM | Classic Hits |
| High Prairie | CKVH-AM | Classic Hits |
| Slave Lake | CHSL-FM | Classic Hits |
| Westlock | CFOK-AM | Classic Hits |



Non-News Programming samples:

- Promotion of Whitefish First Nations Quad Rally Fundraiser for youth missionary trip.
- Promote Derric Starlight & Friends lecture on bullying. Marigold Enterprises services for disabled. Executive Director Marigold Enterprises Guest Host on morning show.
- Administrator/Chair of Métis/Peavine Economic Development guests on show from 8am to 9am.
- Youth Program Coordinator for High Prairie Native Friendship Center guests on show to discuss Police Cadet program and other Fall/Winter programs available.
- promotion of Métis Nation of Alberta Registry and Membership update and promote opportunity for meet and greet Provincial President
- Free promotion of Gift Lake First Nation Fastball Tournament to raise funds for Indigenous Games
- PSA seeking submissions for the 3rd annual Aboriginal Peoples Choice Awards. Part of the Manito Ahbee Festival For All Nations
- Radio Station Tour McMahan Foundation for the Disabled.
- Promote 3rd annual career showcase for First Nations, Métis and Inuit.
- Johnny Thunder of Native Friendship Center guest on morning show to discuss Winter Programs at the center.
- Various guests discussing Métis First Nations “Common Ground” Workshop.
- On air fundraising and promotion of fund raising event to send a teenager to Ireland for First Nations “Difference” program
-

News Programming samples:

- Driftpile Pow-Wow – Popularity, Traditions, Dancing. (Interviews: Rose Laboucan (Lesser Slave Lake Grand Chief), Pearl Calahasen – (Lesser Slave Lake MLA)
- Report/ study on lack of acceptance re: Mental Illness
- Samson First Nations- Chief Marvin Yellowbird interview
- Edson holds Multicultural BBQ welcoming new residents from other countries.
- Food Festival preview and wrap up stories-multicultural festival in Hinton
- A Saskatchewan first nations reserve demanding better policing in reserve.
- Special education in Alberta Schools for students with disabilities
- “Honouring the Children” - Triangle Hall Interviews: Sam Laboucan (Children's Services) & Dorothy Wright (Community Aboriginal Facilitator) - High Prairie

- “Keepers of the Athabasca” - FN Water Quality – (Driftpile FN) Interviews: Cleo Reece (committee Co-Chair) & Connie Bresnahan (Society Co-Ordinator) – High Prairie
- Aboriginals are numbered 102 on Canada’s list of 101 things that most define Canada. (Canadians defined aboriginals as the most glaring omission from the list)
- Man suing University of Calgary for allegedly dismissing him from program because he suffers from mental illness
- Alberta Disabilities forum in Whitecourt to hear caregivers concerns and comments.
- Jasper conducting study for the feasibility of building a new cultural / conference center
- An Alberta activist is talking at an aboriginal summit this week in Yellowknife.
- Mel Buffalo, head of the Indian Association of Alberta speaks out about on-going violence on the reserves
- Former Prime Minister Paul Martin is launching a mentoring program aimed at getting more aboriginals involved in accounting careers
- Workshop and Round Dance Celebration (NLC – Grouard) (Interviews – Rod Freeman (Workshop organizer) & Margaret Cardinal (Professor – NLC Grouard))
- “Common Ground” initiative – Interviews – Debbie Coulter (Alberta Native Friendship Center), & Dorothy Wright (High Prairie & Slave Lake Native Friendship Centers)
- Local Aspen Regional Health facilitator talks about coping with mental illness during tough times...tips for employers and people dealing with it themselves.
- Rally in Edmonton regarding Children/ people with Disabilities to bring attention to lack of employees in the field....
- Federal government spending 316 million to help disabled and aboriginals become more eligible through training for the work force
- Don Haskin passing away – coach credited with breaking the color barrier in basketball
- Northern Lakes College-Student housing to have accommodations for students with disabilities
- New project to help aboriginal youths facing barriers to employment offered at Grande Prairie regional College
- Indian and Chinese immigrants to Canada have the highest education rates – Stats Can report
- 2 Grande Cache aboriginal students meet with the GYRD board via video-conference re: Aboriginal Youth Achievement Awards and academic achievement



Sudbury

Newcap currently operates 1 radio station in Sudbury Ontario. CHNO-FM operates in the Classic Hits format. On November 24, 2008 in Decision 2008-326, the CRTC approved the transaction to swap Newcap's Halifax station CFDR-AM for Rogers Communications Sudbury station CIGM-AM. The transaction will close in 2009.

CHNO-FM

Non-News Programming samples:

- Interviewed event organizer Angela Recollect about the Northern Aboriginal Festival for the coming weekend. The interview was aired during prime time in the morning show.
- Interviewed Aboriginal Lyndsay Brisard who attended the competition for E-Spirit National Business Challenge in Regina where they were awarded 2nd place.
- Chinese Heritage Association of Northern Ontario and Independent Living resource Centre. Sudbury Dragon Boat Festival 2008. Began promoting this using announcer discussion, interviews and promotional commercials to solicit team registration. All proceeds raised will go towards the Independent Living Resource Centre. Carrie-Ann Tantalio (CHNO morning host) acted as master of ceremonies for the opening ceremonies of the festival.
- Northern Aboriginal Festival Provided 42 60 second commercials to promote the weekend.
- Crystal Shawanda's CD Promotion ran for the month of June. We don't play any country music, but since she is from Manitoulin Island (2hours west of Sudbury) we donated \$10,640 worth of airtime to provide awareness

News Programming samples:

- Ontario's aboriginal communities are getting more than 3 billion dollars over the next 25 years as part of a deal to share revenue from lotteries and casinos.
- First Ever Northern Aboriginal Festival announced. Festival is a celebration of Aboriginal culture.
- The 3rd Annual Law Enforcement Torch Run Toll for Special Olympics in Sudbury.
- Pioneer Manors Dementia unit will be increased.
- Aboriginal literacy day at Adamsdale Public School.
- 45 evacuated residents of Kaseshewan have been welcomed to Greater Sudbury.
- Whitefish F.N/Land claim 500b/ Chief Arthur Petahtegoose
- Aboriginal health/ 3 million research/Mp Rick Bartolucci



Thunder Bay

Newcap Radio operates 2 radio stations in Thunder Bay, Ontario. CKTG-FM is a Classic Rock station and CJUK-FM is a Top 40/Pop station.

CKTG-FM and CJUK-FM

Non-news Programming samples:

- July 25th - July 27th it's a weekend of family fun as Pukaskwa National Park of Canada celebrates 25 years! Weekend highlights include story telling by First Nation Elders, sunrise ceremonies, musical entertainment, food, interpretive programs, voyageur canoe tours of Hattie Cove and more....Ran on Both websites
- The Thunder Bay coalition for peace and international justice is commemorating Hiroshima's fallout with free films, discussions, and refreshments on Thursday, August 7
- Promoted the Shebandawon Lake Community Club's Cabin Fever Reliever event
- Attended a Special reception for the Nishnabi Aski 2008 Winter Assembly of Chiefs....from this I met great people and made a contact who wants on air announcers to meet and speak to Aboriginal youth at Creighton youth detention facilities
- Children's' Foundation(offer programs and services that meet the physical, developmental, and social needs of Northwestern Ontario children of all ages and abilities)
- Ontario March of Dimes Annual Wheelchair Repair Clinic
- African children's choir performing at the Evangel Church on June 8th – raising funds for programs in their homeland of Uganda
- Met with Aboriginal representatives regarding a new aboriginal station in Thunder Bay. We discussed what role we could play to assist them. When the station is nearing its air date we will provide training for the on air staff
- CNIB is hosting a free seminar on vision health and age related vision loss
- Run The Dream – In Support Of Autism Spectrum Disorder. Terry Robinson A Thunder Bay Resident (Two Time Paralympian) Who Uses A Wheelchair Arrived In Thunder Bay On Sept. 12 As Part Of A Nine Month Run Across Canada
- Persons United For Self Help In Northwestern Ontario (Push Northwest) Are Hosting Their Annual Wheelchair Pool Tournament
- The Thunder Bay Multicultural Association Is Hosting A Newcomer Settlement At The Brodie St Library Every Second And Fourth Friday Of The Month

- Aboriginal Recording Artist Shy-Anne Hovorka Was In Studio To Do A News Interview And We Had Her Record “I Live In Thunder Bay” Which Runs On Both Stations
- CJUK – Amy Harris (afternoon Drive) went to the K-9 Bakery 1st anniversary to volunteer and do a couple of live cut ins – K-9 Bakery is run by Community Living Thunder Bay – A nonprofit organization who’s mission is so that ALL people live in a state of dignity share in all elements of living in the community and have the opportunity to participate effectively

