

Dialogue BROADCAST

Essential Reading

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Thursday, August 14, 2014

Volume 22, Number 13

RADIO: *90.3 AMP Calgary* poked the proverbial stick in the eye of some folks when it changed the focus Aug. 1 to *Twice The Music*. AMP is now playing twice as many songs an hour, up to 24 from 12. The format, called *Quickhitz™*, was provided by Vancouver-based *Sparknet Communications*, the consultancy specializing in branded formats, research and programming. *Newcap* corporate PD Steve Jones says the company chose AMP for the format because of the Calgary market being so competitive, with a number of other Top 40 stations. Further, Jones told the CBC, recorded music is still caught in the '40s and '50s when there was some logic in having three- to five-minute long songs. Now, on AMP, the average song runs somewhere between 1:45 and 2:30... *Roundhouse Radio*, led by President/CEO Don Shafer, has won *CRTC* approval for a low power, speciality FM station in Vancouver at 98.3. Programming will focus on storytelling, discussion and context. Roundhouse Radio is privately-owned. Appointed as operations manager/PD at Roundhouse is Shelley Zavitz. Shafer, currently the interim GM at the *Jim Pattison Broadcast Group Winnipeg* stations, will stay in that position until the end of August and then as needed until JPBG finds a successor... The Commission also gave the green light to *South Fraser Broadcasting* for an FM station in Surrey at 107.7 with power of 1,066 watts and programming blended mainstream AC, gold-based AC and Contemporary Triple A. It will be branded *My Surrey FM* and will be the first English-speaking station based in the city... The *CRTC* has approved the bid by Paul Larsen's company, *Clear Sky Radio*, to acquire *98.1 CKVN Lethbridge* from *Golden West Broadcasting*. Clear Sky already owns *94.1 CJOC Lethbridge*. Larsen says he'll take possession of CKVN Sept. 1 after the deal closes the day before and that all staff will be offered positions. Further, he said, a change will be made to programming that involves "an exciting new music format" for younger demos. For the moment, 98.1 CKVN is a Christian music-based station... In another decision favourable to *Clear Sky*, the Commission approved a bid to launch an FM station in Cranbrook with transmitters in Fernie, Sparwood and Invermere. The Cranbrook station will be at 107.5 with power of 2,500 watts, the Fernie transmitter will operate at 107.9 with 154 watts, the transmitter at Sparwood will be at 107.1 with 79 watts and the Invermere power will be 22 watts at 107.7. Programming will be AC aimed at the 18-54 demo... A hearing coming up Oct. 15 in Gatineau will see the *CRTC* attempt to sort out two unlicensed Surrey radio businesses owned by the family of Sukhvinder Singh Badh. *Sher-E-Punjab* and





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Radio India have been transmitting from Washington State into lower mainland B.C. in contravention of the *Broadcasting Act*. It's being accomplished through a brokerage deal with *KRPI Ferndale*. The CRTC notes that there may be tax implications for businesses which advertise on these stations, i.e. no deductions allowed. The stations will be required to show cause why a mandatory order should not be issued requiring the stations to cease and desist operating in Canada... The former *News88.9 Saint John*, now with *Newcap* as its new owner, has been relaunched as *The Rock of Saint John -- Rock 88.9*. For 30 days, almost to the end of August, programming features non-stop music until the new studio has been completed in the downtown *Market Square*. Part of the launch activities will be the payout of \$889 to the individual who guesses the number of songs crammed into the 30 days. David Newbury is GM/GSM for Newcap in Fredericton and Saint John. Rod Martens is PD at Rock 88.9 and will be the morning host. His background includes the *Blackburn* stations in Southwestern Ontario where he was manager of *FM 95.9 (CJWF) Windsor* and *Mix 96.7 (CHYR)/Country 92.7 (CJSP) Leamington*. He was also PD there as well as at *CKUE Chatham/Windsor... 91.9 The Bend (CKNI-FM) Moncton* launched Friday, the newest *Acadia Broadcasting* station. Acadia bought it from *Rogers Media* when it was still *News91.9*. There was a sign-off piece from Rogers thanking its listeners and encouraging them to stay tuned; followed by an historical piece about the 1766 settlement at The Bend of the Petitcodiac River or simply The Bend. First song played was *I Got A Feeling* by *Black Eyed Peas*. Troy Wallace moved from Acadia sister stations in Saint John to become station manager. PD/midday announcer is Leo Melanson, who moved from Acadia's *CFDR Fort Frances*. ND is Tara Clow, promotions director is Maggie Daley. Josh McLellan is in mornings while Jeannie Mac does afternoons. The Bend has 10 full-time and 3 part-time employees, including all six staffers employed by Rogers... The new *Jewel 99.3 Meaford* is in the testing phase, soon said to be employing 20 people once the *Evanov Radio Group* station is fully operational with its AC and Easy Listening format. It's expected to launch Sept. 1... *CKLB Yellowknife* has laid off 11 employees after getting less funding from the federal government than it was expecting. With just two staffers remaining to play music and commercials, CKLB has stopped producing local and aboriginal language programming. As reported here, funding has been a problem for the last couple of years. The station was waiting for this year's funding from the federal government since April but when it came, it was less than expected. "Too little, too late," said station manager Deneze Nakehk'o... *99.7 The River (CIQC-FM) Campbell River* has rebranded and tweaked its format. It's now *99.7 2day FM Hits!* airing Hot AC, and dropping the former AC component. First song played was *Move Like a Soldier* by Kristina Maria... *CJFL 104.7 Iroquois Falls* has gone dark because of the decline in the town's market. Owner Joel Lagacé said there wasn't enough revenue to keep the station on the air... *Attraction Radio* has won CRTC approval to acquire *CJLM-FM Joliette* from *Coopérative de radiodiffusion MF 103.5 de Lanaudière*. This becomes Attraction Radio's sixth station in Quebec... An FM community licence has been approved for Liverpool, NS. The *CJQC Radio Society* operates a low-power (50-watt) station at 99.3... *CJSW Calgary*, the *University of Calgary station*, now boasts 18,000 watts; more than any other campus station. The increase was necessary after *AMP Calgary* went on the air in 2009 with 100,000 watts at 90.3, effectively neutering CJSW's spot on the dial at 90.9.

T**ELEVISION:** The deal for *DHX Media's* purchase of *Family Channel, Disney XD, Disney Junior* (English) and *Disney Junior* (French) has closed following *CRTC* and the *Competition Bureau* approvals. *DHX* acquired the Family Channel business from *Bell Media* for approximately \$170 million. Most of its Toronto operations will be consolidating into new offices in the historic Queen's Quay Terminal building this fall... While the *CRTC* determined that *Rogers Media* has met the requirements to be considered a designated group for the purposes of the group-based regulatory approach, it also turned down a request for relief for its *OMNI* brand. *Rogers* had proposed to reduce commitments to ethnic and Cancon during prime time... A complaint by *Quebecor Media* on behalf of *TVA Group* against the *Bell Broadcast and New Media Fund's* application evaluation process has been dismissed by the *CRTC*. *Quebecor* said the Fund's decisions not to finance three projects were discriminatory against *TVA*, alleging that the Fund refused the projects so as to impede competition between *TVA* and *Bell*. The Commission said that the number of projects denied in 2013 relative to the number of projects submitted wasn't significant enough to conclude a change unfavourable to *TVA*... *CTV's* *Craig Oliver* has been named to the *News Hall of Fame*. *Oliver* began his career in 1957 at *CBC* radio in Prince Rupert B.C. In 1972, he moved to *CTV* and began his career rise to his current position as Ottawa bureau chief. He and *The Toronto Star's* *John Honderich* will be inducted at a gala banquet in Toronto Oct. 15... *CBC News Network*, or *CBC Newsworld* as it was then known, went on air just over 25 years ago on July 31, 1989. *Joan Donaldson* was the founding head of Canada's first all-news TV network... The "emergency consideration" sought by *Aereo* has been rejected by a U.S. District judge. The company says it is "figuratively bleeding to death" because its operations are on hold. The judge asked broadcasters to propose terms for an injunction against *Aereo* based on the recent Supreme Court ruling... Former Alaska governor and the 2008 U.S. vice presidential candidate *Sarah Palin* has launched the *Sarah Palin Channel* in the U.S. It features her commentary on "important issues facing the nation" as well as looking into her personal life. *Palin* oversees all content posted to the channel in her role as executive editor.