News Programming samples:

- Regional hospital releases video for mental health services. Video targets native youth in northwestern Ontario. Coordinator Angela Hill comments
- CEO David Paul Achneepineskum comments on not being consulted about mining exploration on Matawa First Nations land
- Story with NAN Grand Chief Stan Beardy on poor working conditions for native police in N. Ontario
- A group of aboriginal students took part in a First Nations Flight Camp put on by Confederation College and Wasaya Airways. It’s to encourage native teens to consider a career in aviation.
- Neskantaga First Nation signs mining exploration agreements with two companies.
- Health minister George Smitherman says new Sioux Lookout Native hospital will help all natives in the province.
- New Bachelor of Education program introduced at Lakehead University specifically for natives.
- National Day of Action. 350 natives and native supporters march from the Labour Centre to Marina Park to draw attention to native causes. Interview with Bentley Cheechoo of NAN
- 11 Manitoba Aboriginals stop in Thunder Bay while they walk to Ottawa to raise awareness about youth suicide. Interview with Leonard Flett
- Injured workers graduate from a speaking and leadership course and speak about poverty issues that affect them. Project co-ordinator Robin Faye speaks
- Members of the Governor General’s Leadership Conference visit Thunder Bay and speak to Nishnawbe Aski Nation officials to get a better idea of local native issues. GGLC member Kirby Brown is interviewed
- The city police diversity program is in phase three. It’s designed to make police more culturally sensitive and make police hiring practices reflect the community
- The provincial government signs a letter of intent to set up a protocol for mineral exploration on traditional lands.



Moncton and Fredericton

Newcap Radio operates 2 radio stations in Moncton, New Brunswick. CJMO-FM is a classic rock station and CJXL-FM is a country station. Newcap Radio operates CFRK-FM, a Classic Rock station in Fredericton.

CJMO-FM, CJXL-FM and CRK-FM

Non-News Programming samples:

- Ran 4 x 30 commercials per day, per station for fundraising event for the Greater Moncton Association for Community Living. Aired 6 live cut-ins at kickoff event for Greater Moncton Association for Community Living
- Assisting Dairy Queen with fundraising in support of the Hospital for Sick Children (many of whom have lifelong illnesses / disabilities)
- Tee up First Nations/Business networking conference Charlottetown. First nations Chief Phil Fontaine comments at Charlottetown conference.
- Welcome center for newcomers to Moncton. Help integrate students and families into the community. Sponsored by School District 2.

News Programming samples:

- Government trade mission to China
- Mental Health Strategy review
- New Brunswick Government looking to retain immigrants by spending 870 thousand dollars
- Disability services directory unveiled for the province by premiers council on the status of disabled persons
- New Executive Director of the Multi-Cultural Association of Greater Moncton
- Aboriginal Education top priority for New Brunswick provincial education ministers
- Aboriginal Peter Macdonald one of ten named to Order of New Brunswick
- Atlantic Dialogue...conference to help immigrants find jobs
- City of Moncton hosts Cultural Forum
- Feds announce 1.3 million in funding for Multicultural Association of Greater Moncton. Money to be used for language training and skills development.
- Assembly of First Nations annual meeting and race for president
- Reaction from NB Human Rights Commission on racist graffiti

Charlottetown

Newcap Radio operates 2 radio stations in Charlottetown, P.E.I. CHTN-FM is a Classic Hits station and CKQK-FM is a Classic Rock station.



CHTN-FM and CKQK-FM

Non-News Programming samples:

- PEI Native Council – Open House on Diabetes Prevention and Awareness
- PEI Native Council – 3 minute interview with Chief Darlene Bernard – Freezing for Warmth The Native Council of Prince Edward Island held a 24-hour vigil in Charlottetown. "Freezing for Warmth" was part of an awareness campaign of homelessness in the province, as well as a fundraiser for Grandmother's House.
- A Mawio'Mi showcasing music, food and legends of the PEI Mi'Kmaq
- Acadian Celebration – Exposition Agricole et le Festival featuring Acadian talents, handcrafts and Agriculture
- Asian Heritage Assoc – Evening of Chinese Culture and History

News Programming samples:

- Chief Darlene Bernard of Lennox Island is among those selected to be inducted into the Order of PEI.
- Four men who are paraplegics make a stop in PEI in the Wheel To Walk journey across Canada to raise money for research to cure spinal cord injuries.
- Seven PEI women attend national Aboriginal Women's Summit in Yellowknife.
- launch of a provincial newspaper for PEI First Nations, the Kwimu Messenger
- reaction of local aboriginals to the Prime Minister's apology to former students of native residential schools. Native Council of PEI President and Chief Jamie Gallant said that Stephen Harper's gesture should lead to more healing within her community.
- Jamie Gallant acclaimed for another four year term as President and Chief of the Native Council of PEI
- Mi'kmaq Confederacy of PEI hosting a traditional bannock breakfast to mark National Day of Action. It's a day devoted to unity between all First Nations and Canadians.
- The Mi'kmaq Confederacy of Prince Edward Island Aboriginal Justice Program hosted the 2008 PEI Aboriginal Justice Forum in Stanley Bridge. Leaders in Aboriginal communities, Federal and Provincial employees from the Justice system, law enforcement officials and government leaders all took part in the forum.

Halifax

Newcap Radio operates 2 radio stations in Halifax, Nova Scotia and operated a third station in partnership (50%) with CHUM Radio. In 2008 Newcap purchased the 50% of CKUL-FM held by CHUM Radio. Near the close of 2008, Newcap



Radio negotiated a transaction with Rogers Communications to swap Newcap's Halifax station, CFDR-AM for Rogers Sudbury station CIGM-AM. The transaction received CRTC approval on November 24, 2008 in Decision 2008-326. The 2 radio stations operated by Newcap include CFDR-AM, a country station, and CFRQ-FM, a Classic Rock station. CKUL-FM broadcasts in a Classic Hits format.

| <u>Dates</u> | <u>Station Owned</u> |
|-------------------------------|----------------------------------|
| January 1 – December 31, 2008 | CFRQ-FM |
| January 1 – December 31, 2008 | CFDR-AM (to be disposed in 2009) |
| January 1- June 30, 2008 | CKUL-FM (50%) |
| July 1 – December 31, 2008 | CKUL-FM (100%) |

CFDR-AM, CFRQ-FM and CKUL-FM

Non-News Programming samples:

- 24 hour Relay Abilities Foundation. Promos, Liners, Live cut-ins, Summer Team participated
- Governor general takes part in old hunting ritual as part of a weeklong Arctic tour
- Story on the 25th reunion of the former residents of Africville
- Improving the hiring climate for persons with intellectual disabilities

News Programming samples:

- Story on psychiatric history and the issuing of driver's licenses
- Antigonish N.S. swimmer wins 5th medal at paralympic games
- Canadian medical ass'n survey on the use of term "mental illness"
- Reaction to pm's apology to residential school victims from former school mates at such a school in Shubenacadie, N.S.
- Donald Marshall Jr fights for treaty rights.
- New postal stamp launched in Antigonish to raise funds for mental health research & patient support.
- Aboriginals from overseas donate money to help save home of late native rights activist Nora Bernard.
- Death of Pearleen Oliver, the wife of the founder of the Black Cultural Society of Nova Scotia.
- Former Halifax woman wants to sue Ottawa after court stays charges against her husband who was accused of plotting terrorist attacks (ethnic).
- British family deported from Halifax area in a dispute with border officials over their daughter who is mentally challenged.



- Police launch investigation into fight and racism allegations made by two black men in Digby who tussled with off duty police officers.
- Justice Harry Laforme resigns as chair of the Indian residential schools truth and reconciliation commission.
- Provincial cabinet meets with Mig Maw chiefs for first time in history.
- Statistics Canada story on growth and geographic locations of visible minorities in Canada.
- Story on upcoming 6th Black Business Summit.

Stations newly launched in 2008: Sydney & Kentville, Nova Scotia and Fort McMurray, Alberta

CHRK-FM Sydney, NS operates in a Top 40/Pop format. CIJK-FM Kentville, NS and CHFT-FM Fort McMurray, AB operate in a Classic Rock format.