G**ENERAL:** The majority of staff at *Rogers Radio Calgary* (*Sportsnet 960 The FAN, 660NEWS, KiSS 95.9* and *96.9 JACKfm*) have joined their colleagues at *City* and *OMNI* in their downtown location at 535 7th Avenue SW. With the lease for the radio stations being up the opportunity existed to combine radio and TV staff at one location... *BCE* posted higher profits in its second quarter. It reported net earnings attributable to common shareholders was \$606 million, or 78 cents a share for the three months ended June 30, up from \$571 million or 74 cents per share in the same period a year earlier. Revenue at *Bell Media* was up 36% to \$761 million as it benefited from new revenue sources tied to its acquisition of *Astral Media*... *Rogers Communications* reported lower second-quarter net income of \$405 million, or 76 cents per diluted share. Net profit was down 24% from \$532 million, or 93 cents, in the same quarter last year. Revenues were flat year-over-year at \$3.2 billion. Adjusted net income was \$432 million, or 84 cents, versus \$497 million, or 96 cents, in 2013 period. CFO *Tony Staffieri*, during the earnings call, said there was \$30 million in restructuring and integration costs in the quarter, most of which related to severances and costs associated with the elimination of positions... *Quebecor*, the owner of *Sun Media* and *TVA Group*, saw second-quarter loss results narrowed to \$54.8 million, or 45 cents per share. That compares to a loss of \$93.6 million, or 75 cents a share in the same quarter last year. Adjusted profits from continuing operations grew to \$66 million, or 54 cents per share, seven cents higher than analysts expected. The company says it's creating a new division called Media Group for its entertainment and



Julie Tremblay

news media properties, including Sun and TVA. Media Group will be headed by **Julie Tremblay**, who becomes president and CEO of this new group. She also will serve as president/CEO of TVA Group. She has been with Quebecor since 1989.



Anthony Caruso



Andrew Chang



Gloria Macarenko



Jack Fleischmann



Carlos Benevides

REVOLVING DOOR: Larry Hennessey, formerly of *Larry & Willy* (Percy), has joined *LG 104.3 Vancouver* as the *Newcap* station's morning host. The duo had a 27-year history in the city, first on *CFOX* and later on *Jack FM*. For the moment, Hennessey is working without an on-air partner. Percy is now the morning host at *Rock 101 (CFMI) Vancouver*. It was well over a year ago that the morning duo went off the air at *Jack FM Vancouver* after failure to resolve a contract issue with *Rogers Media*... The queen of North American broadcast copy creative, **Maureen Bulley**, has been caught in the *Rogers* lay-offs. She'd been the creative director of the company's Toronto stations — *CHFI*, *KiSS*, *680News* and *Sportsnet 590 The Fan* — for 10 years. Bulley also operated her creative consultancy (*The Radio Store*) for years prior to joining *Rogers* and was a columnist in *Broadcast Dialogue* magazine. She may be reached at Maureenbulley@rogers.com or 1-888-DO RADIO... **Anthony Caruso** has retired after 33 years with *CBC*. His position at retirement was as director of new broadcast technologies. Caruso was actively involved in writing and presenting original scientific papers on the developments in new broadcast technologies to such organizations as *IBC*, *NAB*, *SMPTE* and *NABA*... **Peter Bartrem**, the director of sales at *Pelmorex Media (The Weather Network)*, has departed. His background includes four years as national sales director at *Zoomer Media* in Toronto and two years as VP business development at the *Radio Marketing Bureau*. He was also VP/GM at *Astral Outdoor* and Quebec regional manager for *Standard Broadcasting's Integrated Media Sales*... **Andrew Chang**, who recently left the anchor desk at *CBC News Montreal*, will become the anchor of *CBC Vancouver* supper hour broadcasts. He succeeds **Gloria Macarenko**. Chang has been with *CBC* for 10 years but left last May to go on paternity leave. He begins in Vancouver Sept. 1. Macarenko will become the new host of *CBC Radio One's* network show *The Story From Here* and will also continue to host the weekly current affairs TV show, *Our Vancouver*... **Jack Fleischmann**, the general manager of *BNN* and vice-president of *CTV News Channel*, served his last day Aug. 8. He became GM of *Report on Business Television (ROBTV)* in February of 2002, a promotion from his position as executive producer. In February of 2011, Fleischmann took on the added responsibility of running *CTV News Channel*. Succeeding him as GM of *BNN* is **Grant Ellis**, who joined *BNN* as managing editor in May, a return after spending seven years at the *Financial Post*. Before that he was a senior producer at *BNN*... **Rudy Parachoniak**, who joined *FM96 Kingston* as morning show host in April of this year, has been promoted to operations manager at *Corus Radio Kingston*. He retains his morning show host duties... **Tracey Pearce** has been promoted to senior vice-president, specialty and pay at *Bell Media* in Toronto. She joined the company in 2001 and most recently was senior vice-president, business and legal affairs... **Tim Day** has been appointed PD at *Big Dog 92.7 Regina*, effective Aug. 18. Most recently, he was APD/MD at *KG Country Red Deer*... **Cara Fullerton**, after 14 years in