CHRK-FM, CIJK-FM and CHFT-FM

Non-News Programming samples:

- Newcap was a presenting sponsor of a Leadership and excellence breakfast event sponsored by the Employ Ability partnership. The event revolves around employing those with disabilities and their key note speaker is Terry Evanshen "The man who lost himself" after a near fatal car accident. As sponsors we have three tables at the event and have donated two of those tables to local not for profit groups who work with the disabled. We will also have Allan McKay who is one of our announcers at our table. Allan suffers from a disability and has made a significant contribution to our efforts here in Cape Breton

News Programming samples:

- Keyano College partners with NE Alberta Aboriginal Business Assoc
- Sierra Youth on Fort McMurray native reserves and Tar Sands expansion
- Province calls for aboriginal firms to bid on Sydney tar ponds cleanup
- National Aboriginal Health Organization and Keyano College join forces on health research
- Groups and individuals honoured for their efforts to help people with disabilities
- Elder Jenny Flett receives Honorary Nursing Diploma from Keyano College
- Thickwood Y looking for volunteers for multicultural Host program



St John's, NL

Newcap Radio operates 4 radio stations in St John's, NL. VOXM-AM is a news-talk station, VOXM-FM is a Classic Rock station, CKIX-FM is a Classic Hits station and CJYQ-AM is a news/traditional Newfoundland music station.

Other Newfoundland and Labrador Stations

| <u>Market</u> | <u>Station</u> | <u>Format</u> |
|---------------|----------------|------------------------------------|
| Clarenville | CKVO-AM | Classic Rock |
| Marystown | CHCM-AM | News, Talk, Country, Trad NL music |
| Carbonear | CHVO-FM | Country |
| Corner Brook | CFCB-AM | News, Talk, Country, Trad NL music |
| Corner Brook | CKXX-FM | Classic Rock |
| Goose Bay | CFLN-AM | News, Talk, Country, Trad NL music |
| Grand Falls | CKXG-FM | Classic Rock |
| Grand Falls | CKCM-AM | News, Talk, Country, Trad NL music |
| Gander | CKXD-FM | Classic Rock |
| Gander | CKGA-AM | News, Talk, Country, Trad NL music |
| Stephenville | CFSX-AM | News, Talk, Country, Trad NL music |

Non-News Programming samples:

- CNIB Moment – tips for people living with vision impairment
- Panel on abuse amongst Aboriginal women
- Report on a Community Mental Health initiative in Corner Brook, “the Children’s Health Festival”
- Lip reading free training
- Cultural awareness workshop
- Aboriginal artists Crystal Shawanda and Shane Yellowbird part of country stations’ playlists
- Question of the day poll on Innu agreement receives 8300 email responses
- Story on relationship of Aboriginal peoples with the land

News Programming samples:

- Disabled rights group demonstration
- NL provincial government announces funding to safeguard Aboriginal traditions and culture for future generations.
- Natuashish meeting with RCMP
- Coalition of Persons with Disabilities
- Métis nation on federal agreement and on meetings with province
- Funding for youth jobs in Nunatsiavut
- Métis on fishing rights in Labrador
- Métis Nation President Chris Montague on Lower Churchill project



- StatsCan on employment for persons with disabilities in NL
- Aboriginal Affairs Minister Patty Pottle, will represent the Province at a national conference for Aboriginal women
- Human Resources Minister speaks to Canada Council on Rehabilitation and Work
- Housing Minister discusses Aboriginal housing issues with his counterparts
- Labrador Inuit Land Claims Agreement Nunatsiavut Government
- Government working on an agreement with Paratransit Committee
- Business awards for Canadian Council on Rehabilitation and Work
- Partnership for Workplace Inclusion Awards
- New employer's guide to hiring immigrants and international students
- Forum on rights of persons with disabilities

Recruitment, Hiring and Retention

Employment Practices

Newcap Radio maintains a comprehensive Human Resources Manual that is available to all employees and individuals seeking employment with Newcap Radio. All aspects of our Employment Practices are contained in this document.

Recruitment

Newcap adopts Employment Practices that have as their foundation the principles of equity, merit, and accommodation. Newcap recognizes its responsibility as an employer to create an environment of equality in the workplace such that no employee is denied employment opportunities or benefits for reasons unrelated to ability. It also recognizes the need for measures to correct any conditions of disadvantage in employment experienced by women, aboriginal peoples, persons with disabilities and persons of visible minority as defined by the Employment Equity Act. Newcap's recruitment policies ensure that specific measures are taken to ensure equity and accommodation in our hiring practices.

Hiring

All employees joining Newcap Radio are provided with an orientation package that includes:

1. Newcap Radio Human Resources Manual
2. Newcap Radio Best Practices for Cultural Diversity
3. Employment Equity documents
4. Newcap Harassment Policy
5. Newcap Code of Business Conduct and Ethics



6. Tour of the Newcap facility, business overview discussion and instruction on station policy

The orientation is intended to remove or reduce potential obstacles to success and welcome the employee to the team. The documents are made available to the new employee so that all employees are made aware that our company is committed to providing and maintaining a workplace that ensures that all employees of Newcap Radio are treated with dignity and respect. Newcap strives to create a work environment that encourages diversity as a means of fostering an accepting, inclusive and open culture where talents and ideas are freely exchanged. Newcap will not tolerate behavior that may be considered discriminatory or harassing.

Retention and Career Development

Newcap Radio recognizes our employees as our most valuable resource. The success of our organization is dependent upon the investment we make in our people at all levels of our company. Both formal and informal training are provided throughout our organization. Consideration is given to all employees, based on merit and opportunity for individual growth. Following is a sample of some the Career Development activities offered by Newcap to promote the advancement of its employees.

1. Senior management meetings are held annually and include workshops on new and emerging issues affecting the broadcast industry. Guest speakers and field experts provide a forum for presentation and discussion of issues.
2. Regional meetings are held annually in the programming and sales disciplines to keep management abreast of trends and issues affecting the broadcast industry. These sessions also serve as an opportunity for the exchange of ideas and best practices.
3. In addition to professional development sessions sponsored by Newcap, the company also encourages employees to enroll in courses offered by government agencies, professional associations and post-secondary institutions.
4. Attendance at conferences, trade shows and workshops is encouraged by Newcap as a means to exchange experiences and interact with other media personnel outside of the company.
5. Newcap's corporate office provides senior executive personnel in each field of discipline. These individuals act as a resource to station personnel. They are available on site at the discretion of the station management to provide mentorship, training and expertise to employees.

Newcap Initiatives

Newcap Radio believes that a successful organization is more than merely a sum of its parts. When people from diverse of backgrounds and experiences come together for a common purpose, the result can be phenomenal. Perspectives



shared amongst colleagues can lead us in new and innovative directions. In the Canada of today, the diversity in our population is exponentially more than it was in the times of our ancestors. Ignoring this fact will prove detrimental to the companies of tomorrow. Nationally, aboriginal peoples, persons with disabilities and persons of visible minority represent 22% of Canada's population. This statistic varies between provinces and communities, with some communities having representation in excess of 50%. The business case for diversification in the workforce is overwhelming. Yet people of diverse backgrounds remain under-represented in the workforce. At Newcap, we view this situation as a result of applying yesterday's recruitment philosophies to today's market realities. In an endeavor to shape our recruitment activities to today's labour market, Newcap Radio has engaged a number of new initiatives including the following examples:

1. In Edmonton our local stations sponsor the immensely successful Alberta At Work Job Fair. The event is held twice annually and is attended by 3,000 to 5,000 people. Recruitment has become a full time non-stop process for most industries in Alberta, and the broadcast industry is no exception. A vibrant economy, low unemployment and an oil boom finds companies searching for labour. Newcap promotes the event province-wide, bringing together at one venue, employers and prospective employees. Employers showcase their organizations and conduct on-site interviews. Employees have an opportunity to circumvent the screening process and meet face-to-face and network with employers.
2. In cooperation with Goodwill Industries, our Edmonton office provided an internship position to a student with learning disabilities work in our department over a 6 week period to gain experience in office work. Providing "hands on" experience, supervision and a work reference is valuable to individuals seeking full-time employment.
3. Newcap provides a central job posting system managed by our Human Resources department that posts internal advancement opportunities to all Newcap employees. Job postings are also available on our website for individuals not currently employees of Newcap.
4. Our Cultural Diversity coordinator has built a database of over 150 educational institutions, employment agencies and associations representing aboriginal peoples, persons with disabilities and persons of visible minorities. All Newcap job postings are sent to these organizations by our Cultural Diversity coordinator. These organizations operate both in markets where Newcap stations are present as well as in markets where Newcap does not operate, in an effort to reach potential candidates that we may not be currently accessing.



Newcap Radio Workforce

In terms of our workforce, it is Newcap Radio’s objective to achieve levels of representation among aboriginal peoples, persons with disabilities and persons of visible minority commensurate with the levels existing in each province as provided by the Statistics Canada Workforce Availability data. We monitor this data annually and communicate both the existing data and the objectives to all employees within Newcap Radio with recruiting responsibilities.