Cara Fullerton



Darren Brown



Alix Michaels



Sam Zniber



Kevin O'Leary

television as an anchor and reporter — the last 10 with *Global Calgary* — wraps it up today (Thursday), moving to a new career in health and fitness. Her background includes stints with *Global Saskatoon* and *Global Halifax*... *CBC* has laid off veteran sportscasters **Steve Armitage**, 70, and **Mark Lee**, 58, the latest high-profile casualties of budget cuts. Armitage handled play-by-play on 29 seasons of *Hockey Night in Canada*, 27 *Grey Cups* and 15 *Olympic Games*. While Armitage and Lee got the word back in May, they have both just wrapped up their final days at *CBC*. Lee spent 34 years with *CBC*... **Carlos Benevides** has returned to mornings at *91.5 The Beat (CKBT-FM) Kitchener*, with **Sophie Moroz** and **Dave Jutzi**. After nearly 11 years at the station, Benevides moved to middays at *102.1 The Edge Toronto*... **Andrew Cochran**, *CBC's* senior managing director in Atlantic Canada, English Services, has moved within the corporation to oversee the implementation of the *CBC's Strategy 2020* for news operations. **Denise Wilson**, the managing director for *CBC Atlantic* in St. John's, will take over for Cochran as senior managing director in Atlantic Canada and will be based in Halifax... **Darren Brown** is the new PD at *95.7 CRUZ fm Edmonton*, promoted from APD/MD. He joined *Harvard Broadcasting* sister station *WIRED 96.3 FM Saskatoon* (now 96.3 CRUZ fm) as PD in November, 2011. Brown succeeds **Tim Schutz** who left the station for personal reasons... **Alix Michaels** will become co-host, with **Kelly Parker**, at *FAB 94.3 Winnipeg*. Michaels is well-known to *Winnipeg* radio audiences for previous work although she's spent over a decade working in U.S. markets. As a side venture, she has a full-service voiceover company... **Sam Zniber** is the new PD at *92.5 The Beat Montreal*. His background includes programming stations and radio networks in the UK, the USA, Australia, France and several other countries. From 2010 until recently, Zniber was PD at *Magic 102.7 Miami*. He steps into the role held by **Leo Da Estrela** who left to work full-time with his partners in *Couture Media*... **Steve Adams** is now with *Energy 106 FM Winnipeg* as music director and midday on-air host. He had been with the *Bell Media* stations in *Winnipeg*... **Johnny Mah**, with *CTV Vancouver* for seven years as promotions coordinator and publicity, has been laid off. Before joining *CTV*, Mah was with *Shaw Communications* for six years and, before that, was a news/promotions/producer at *CKQR Castlegar*... **Joanne Kerr**, after three years as VP of technology services at *Accessible Media (AMI)* in *Toronto*, is no longer with the company. Her background includes *Bell ExpressVu* and *XM Radio*... **Julie Bristow**, the principal at *Bristow Global Media*, has been appointed to the board of directors of the *Canadian Centre of Ethics in Sports*... **Mike Evenson** and **Heather Adams** comprise the new morning team on *97.5 FM The River Kamloops*. Evenson's background includes *100.3 The Q! Victoria* and brief year-long stops in *Fort McMurray*, *Thunder Bay* and *Castlegar*. Evenson has been with *97.5 The River* the last two and a half years. Adams has been in radio for 21 years, the most recent 13 of them in *Kelowna*... **Rick Westhead**, ex of *The Toronto Star*, has joined *TSN* as its senior correspondent. He'll be creating original content that will be featured across *TSN* platforms. At the *Star*, he was a foreign affairs writer in addition to covering sports... Another *Toronto Star* staffer, technical editor **Shauna Rempel**, will join *Global News Toronto* as its social media strategist Aug. 26... *CBC Vancouver* producer, director and host **Jodie Martinson** has moved to *Utah* to become *Boise State Public Radio's* new

Morning Edition host and reporter. She'd been with CBC for five years and also is an *Emmy Award*-winning documentary filmmaker... Bernie Lucht, after almost 50 years with *CBC Radio*, has retired. Lucht's first job with the public broadcaster was as a researcher in Montreal for the summer. He was 19 at the time. At retirement, Lucht was executive producer of *Ideas* and *Tapestry*... *CBC* commentator Kevin O'Leary is leaving his co-host spot at *The Lang & O'Leary Exchange* in favour of *Bell Media*. He'll be an on-air contributor for the company's TV, radio, and digital programs and properties. As well, O'Leary will return to *CTV Two's Shark Tank* this fall... Gwen Jones McCauley has joined *Blue Ant Media* as director, international sales. Previously, she was VP, content sales at *THA Inc.* and *BBC Worldwide Canada*... Dale Davies is the new promotion director at *FAB 94.3/QX104 Winnipeg*. He succeeds Mark Morris who moved to midday announce on QX104. Davies had been with *Virgin Radio Winnipeg*.



Gwen Jones McCauley

SIGN-OFF: Paul Wainwright, 56, in Hamilton of a heart attack. The radio host, actor and music enthusiast was the voice of *GIANT FM Welland's* afternoon show from 2005 to 2012. Before that, he worked at Hamilton stations *CKOC*, *CHAM* and *K-Lite*. He also was host of *The Stories of Classic Rock* on *Badunga Radio* in Los Angeles. Wainwright's proudest acting moment was in his role as a pharmacist in the 2011 movie, *Man on the Train* starring Donald Sutherland and *U2* drummer Larry Mullen Jr.

SUPPLYLINES: Ottawa-based *Unlimi-Tech Software Inc.* will receive an *Emmy Award* in January for its technology that helps move large video files across the Internet. The Emmy will be presented at the awards banquet during the *International Consumer Electronics Show (CES)* in Las Vegas. The *Technology and Engineering Emmy*, in the category of *Secure Accelerated File Movement over IP*, will see Unlimi-Tech receive the award for its main product, *FileCatalyst*... *CBC/Radio-Canada* has contracted to employ *Avid Everywhere*, adopting the *Avid MediaCentral Platform* to power production and storage of media content within Canada and around the world.

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The annual CCBE (Central Canada Broadcast Engineers) conference—this year marking its 63rd anniversary—is set for Sept. 25-28 at the scenic Horseshoe Resort just north of Barrie. The career development conference will see broadcast engineers, technologists, equipment designers and manufacturers gather for the presentation of technical papers, seminars and workshops providing the latest on new and emerging technologies as well as the supporting technical standards.

These will shape the future of the broadcast industry.

Some 30 technical papers and workshops will cover IP infrastructure and IPTV, 4K technology and workflow, asset management and scheduling systems, H.265 compression, and transmitter site issues. Expect to see and hear many more topics.