The following table indicates the present status of our workforce.

| Newcap Radio Workforce Data | Total Employees | Women | Aboriginal Peoples | Persons with Disabilities | Persons of Visible Minority |
|------------------------------------|------------------------|--------------|---------------------------|----------------------------------|------------------------------------|
| Alberta | 532 | 237 | 10 | 7 | 7 |
| Manitoba | 61 | 24 | 1 | - | 15 |
| Ontario | 154 | 66 | 3 | 1 | 2 |
| New Brunswick | 91 | 39 | 1 | 2 | 1 |
| Nova Scotia | 79 | 31 | 1 | 2 | 3 |
| Prince Edward island | 50 | 26 | 1 | - | - |
| Newfoundland-Labrador | 182 | 82 | 7 | 5 | 1 |
| Totals | 1,149 | 505 | 24 | 17 | 29 |
| | | | | | |

On a monthly basis, we monitor the recruiting activities, to ensure that our screening process gives due attention to the objective of increasing the representation of aboriginal peoples, persons with disabilities and persons of visible minority within Newcap Radio.

On an annual basis we prepare comparative data and communicate both the current status and the objectives for each region to all employees within Newcap Radio who have recruiting responsibilities. Management is responsible to ensure that recruitment practices are modified as necessary to improve representation in their region.



Internship, Mentoring and Scholarships

Newcap Radio employs a number of tools to enhance the career development of its employees. These career development opportunities are made available on a fair and equitable basis to all employees and are based solely on abilities.

1. Newcap offers a salaried intern placement program for those seeking a career in broadcast engineering. Placement includes a 12-month mentorship period with a senior broadcast engineer followed by a guarantee of employment at one of Newcap's locations.
2. Employees identified as possessing potential for advancement are provided with opportunities to participate as guests in regional or strategic planning meetings and are given the opportunity to travel to other locations to share best practices, to learn from these experiences and to share their knowledge with personnel in other Newcap locations.
3. Newcap Radio is a Gold sponsor of Canadian Women in Communications and encourages local Chapter membership for its female employees. Newcap encourages participation in CWC training programs and provides time off for all training programs awarded. In 2008 a Newcap employee was awarded the prestigious Jeanne Sauvé Award. This award provides an intensive 6-week training program jointly sponsored by the Canadian Radio-Television and Telecommunications Commission, Industry Canada and the Canadian Department of Heritage. The purpose of the program is to facilitate the exchange of knowledge and experiences between the private and public sector members of the broadcast industry.
4. Newcap Radio has appointed 3 Regional Directors to provide mentoring to the station General Managers and staff, and to identify and develop career paths for employees within the stations who possess potential for advancement.
5. Where formal external training or educational programs are deemed beneficial and suited to an individual in the advancement of his or her career, Newcap Radio underwrites all costs and time off that may be required.
6. Newcap Radio funds the membership in all professional associations relevant to an employee's field of expertise.



Community and Industry Outreach

Emerging Artist – Industry Outreach Activities

Establishment of Aboriginal Music Distribution Partnership. This project is a joint undertaking of the Aboriginal Music community represented by Aboriginal artist Errol Ranville of C-Weedband, CD Plus Canada stores, the Aboriginal Peoples Television Network and Newcap Radio. The initiative has an initial term of 2 years, commencing in September, 2008. The purpose of the partnership is to provide exposure to emerging Aboriginal artists so that they may further their music careers. CD Plus stores across Canada provide the venue for the display of CD's by Aboriginal artists. Newcap Radio and the Aboriginal Peoples Television Network provide airtime to promote the artists and the availability of their music at CD Plus outlets. C-weedband provides the distribution service. Feature artists are rotated frequently, and demo CD's are provided to participating radio stations for potential airplay. Aboriginal artists currently featured include Christy Neveu, JC Campbell, Errol Ranville, Leanne Goose and Don Amero.

Newcap's commitment to this project is to provide a minimum of \$60,000 in airtime over the 2-year term of the contract. During the first 4 months of the campaign, we have exceeded this commitment by providing airtime valued in excess of \$43,000. It is our intention to continue with this level of airplay so that we may provide maximum benefit to Aboriginal artists. Following is a list of Newcap Radio's participating stations:

| <u>Station</u> | <u>Location</u> |
|-----------------------|------------------------|
| CHLW-AM | St. Paul, AB |
| CKSA-FM | Lloydminster, AB |
| CKKY-FM | Wainwright, AB |
| CKBA-AM | Athabasca, AB |
| CKVH-AM | High Prairie, AB |
| CHSL-FM | Slave Lake, AB |
| CJXL-FM | Moncton, NB |
| CFUL-FM | Calgary, AB |
| CFXL-FM | Calgary, AB |
| CFCW-AM | Camrose, AB |



| | |
|---------|-------------------------|
| CJPR-FM | Blairmore, AB |
| CIBQ-AM | Brooks, AB |
| CKDQ-AM | Drumheller, AB |
| CKGY-FM | Red Deer, AB |
| CKSQ-AM | Stettler, AB |
| CHNK-FM | Winnipeg, MN |
| CHNO-FM | Sudbury, ON |
| CKTG-FM | Thunder Bay, ON |
| CJUK-FM | Thunder Bay, ON |
| CHRK-FM | Sydney, NS |
| CKCM-AM | Grand Falls-Windsor, NL |
| CHCM-AM | Marystown, NL |
| CJYQ-AM | St John's, NL |
| CFCB-AM | Corner Brook, NL |
| CFLN-AM | Goose Bay, NL |
| CKSA TV | Lloydminster, AB |

Support for Visible Minority Emerging Artists

One of the pillars of the Commercial Radio Policy 2006 is the responsibility of radio broadcasters to provide airplay for and to promote emerging Canadian artists and their music. Newcap Radio appreciates the necessity of a continuous stream of new musical content as a key to the long term success of the music industry in Canada. To this end, Newcap promotes airplay for emerging artists among its stations. Where possible, we identify artists for airplay that represent Aboriginal peoples, persons with disabilities and persons of visible minority. From our playlist on CIHT-FM Ottawa, following is a sample of artists representing diverse backgrounds that received airplay during 2008:

Danny Fernandes – Private Dancer (*Italian/Portuguese*)
Lady Gaga – Just Dance (*Italian*)
Kreesha Turner – Don't Call Me Baby (*African American*)
George – Lie to Me (*Japanese*)
Elise Estrada – Unlove You (*Filipino*)
Belly – Ridin (*Palestinian*)
Massari – In Love Again (*Lebanese*)
Kardinal Offishall – Dangerous (*African American*)



Canadian Content Development – Industry Outreach Activities

Paragraph 135 of the Commercial Radio Policy 2006 identifies the broadcasters' commitment to the development of Canadian Content as one of the corporate aspects to be incorporated when considering cultural diversity in radio. At Newcap Radio, we recognize that the success of our Cultural diversity initiatives relies on the integration of initiatives throughout all aspects of our business. Newcap's commitment to Canadian Content Development is significant, with our 2008 CCD expenditures totaling \$3,925,723 combined for Basic CCD, New Application CCD and Benefits CCD. Within our CCD commitments, we make every effort to ensure that CCD initiatives undertaken benefit individuals and organizations representing diverse peoples in Canada. In 2008, CCD initiatives designed to reflect diverse constituents represented 15% of all CCD expenditures. Given the mandatory requirements to FACTOR and Starmaker, these diversity related expenditures represent 17% of all discretionary CCD expenditures made. Most CCD expenditures arising out of New Application or Benefits CCD must be made according to our Conditions of Licence and are thus encumbered. The primary source of unencumbered CCD arises out of our Basic CCD requirements. Diversity related initiatives account for 32% of our Basic CCD expenditures.

| <u>Newcap Radio CCD</u> | <u>FACTOR</u> | <u>Starmaker</u> | <u>Aboriginal</u> | <u>Cultural</u> | <u>Other</u> | <u>Total</u> |
|--|----------------|------------------|-------------------|-----------------|------------------|------------------|
| Basic CCD | 12,048 | | 5,874 | 30,000 | 75,114 | 123,036 |
| New Application ("Over and Above") CCD | 454,572 | 867,500 | 487,835 | | 1,364,107 | 3,174,014 |
| Benefits CCD | 217,382 | 311,790 | 76,226 | | 23,274 | 628,673 |
| | <u>684,002</u> | <u>1,179,290</u> | <u>569,935</u> | <u>30,000</u> | <u>1,462,495</u> | <u>3,925,723</u> |

| | |
|--|------------|
| Portion of Total CCD to Diversity related CCD Initiatives | <u>15%</u> |
| Portion of Discretionary CCD to Diversity related CCD initiatives | <u>17%</u> |
| Portion of Unencumbered Basic CCD related to Diversity initiatives | <u>32%</u> |