Raj Shoan, the CRTC's Ontario regional commissioner, will deliver the keynote address. Look for Shoan to expound on thorny issues facing the regulatory body, issues such as adapting to unprecedented change brought about by new non-broadcast players in the media field.

To say that the broadcast industry is in turmoil would be putting it mildly. The 2014 CCBE conference will help you to make sense of it all. We believe that the key to surviving, and prospering, is to educate ourselves on what's new, exciting and challenging. Remember, we're in an industry where the only constant is change.

The conference will provide information about the newest broadcast and media technologies as well as addressing our changing regulatory environment, media ownership concentration, and untraditional delivery methods. The Canadian Association of Broadcasters will be presenting a paper outlining its perspective on the broadcast environment. There will also be a discussion on consolidation in the broadcast industry.

CCBE's training workshops have become increasingly popular over the years, so much so that we're doing it again this year. On Thursday, Sept. 25, there will be two different full-day sessions running concurrently. One will provide hands-on training in setting up an SMNP control and monitoring system using computers and broadcast equipment. The other session covers the integration of mobile devices into a broadcast facility and how you can save money by using these inexpensive products.



*Raj Shoan,
CRTC's Ontario regional commissioner*

Those who have been involved with broadcast technology over the past few decades know that the pace of change is only accelerating. The broadcast infrastructure is relying less and less on specialized and expensive equipment and more on versions of consumer and industrial equipment costing a fraction of the price. This has resulted in the widespread use of IP technologies in broadcasting and some surprising adoptions such as 4K and 8K TV cameras based on the sensor technology used in consumer DSLR cameras. To address the need of acquiring knowledge related to the new and emerging technologies, CCBE is bringing experts in their respective fields to present papers. They will explain how these technologies work and how they are being integrated into broadcast workflow.

While learning about new theories and equipment systems is enormously important, broadcast engineers will have the opportunity to meet with equipment designers and fellow broadcasters thus providing a unique opportunity to learn from the experts while hearing what their brothers and sisters in broadcast engineering have to say.

While at the CCBE conference, don't forget to visit the hospitality suites on both Friday night and Saturday night.

The papers sessions will end at lunchtime Saturday so that attendees can enjoy some recreation. The primary event is the CCBE Golf Tournament on the beautiful Horseshoe Golf Course, again organized through the tireless efforts of William Johnson. For non-golfers,

Horseshoe Resort offers the excitement of treetop trekking, mini golf, bicycling, swimming or simply enjoying a walk in the beautiful wooded area.

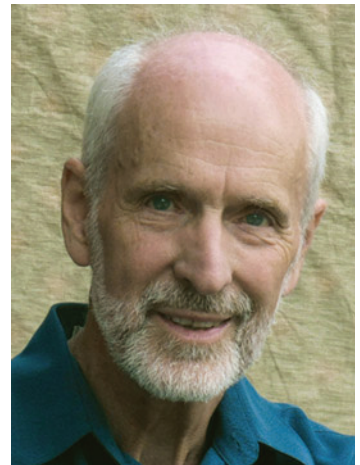
The major social event is the Saturday night CCBE Awards Banquet where the achievements of members of the broadcast community are celebrated through awards for engineering excellence, lifetime achievement, the ambassador award and the George McCurdy Bursary. William Johnson will also be entertaining while he hands out the golf awards and draws door prizes for an impressive array of generously donated gifts from the prize table. All this takes place while enjoying a sumptuous five-course culinary experience from chef Dylan Tulloch.

Thanks to the generosity of the industry sponsors of the conference, the CCBE is able to offer four days of papers and workshops along with meals and refreshments for the modest registration fee of \$205. Compare this with the several hundred dollars per day usually charged by commercial training institutions.

To learn more about the CCBE Career Development Conference go to www.ccbe.ca or call Joanne Firminger at 1-800-481-4649.

Looking forward to seeing you at Horseshoe Valley next month!

Peter F. Warth P. Eng. is the president of the Central Canada Broadcast Engineers. He can be reached at (416) 787-0645 or by e-mail at peter@ccbe.ca.



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Thursday, August 21, 2014

Volume 22, Number 14

RADIO: That “twice the music” format at *90.3 AMP Calgary* is toast, at least for the moment. The three-week *QuickHitz* blitz (from Vancouver-based *Sparknet Communications*) came to an end because of litigation threats. Steve Jones, *Newcap’s* VP of programming based in Halifax, is quoted as saying that to do this format successfully “would involve far too many lawyers” getting rich. Most of the artists who made the legal noises are Canadian, said Jones. Plus there were other industry stakeholders in the fray too. But he’s not giving up: “Our plan is to go back to the drawing board, maybe work a bit closer with some of the various stakeholders in the industry and try and bring this back at a later date,” Jones told *CP*... Meantime, *Newcap* reports a 26% increase in second-quarter net profit and attributes most of it (20%) to the acquisition of four *Bell Media* stations, two in Toronto and two in Vancouver. Net earnings were \$7.5 million or 26 cents a diluted share, up from just under \$6 million or 20 cents per diluted share in the same period last year. Revenue in the three months ended June 30 was \$42.3 million, up from \$35.4 million in last year’s second



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—Ken Singer, Vice President
of Operations, Fabmar
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quarter. CEO Rob Steele says revenue growth in Newcap's other markets was "more of a challenge". He cited national ad revenue declines... And, Harry Steele has acquired control of an additional 745,305 Class A Subordinate Voting Shares of Newcap at a price of \$8.00 each. They represent 3.1% of those outstanding. Steele now owns or controls 17,040,904 Class A shares (or 69.9% of them) and 3,658,002 Class B Common Shares (97.0%) of the outstanding Class B Common Shares... The CRTC has denied *LG 104.3 (CHLG-FM) Vancouver's* (formerly *Shore FM*) application to relieve its condition of licence, specifically to move away from 15% of special interest music and 40% Jazz and Blues between 6 a.m. and 6 p.m... On a brighter note for the *Newcap Vancouver* cluster, approval was given for relocating *CISL 650's* transmitter site. Daytime power will increase from 10,000 to 20,000 watts while night power will decrease from 9,000 to 4,000 watts... *Jewel 101 FM (CFJL-FM) Winnipeg* has won CRTC approval to change frequency to 100.5 from 100.7 and to bump power from 51,000 watts to 63,500 watts. The change was made to improve signal quality and to better capitalize on Jewel's Modern Easy Listening/AC format... Following the retirement of Bill Good and Philip Till in mornings, some changes to *CKNW Vancouver's* lineup will take place Sept. 2. In the 5:30 to 10 a.m. slot is Jon McComb. Simi Sara will do middays 10 to 2. Mike Eckford has the 2 to 6 p.m. slot. And Justin Wilcomes, known as *Drex*, hosts 6 p.m. to 10 p.m. McComb is a 30+ year veteran of the station's news department. Sara was the *2013 Webster Award Commentator of the Year*. Eckford arrived at the station with more than 10 years TV experience. Wilcomes, who once worked at *98.9 Jet FM Courtenay*, gained fame for challenging BC Premier Christy Clark on-air and lost his job for it... The new lineup at *boom 99.7 Ottawa*, effective Aug. 25, has Pete Marier and Wendy Daniels in mornings with Murray Sherriffs on news, Heather Ray in middays and Tom Schoch in afternoon drive. Sandy Sharkey will do evenings and weekends... *ZoomerMedia's* new station in Central Ontario, *CFMO-FM Collingwood*, will begin regular service Aug. 30. Format is Classical and the signal will reach as far



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Wendy Daniels



Heather Ray



Tom Schoch



Sandy Sharkey

away as Orillia... Manitoba businessman **Mike Bruneau** is using a radio ad as a tool in forcing the federal government to release information related to unpaid bills at his former lodge. Bruneau says he's owed almost \$3-million in unpaid bills left over from lodging and food he provided to First Nations evacuees from the 2011 flood. He also wants government to account for more than \$85-million in flood aid that was funnelled to an association to care for the evacuees. Bruneau's lodge closed last fall after the last of the evacuees moved out... **Matt Soper** of *JACK FM Victoria* got a vasectomy the other day, not a big deal in itself. But Soper went to the doctor's office with a whack of crowd-sourced one-liners. He even tweeted, and he recorded the procedure. Click [HERE](#).