Specific CCD initiatives funded during the 2008 broadcast year include:

| <u>Recipient</u> | \$ |
|--|-------------|
| Carivibe - Multicultural Music Festival | 30,000 |
| Canadian Society for the Recording Arts - Aboriginal Music Scholarship | 1,000 |
| Sony BMG - Canadian Aboriginal Peoples Choice Awards | 1,100 |
| Iron River School Band Program | 1,500 |
| Iron River School Band Program | 1,779 |
| Chief Taylor School Band Program | 2,247 |
| Manito-Ahbee Aboriginal Peoples Choice Awards | 5,000 |
| Membertou First Nations Elementary School | 6,400 |
| Manito-Ahbee Aboriginal Peoples Choice Awards | 25,000 |
| Canadian Aboriginal Music Awards | 50,000 |
| Aboriginal Voices Radio Network | 475,909 |
| | <hr/> |
| | 599,935 |
| | <hr/> <hr/> |

A new diversity related CCD initiative for Newcap in 2008 was the sponsorship of the CARIVIBE Festival Association in Ottawa. CARIVIBE is an annual celebration of the Caribbean heritage in the Nation's Capital. Its' mission is to provide a forum for education, community togetherness and cultural pride. CARIVIBE believes that it is important to provide a place where the community can participate in celebrations and cultural events that allow every individual to broaden the depth of their knowledge and embrace Ottawa's new face of diversity. The festival features traditional Caribbean music genres of Calypso, Soca, Reggae and Latin.

Station Outreach Activities

Newcap Radio has a number of methods it engages to ensure that it reaches out to the industry and the communities it serves in its role as a responsible broadcaster.

1. Mentoring to Aboriginal Radio services. Our Thunder Bay stations were approached by an Aboriginal group for guidance in launching an Aboriginal radio station. We made available the following expertise to this group to further their efforts in their undertaking:
 - Assistance to review and critique application requirements in the areas of news and spoken word programming, financial data, sales.



- Open Newcap training sessions such as PD or Sales seminars to attendance by Aboriginal station staff.
- Provide job shadowing opportunities at our Newcap stations to learn newsroom and programming processes.

2. Taking leadership roles in community events. Because on-air broadcasters are professionally trained in public speaking, we are often called upon for public speaking engagements. Newcap encourages this activity amongst its on-air staff, and particularly when there is a social benefit to the audience. Following is a sample, in our employee's own words, of a recent event she emceed at the Membertou First Nations Trade and Convention Centre for the 5th annual Diversity @ Work "Leadership and Excellence" breakfast on Friday, December 5, 2008 in Sydney, NS.

"It was an honour to be asked to emcee such an event. I had the honour of introducing the Honorable Mayann E. Frances, Lieutenant Governor of Nova Scotia.

I met Terry Evanshen, Keynote Speaker at this year's breakfast. Terry's speech was remarkable and inspirational in so many ways. If you are not aware of who Terry is, here is a quick rundown. He is a CFL Hall of Famer, who was on his way home from work when he was struck by a van running a red light. When he woke a month later from his coma, he had no memories of the past 44 years. Which means he couldn't remember playing football or HIS FAMILY. Terry explained in his speech how he had to learn how to do everything again... even the little things that we take for granted, such as hugging. I could go on and on about Terry's speech, but I won't. What I will say it will be one of those speeches that I will forever remember.

There were also two awards presented during the breakfast, for "Disability Advocate of the Year" presented to Ray Young and "Employability's Diversity @ Work" Award presented to Protocase. It was nice to see a number of politicians attend this event including Alfie MacLeod, Cecil Clark and Gordie Gosse. I feel it is very important that we as employees/employer's recognize and embrace the vision of an inclusive future. It was a fantastic day and a great success for "Employability's Diversity @ Work", and I am proud to have played a part.

Sincerely,

Natashia LeJeune
(Tashia Lee)"

3. "Cause of the Day" feature in many of its markets across the country. The purpose of the feature is to provide a designated block of airtime that is dedicated to supporting community, cultural and health/wellness



organizations. In the 43 markets that Newcap serves, hundreds of charities and special interest groups receive countless hours of airplay annually to promote their causes. Following is a small sample of organizations benefiting from this initiative:

- Local Brain Injury Associations
- Promotion of Arthritis Society Joints in Motion campaign
- Promotion of Mental Health week on behalf of the Canadian Mental Health Association
- Calgary Handi-bus Service
- Canadian Breast Cancer Foundation – Breast Cancer Awareness Month
- Media sponsor of Fly Fish and Golf Tourney in support of housing for the Mentally Challenged
- Amyotrophic Lateral Sclerosis (ALS) Society
- Between Friends Club promoting recreation for the disabled
- Calgary Meals on Wheels for Seniors and persons with handicaps
- Dinner in Darkness fundraiser dinner for the Foundation Fighting Blindness
- VRRRI Rally for the Mentally and Physically challenged
- Forget Me Not dinner fundraiser for the Alheimers Society
- Mustard Seed Charity event aiding homeless peoples
- PSA/Fundraiser for Burn Care for Kids Society event
- Kim-map-pee Children's' festival fundraiser for Education
- Cerebral Palsy Association – 2008 Motion Specialties Life without Limits Challenge
- National Terry Fox run fundraiser for Canadian Cancer Society
- Night of Hope Gala for Alberta Children's Hospital
- The Walkin Closet Organization – to assist unemployed women find work
- Calgary Children's Cottage Crisis Nursery radiothon
- Calgary Counseling Centre – national depression screening day
- Brain Tumour Foundation – information session on latest developments, road to recovery, resuming life and work activities
- Mental Health Association day of mourning for suicide victims
- "Room to Read" – international organization dedicated to educating children in third world nations

4. Community Input and Feedback

- Within our stations, we provide many opportunities for audience and community input and feedback. Methods used include:
 - Electronic media in the form of email, Website contact coordinates, social network media, texting
 - Focus groups at select stations for the purpose of interactive dialogue on programming



- Call-in segments embedded in our daily programming
- Following is an excerpt from an email we received as a result of our promotion of an Aboriginal event in Ottawa:

“Just wanted to say thanks!! The event was a wonderful success and many locals there, attributed it to the great "exposure" we were getting... they were surprised they never knew that we were there, until they "heard it on the radio". I really hope that we can continue to partner with Hot 89 in the years to come and introduce the Ottawa community to the wonderful and diverse cultures of our Aboriginal community.

Much appreciated. Chi-Meegwetch.”

Internal Communication

Newcap Radio maintains established practices to ensure that company policies, practices and initiatives are communicated effectively throughout our organization. The HR department acts a conduit to ensure the consistent and comprehensive distribution of information to all staff. Methods include:

- Direct to all email for company-wide notifications
- Employee Relations Committee as forum to improve communications between staff and management
- Secure Newcap HR website and Job Posting website
- Cultural Diversity contact person to field any and all questions with regards to Newcap’s diversity policies and initiatives

Conclusion

Newcap Radio embraces the principles of cultural diversity, that of selection and promotion of music and spoken word programming from ethno-cultural minorities, Aboriginal peoples and persons with disabilities to contribute to the better reflection of diversity in commercial radio. We are committed to integrating its principles in all facets of our business. This report provides a detailed account of our policies, objectives, accomplishments and future goals with respect to our cultural diversity plan. The examples provided in this report are by no means exhaustive, but rather serve to provide an indication of the types of programming initiatives undertaken at Newcap stations to ensure that the interests of our diverse audience are fulfilled. We would like to thank the Commission for the opportunity to present our plan and look forward to continued growth and success in this process.



Appendices

Appendix A – Newcap Radio Best Practices for Cultural Diversity

Appendix B – Newcap Radio Code of Conduct



Appendix A – Newcap Radio Best Practices for Cultural Diversity

Newcap Radio Best Practices for Cultural Diversity

Introduction

Newcap Radio (Newcap) is committed to reflecting the diverse communities we serve. Our strategy is to advance the reflection and promotion of talent from diverse backgrounds including ethno cultural groups, Aboriginal peoples and persons with disabilities. Our approach is based on the development and implementation of a wide range of best practices with an emphasis on music and spoken-word programming, human resource initiatives, community outreach, and accountability and measurement.

Newcap is committed to achieving high standards for our broadcasts. As a member of the Canadian Broadcast Standards Council (CBSC), Newcap adheres to a number of industry content codes relating to programming and advertising material including the *CAB Code of Ethics*, *RTNDA (Journalistic) Code of Ethics* and the *CAB Equitable Portrayal Code*¹ and regularly reviews these codes to ensure they meet evolving community standards and expectations for programming, including the fair and accurate portrayal of ethno cultural minorities, Aboriginal peoples and persons with disabilities. Participation by our senior executive personnel on CBSC panels serve to further advance the standards established for the broadcast industry.

In addition, the music content provided by Newcap is very racially and culturally diverse with most radio stations providing a rich menu of racially and culturally diverse music programming in a multitude of formats.

Notwithstanding, Newcap recognizes that the continued selection and promotion of music and spoken-word talent/programming from ethno cultural minorities, Aboriginal peoples and persons with disabilities contribute to the better reflection of diversity in commercial radio. Newcap also recognizes that Canadian Content Development contributions can have a positive impact on the advancement of

¹ The CAB's proposed Equitable Portrayal Code is still under consideration by the CRTC.



diversity in private radio. For these reasons, Newcap also encourages other industry stakeholders including regional and national music associations and music funding agencies to develop strategies for talent development in ethno cultural, Aboriginal, and disability communities.

In order to situate Newcap's best practices within the operational and market realities of the sector, they are organized in the following nine areas:

- 1) Industry Commitment
- 2) Application and Implementation
- 3) Corporate Accountability
- 4) Recruitment, Hiring, Retention
- 5) Internship, Mentoring and Scholarships
- 6) Programming
- 7) News and Information Programming
- 8) Community and Industry Outreach
- 9) Internal Communications

1) Industry Commitment

Best Practices

- 1.1 Newcap recognizes the importance of the provision of programming at the local and regional level that responds to listeners' needs and interests and includes the reflection of Canada's diversity on air.
- 1.2 Newcap is committed to achieving diversity both on-air and within the industry's workforce by:
 - (a) Creating and applying best practices and practical initiatives to improve the representation and ensure the fair, accurate and non-stereotypical portrayal and reflection of Canada's diversity on radio;
 - (b) ensuring an accepting, respectful and inclusive work environment, a representative workforce and a workplace where all employees experience fair treatment and equal opportunity for career advancement;
 - (c) identifying and removing barriers to access and employment within the broadcasting system; and
 - (d) by identifying the business opportunities associated with fostering an inclusive and diverse workforce and airing programming that attracts diverse audiences.



2) Application and Measurement

Given the diversity of the private radio broadcasting industry itself, it is incumbent upon Newcap to develop the tools that will be most relevant for the company, and to determine the most appropriate and effective ways to use these tools. Our Best Practices apply both at the corporate level and at the individual station level for all stations operated by Newcap. All General Managers will be accountable for the application of our Best Practices for stations within their responsibility.

Best Practices

2.1 In the form of its annual report to the Canadian Radio-Television and Telecommunications Commission (CRTC), Newcap annually assesses its cultural diversity initiatives, sets objectives for the current reporting period, regularly and frequently measures progress in achieving our diversity objectives throughout the reporting period and annually reviews and reports on the initiatives to the objectives initially established.

3) Corporate Accountability

In order to ensure corporate commitment to diversity, this commitment must become an integral part of corporate governance that is clearly evident to all employees.

Best Practices

3.1 Newcap formally articulates and demonstrates a corporate commitment to developing and maintaining an inclusive corporate culture that fosters and promotes diversity both on-air and within the broader workforce.

3.2 Newcap develops and implements internal communication practices to ensure that all diversity policies and plans are communicated to management and staff.

3.3 Newcap ensures that all employees, both management and staff, agree to adhere to diversity policies and practices.



- 3.4 Newcap has appointed the Director of Operations as the senior executive responsible for the development, implementation and evaluation of diversity practices and initiatives for stations and/or services within our corporate group.
- 3.5 Newcap, where possible, incorporates diversity objectives within its business plans, at the departmental, divisional and/or corporate level.
- 3.6 Newcap's Annual Report on Diversity details our diversity practices as well as our progress towards our diversity goals. This report is filed annually with the CRTC and may be viewed on the CRTC's website.
- 3.7 The *Newcap Radio Best Practices For Cultural Diversity* is included in the Human Resources Manual that is available both in hard copy and on our Human Resources website.

4) Recruitment, Hiring and Retention

In matters relating to Human Resources, including policies/programs relating to recruitment, hiring and retention, HR staff are trained and educated on techniques that address cultural diversity.

Best Practices

- 4.1 Newcap ensures that all human resource policies clearly articulate its commitment to diversity.
- 4.2 Newcap reviews and eliminates on an ongoing basis all human resource policies and practices relating to recruitment, hiring and retention that act as systemic barriers.
- 4.3 Newcap develops and implements mechanisms that foster an inclusive and accepting work environment aimed at increasing workforce retention.
- 4.4 Newcap develops tactics and implements mechanisms aimed at attracting and recruiting a diverse employee base.



- 4.5 Newcap, where possible, places advertisements for employment opportunities beyond mainstream media by placing advertisements in media targeted to diverse communities.
- 4.6 Newcap ensures that employees responsible for hiring and managing staff are provided with training on systemic barriers.
- 4.7 Newcap monitors progress and assesses the effectiveness of policies and initiatives in furthering diversity objectives. This is achieved through its on-going evaluation process and annual reporting practice.

5) Internship, Mentoring and Scholarships

Educational programs can be both local and national in scope, as a means of attracting maximum participation from the broadest range of Canada's diversity.

Best Practices

- 5.1 Newcap incorporates diversity plans into its internship programs where available.
- 5.2 Newcap clearly articulates its diversity practices and policies to educational institutions with which it interacts. A copy of the *Newcap Radio Best Practices For Cultural Diversity* is made available to these educational institutions.
- 5.3 Newcap examines internship, mentorship and other recruitment programs both for systemic barriers and effectiveness. Specifically, broadcasters review selection criteria, outreach initiatives and communication tools for accessibility.
- 5.4 Newcap, where possible, works with industry associations and agencies to identify programs for training and recruitment to meet diversity objectives.

6) Programming

Newcap recognizes that the selection and promotion of music and spoken-word talent/programming from ethno cultural minorities, Aboriginal peoples and



persons with disabilities can contribute to the better reflection of diversity in commercial radio.

Best Practices

- 6.1 Newcap endeavours to fairly and accurately reflect the diversity of the audience and/or communities we serve in the programming offered within our formats.
- 6.2 In the commissioning, acquisition and/or development of programming, Newcap ensures where possible that programs reflect the diversity of the audiences to which our programming is directed.
- 6.3 Newcap, where possible, reflects the unique perspective and cultural background that our on-air talent/producers bring.
- 6.4 Newcap supports music and spoken-word talent from diverse backgrounds using regulated financial contributions to Canadian Content Development initiatives and music funding agencies such as FACTOR, MusicAction, Radio Starmaker Fund/Fonds Radiostar.

7) News and Information Programming

In bringing the realities of community, country and the world to Canadians, news and information programming presents potentially the most sensitive of all Best Practices initiatives focusing on diversity in private radio.

It is pivotal that all newsroom professionals not only commit to diversity in the workplace, but also develop means for ensuring accurate reflection and portrayal of diverse groups. This means that newsroom culture must become well-versed in cultural diversity, in understanding vocabulary, culturally unique behaviors and other methods of communication.

Best Practices



- 7.1 Newcap commits to fair and accurate reflection and portrayal on-air by reviewing, developing and maintaining an editorial perspective and/or policy that advances our diversity objectives.
- 7.2 Newcap varies its use of experts on-air to include individuals from a broad range of diverse backgrounds.
- 7.3 Newcap ensures that experts and other on-air guests from diverse backgrounds are interviewed on-air with respect to a wide-range of public issues.
- 7.4 Newcap ensures that on-air news and information programming staff from diverse communities are assigned to a wide range of public issues.
- 7.5 Newcap will endeavour to ensure balanced presentation of different points of view in its news reporting.
- 7.6 Newcap develops and implements outreach initiatives to foster a better understanding among news and information programming staff about diverse communities.
- 7.7 Newcap ensures that news and information programming staff participate in the outreach initiatives of diverse communities.
- 7.8 Newcap consults with community leaders and issues experts, where appropriate, on issues such as ethnic or racial conflict and other diversity-sensitive issues.

8) Community and Industry Outreach

Connecting with a community is an extremely important measure in advancing diversity on private radio.

Best Practices

- 8.1 Newcap reviews, develops and implements community outreach and consultation practices as applicable to inform and be informed regarding



issues concerning the representation, reflection and portrayal of the diverse communities we serve.

- 8.2 Newcap reviews its communications with its audiences with a view to eliminating systemic barriers.

9) Internal Communications

Best Practices

- 9.1 Newcap informs and communicates, on an ongoing basis, to management and staff, all diversity policies and practices adopted by its station(s).
- 9.2 The Newcap Radio Best Practices For Cultural Diversity is posted in a location accessible to all staff at each station location and is included in the New Hires package given to all new employees.
- 9.3 Newcap makes available on its Human Resources website its *Newcap Radio Best Practices For Cultural Diversity* regarding its strategy to advance the reflection and promotion of talent from the diverse backgrounds including ethno cultural groups, Aboriginal peoples and person with disabilities.



Appendix B – Newcap Radio Code of Conduct

1. Introduction

The board of directors (“Board”) of Newfoundland Capital Corporation Limited (“Company”) has developed this Code of Business Conduct and Ethics (“Code”) for the purposes set out below. The Code applies to all directors, officers, employees and any other individual or consultant who regularly performs a function for the Company (collectively “Employees”) of the Company and, where applicable, third parties engaged to represent the Company. The Code is not a prescriptive set of rules. Rather, it is a practical set of policies and standards intended to guide and influence behaviour. As a result, the exercise of common sense and good judgment is required with respect to matters not specifically covered by the Code. The Board will annually review and, if appropriate, make changes to the Code. All changes to the Code will be promptly disclosed to the shareholders of the Company.

2. Purposes

The purposes of the Code are to deter wrongdoing and to promote:

- honest and ethical conduct, including ethical handling of actual or apparent conflicts of interest between personal and business relationships;
- full, fair, accurate, timely and understandable disclosure in all reports and documents filed, and other public communications made, by the Company;
- compliance with all applicable laws, regulations and rules;
- protection and proper use of corporate assets and opportunities;
- confidentiality with respect to corporate and personal information;
- fair dealing with security holders, customers, suppliers and competitors;
- accountability for adherence to the Code; and
- prompt internal reporting of violations of the Code.

3. Compliance

(a) Violations

All Employees must comply with the Code. Employees who violate the Code may be subject to disciplinary action, including dismissal. Any waiver of the Code with respect to officers and directors of the Company may only be made by the Board and must promptly be disclosed to the shareholders of the Company. No punishment or disciplinary or retaliatory action may be taken against an Employee for complying with the Code.

(b) Accountability



All Employees must be familiar with the Code and seek assistance from their manager, the President and Chief Executive Officer (“CEO”) or Corporate Secretary of the Company or either of their designates if they do not understand any part of the Code or what to do in any particular situation. The officers of the Company are responsible to the Board for ensuring that Employees comply with the Code and must take reasonable steps to ensure that all Employees and, where applicable, third parties engaged to represent the Company are familiar and comply with the Code.

(c) Reporting – Whistleblowing

Employees must report in writing or by telephone any case of suspected fraud, theft, bribery or any suspected serious breach of the Code or other illegal activity involving the Company to one or more of the following individuals:

- The Chief Executive Officer;
- The Corporate Secretary;
- The Chair of the Audit and Governance Committee; or
- The Chairperson of the Board

The Company has adopted the procedures to facilitate the submission, on a confidential and anonymous basis, of complaints, reports and concerns by any person (“Complainant”) regarding

- (i) financial accounting, internal accounting controls or auditing matters,
- (ii) actual or potential violations of laws, rules or regulations, and
- (iii) any suspected wrongdoing, in connection with the Code.

All concerns should be addressed to the appropriate individual, as set out in Appendix A. Unless otherwise determined by the person to whom the Complainant reports, the Corporate Secretary is responsible for investigating all reports and taking appropriate action, including advising the CEO, the Chairperson of the Board or the chair of the Audit and Governance Committee of the Board.

In responding to a complaint, the Company will act fairly with respect to any individual named in the complaint, the seriousness of the issue raised, the credibility of the information or allegations in the complaint, and the prospects of an effective investigation. The Company will not retaliate against any Complainant for reporting in good faith serious violations pursuant to this policy. “Good faith” means that a Complainant reasonably believes that the complaint is true and has not been made either for personal gain or for any ulterior motive. The whistleblowing policy and related procedures provide protection from retaliation to Complainants with respect to matters that are, or could give rise to, serious violations, provided the complaint is made:

- (i) in good faith, in a manner that is consistent with the Company’s values, particularly respect for others;



(ii) in the reasonable belief of the Complainant that the conduct or matter covered by the complaint constitutes, or has the potential to constitute, a serious violation; and

(iii) pursuant to the procedures outlined below.

No complaint that satisfies these conditions shall result in any retaliation or threat of retaliation against the Complainant. This means that the Company and its directors, officers and Employees shall not penalize, discharge, demote, suspend, threaten, harass, transfer to an undesirable assignment or location, or otherwise discriminate (collectively, “retaliate” or “retaliation”) against any Complainant for calling attention to suspected illegal or unethical acts. Any act of retaliation shall itself be treated by the Company as a serious violation of the Company’s policy and could result in disciplinary action up to and including discharge. This protection extends to anyone providing information in relation to an investigation, including an internal investigation. The Company will treat all complaints by Complainants as confidential and privileged to the fullest extent permitted by law. A Complainant is encouraged to put his/her name to any complaint he/she makes, but it may also be made anonymously. It is unacceptable to file a report knowing it is false.

(d) Assistance

Employees who do not understand any part of the Code or what to do in any particular situation should seek assistance from their manager, the CEO or the Corporate Secretary or his or her designate. The coordinates for contacting the CEO or the Corporate Secretary or his or her designate will be provided to all Employees.

4. Policies and Standards

(a) Compliance with Laws

Employees must understand and comply with both the letter and the spirit of all laws, regulations and rules applicable to the Company and their own work. Ignorance does not excuse the obligation to comply.

(b) Relationships with Governmental Authorities

The Company seeks to have open, honest and constructive relationships with all governments and governmental, regulatory and other similar bodies having jurisdiction or authority over the Company and its business and operations (“Governmental Authorities”).

All information provided by Employees to Governmental Authorities must be full, fair, accurate, timely and understandable.

(c) Political Activities

The Company is impartial with respect to party politics.



(d) Financial Inducements

Employees must not make payments or give gifts or other favours to third parties to induce or influence them to give business opportunities to, or make business decisions in favour of, the Company. Bribes, “kick-backs”, secret commissions and similar irregular payments are prohibited.

(e) Gifts and Benefits

The Company maintains relationships with customers, suppliers, and other persons with whom the Company conducts business whereby, as a gesture of goodwill and appreciation, it is common industry practice to accept, offer or exchange business-related gifts. This practice of accepting, offering or exchanging gifts, entertainment, donations or any other kind of benefit may be construed as attempts to influence decisions. Employees must exercise care and good judgment in accepting, offering or exchanging business-related gifts. The following should be contemplated when determining whether it is appropriate to accept, offer or exchange business-related gifts:

- Would it be considered customary to accept, offer or exchange the gift, entertainment, donation or benefit according to generally accepted business practices?
- Would the acceptance, offering or exchange create an obligation, or would it create an expectation of obligation?
- Would the acceptance, offering or exchange be construed as a bribe, a “kick-back” or other irregular payment?
- Does the acceptance, offering or exchange influence, or reasonably appear to influence, your or the recipient’s business decision?
- Are any laws or regulations being violated by the acceptance, offering or exchange?
- Does the acceptance, offering or exchange occur frequently?

Employees should seek direction from their General Manager, or the CEO or the Corporate Secretary or his or her designate when determining if accepting, offering or exchanging a business-related gift is appropriate under the circumstances. Employees who accept gifts must report the gift to their General Manager, or the CEO or the Corporate Secretary or his or her designate. The monetary value of the gift, local customs and legal requirements will be considered when determining whether the gift should be retained by the Employee, given to the Company or returned. A gift that is given to the Company will normally be donated to a charity or made available to all Employees in the applicable work unit. The following items must not be accepted, offered or exchanged as gifts under any circumstances, regardless of value:

- cash or personal cheques,
- drugs or other controlled substances,
- product or service discounts that are not available to all Employees,
- personal use of accommodation or transportation, and



- payments or loans to be used toward the purchase of personal property (other than borrowing that is available to all Employees of the Company as part of a Company-wide policy).

No Employee may request a gift of any kind, in whole or in part, from a supplier, customer or other person with whom the Company conducts business or from a competitor of the Company.

(f) Conflicts of Interest

Employees must avoid all situations where their personal interests may conflict with their duties to the Company. No Employee may enter into contra agreement for personal use.

The following factors should be considered in evaluating any particular situation:

- any potential positive or negative impact on the Employee's job performance or responsibilities;
- whether the Employee has access to confidential information;
- any potential positive or negative impact on the business or operations of the Company;
- any potential positive or negative impact on the relationships between the Company and its customers, suppliers or service providers;
- any potential positive impact on a competitor's position;
- any potential financial or other benefit (direct or indirect) to the Employee or customer, supplier or other person with whom the Company conducts business;
- and whether the matter would appear improper to an outside observer.

The following are examples of situations in which a possible conflict of interest may arise:

- employment by or service to (e.g., as a consultant, officer or director) a competitor, customer, supplier or person with whom the Company conducts business;
- having, directly or indirectly, a significant financial interest in any entity that does business, seeks to do business or competes with the Company;
- accepting gifts, favours, loans (other than borrowing that is available to all Employees of the Company as part of a Company-wide policy) or preferential treatment from any person that does business, seeks to do business or competes with the Company unless consistent with the policy described under "Gifts and Benefits" above;
- conducting business on behalf of the Company with immediate family members or an entity in which an Employee or his/her immediate family members or friends have a significant financial interest; and



- taking personal advantage of opportunities that are presented to or discovered by an Employee as a result of his/her position with the Company or through the use of the property or information of the Company.

If there is any doubt with respect to a particular situation, Employees should seek assistance from their manager or from the CEO or the Corporate Secretary or his or her designate. In the event of a conflict the Employee must discuss the conflict with the CEO who may refer that matter to a full decision of the Board.

(g) Personal Information

Employees who collect personal information from other Employees or third parties on behalf of the Company must do so in a lawful, ethical and non-intrusive manner and must inform the individual involved in advance of the purpose for which information is being collected. Employees must take appropriate steps to ensure that all personal information collected by them is accurate and is retained for no longer than necessary. Employees must maintain the confidentiality of all personal information held by the Company. Employees must not disclose such personal information to other Employees unless it is reasonably required by them to perform their jobs. Employees must not disclose such personal information to third parties unless required by applicable law or regulation (and then only to the extent required) or unless the informed consent of the relevant individual has been obtained.

(h) Confidential Information

All information that has been developed or acquired by the Company, undisclosed information, or pending undisclosed information, and commercially or competitively sensitive information concerning the business and affairs of NCC, including information concerning the finances, employees, technology, processes, facilities, products, suppliers, customers and markets of NCC ("Confidential Information") is the property of and confidential to the Company and must be protected against theft, loss or misuse. Employees must not disclose Confidential Information to other Employees unless it is reasonably required by them to perform their jobs. Employees must not reveal Confidential Information to third parties (other than approved auditors, lawyers and other professional advisors, financial advisors and banks or other financial institutions) without authorization by the CEO or the Corporate Secretary or his or her designate. Such disclosure should be limited only to those who "need-to-know" and be made pursuant to a confidentiality agreement restricting the recipient from disclosing or using the information in an unauthorized manner. The Company has specifically designated certain Company officials as those entitled to make communications, on behalf of Newfoundland Capital Corporation Limited, to the media, security analysts and other investors. Employees must use Confidential Information only for authorized purposes on behalf of the Company and not for their own personal gain or benefit. Employees having knowledge of material



Confidential Information about the Company are prohibited from trading in securities of the Company until the information has been publicly disclosed. Employees must not “tip” others of any material Confidential Information or pending material Confidential Information before it has been publicly disclosed. All Employees of the Company, who are deemed to be insiders, must file a report at sedi.ca for all transactions in securities of the Company. The Company will disclose, in an accurate, fair and timely fashion, all material information in accordance with applicable securities laws and policies and stock exchange rules. The Company has implemented best practices in its disclosure controls and policies when it comes to making accurate and timely disclosure of all material information. All Employees are responsible for reporting all material information in a timely manner to the CEO or the Corporate Secretary or his or her designate. All Employees that are involved in the Company’s disclosure process are required to understand and comply with the disclosure controls and procedures. For more detailed information, please refer to the Company’s Policy on Corporate Disclosure, Confidentiality and Insider Trading.

(i) Information Systems

The computers and other information systems (e.g., voice mail, electronic mail, the Internet, facsimile) of the Company (“Information Systems”) are valuable assets of the Company. Employees must comply with the following policies when conducting business on the Information Systems:

- Employees must protect and maintain the confidentiality of all information communicated or stored using the Information Systems, including using passwords and properly secured communication methods.
- Employees may use the Information Systems for modest personal use if such use is unrelated to outside business activities, does not interfere with the business or operations of the Company and is not performed during working hours.
- Employees must not illegally copy information system software in the course of their employment.
- All electronic or automated messages created, distributed or stored on the Information Systems are the property of the Company. The Company may access these messages from time to time for any reason including to investigate breaches of security or company procedures or to respond to external requests for information that the Company is required to provide legally.
- Offensive material (e.g., pornography, hate literature) is prohibited.
- Sensitive transactions (e.g., take-over bids, acquisitions) must not be conducted electronically unless an appropriate level of security is implemented to protect confidential information.

(j) Financial Books and Records



All financial and other transactions involving or affecting the Company must be properly authorized and approved and fully and accurately recorded in the financial books and records of the Company in accordance with applicable laws and regulations, the controls and procedures of the Company, generally accepted accounting principles and the highest standards of integrity. Employees responsible for establishing and managing the financial reporting systems of the Company (“Finance Employees”) must ensure that:

- all business transactions are properly authorized;
- all records fairly and accurately reflect the transactions or occurrences to which they relate;
- all records fairly and accurately reflect in reasonable detail the assets, liabilities, revenues and expenditures of the Company;
- the accounting records do not contain any false or intentionally misleading entries;
- no transactions are intentionally misclassified as to accounts, departments or accounting periods; and
- all transactions are supported by accurate documentation in reasonable detail and recorded in the proper account and in the proper accounting period. Officers responsible for establishing and managing the financial reporting systems of the Company must establish and maintain procedures to:
 - educate Finance Employees about, and monitor their compliance with, applicable laws and regulations;
 - identify any possible violations of applicable laws and regulations and report them to the chair of the audit and governance committee;
 - encourage and reward professional integrity;
 - eliminate any pressure to achieve specific financial results by altering records and
 - other entries, misapplying accounting principles or entering into transactions that are designed to circumvent accounting controls or otherwise disguise the true nature of the transaction; and
 - encourage Finance Employees to report deviations from accounting practices and procedures. Employees must not conceal information relating to the Company from management or the auditors or legal advisors of the Company. Employees must protect the financial books and records of the Company from destruction or tampering. Questions relating to the financial books and records of the Company should be referred to the Chief Financial Officer of the Company.

(k) Equality in Employment

The Company does not permit discrimination, intimidation or harassment of, or by, Employees on the basis of race, gender, marital status, national origin or religious beliefs or on the basis of any other personal characteristics protected by law. Employees are entitled to freedom from sexual and all other forms of



personal harassment. They are also entitled to have their dignity honoured and their rights protected. Discrimination is not permitted anywhere in the Company or in any part of the employment relationship, including recruitment, promotion, training, opportunities, salary, benefits and terminations. Employees must promote and maintain an environment that encourages personal respect and mutual trust. Differences between individuals, such as race, gender, religion and physical limitations, must be respected. In addition to all forms of harassment prohibited by legislation, the Company will not tolerate any form of personal harassment (such as threatening behaviour, bullying, taunting or ostracizing co-workers, etc.) which may occur as a result of an employee's position in the Company or because of an association with a group outside the Company, or perhaps because someone simply dislikes the individual. Personal harassment may also arise out of someone abusing their position of authority or power. The Company is committed to equal opportunity for all Employees. All employment and promotion opportunities will be based on the principle of merit.

(l) Community Involvement, Responsibility to the Environment and Safe Workplace

The Company is committed to supporting local programs and initiatives that benefit the communities in which the Company operates. Employees are encouraged to participate in activities that benefit local programs and to be actively involved with local charitable organizations. The Company supports programs that are aligned with the conservation of the environment and therefore, reasonable efforts are to be made by all Employees to reduce, re-use and recycle supplies and materials whenever possible. The Company is committed to maintaining a safe workplace. As such, Employees will immediately report to their supervisor any accident, injury, unsafe practice and condition that may occur.

(m) Work performance

Employees are expected to carry out their job responsibilities to the best of their ability, to be accountable for the results of their work, to reasonably accept supervisory direction, promotion, teamwork and to maintain the required level of quality and quantity of work. At all times, Employees will conduct themselves professionally and respectfully when dealing with co-workers, suppliers, customers and the public at large.

5. Acknowledgement

Each Employee shall file annually a signed, written certificate, affirming that the Employee has read, understood and complied with this Code, as follows:

I ACKNOWLEDGE that I have read, considered and understand the Code of Business Conduct and Ethics of the Company and I agree to conduct myself in accordance with the Code as it applies to me.



I undertake to affirm in writing, at least annually during the term of my employment, that I have read, understood and complied with the most recent version of the Code of Business Conduct and Ethics.

Print name, position and location of employment

Signature

Date