TELEVISION: The *CRTC* is looking into cellphone providers which can offer TV apps without hitting consumers with the extra data charges that *Netflix* or *YouTube* rack up. As it stands now, \$5 a month will get subscribers up to 10 hours a month of content on their smartphones or tablets, with no impact on their wireless data caps. But 10 hours of Netflix and subs are likely to be billed for exceeding monthly data caps. *Ryerson University* researcher **Gregory Taylor** makes the main point succinctly when he asks how some data can be favoured over another. That, he says, is the basis of net neutrality. The Commission expects answers today (Thursday) from *Rogers*, *BCE* and *Quebecor* to a slate of questions posed earlier this month... *CTV* has dismissed seven contract positions at its flagship newsmagazine show, *W5*. The blame, says CTV, falls on falling ad revenues and changing viewer habits. The number of episodes will be trimmed this year, from 23 to 14 shows.

GENERAL: Focus groups in Montreal and Toronto might as well have given a thumbs down to the *CRTC* over its proposed citizen's guide to participation in its proceedings. According to a *Harris/Decima* report, while everyone thought the *CRTC* played an important role there was also a sense that it more readily sides with corporate entities or special interest groups. They also thought the *CRTC* was playing catch-up most of the time since the industry is changing so fast... The *National Association of Broadcasters* (NAB) has filed a lawsuit in an American court against the U.S. *Federal Communications Commission* over its rules for an upcoming airwave auction. NAB argues that the FCC's rules for the next auction would allow fewer people to tune in to member stations while forcing broadcasters to spend hundreds of millions of dollars out of their own

pockets. Next year's auction — ordered by the U.S. Congress — will see the FCC buy back chunks of airwaves from broadcast companies and resell them to wireless providers such as *Verizon* and *AT&T*. NAB's position is that the auction rules leave broadcasters in a situation that benefits everyone but them.

REVOLVING DOOR: Madeline Ziniak, the national VP at *OMNI Television*, will leave *Rogers Media* in October. She is said to be about to pursue new opportunities in the ethnic media community. Ziniak has been with Rogers and OMNI for 34-years. Her accomplishments and recognition include: Winner of the *CWC/Global Television Network Management Development for Women* award (2002); awarded the *Queen's Golden Jubilee Medal* in recognition of her accomplishments (2003); winner of the *Howard Caine Broadcaster of the Year Award* (2004); appointed to the *Order of Canada* (2009); winner of the *CWC Leadership Excellence Award* (2010); and presented with a Lifetime Achievement Award at the *Cambridge Awards of Excellence* (2013)... *Bell Media Radio* layoffs include *CFRB Toronto* morning news anchor Evelyn Macko, reporter Amber Gero and Ontario legislature reporter Katie Franzios; at sister station *boom 99.9*, newsman Steve Roberts. At *Bell Media Radio Kitchener-Waterloo*, News Director Brian Bourke, a 30-year employee; Larry Silver, the morning news anchor the last six years; Stacey Thompson, a 14-year on-air veteran at both *99.5 KFUN* and *KOOL 105.3*; Lindsay Crossley from *KFUN* mornings; and 11.5-year Promotions and Marketing Manager Jay Nijhuis... Veteran broadcast journalist Ed Mason is hanging up his headphones Aug. 29. The morning news anchor at *CHED Edmonton* began his career at *CFAR Flin Flon* in 1963. Since then, he worked at stations in Saskatchewan, Ontario and B.C. In February, 1975 he moved to *CHQT Edmonton* and, in 2005, to *CHED*, both stations now owned by *Corus* (was *WIC/Shaw/Corus*). Had he hung around for another six months, Mason would have completed 40 years with the station (under various ownerships)... Gruff Gushnowski moves from sister station *CFCW Camrose/Edmonton* to morning host/assistant PD at *KG (CKGY) Red Deer*. He had been morning host/PD at *CFCW*. Before moving to *CFCW*, he was PD at *K97 (CIRK) Edmonton*, also a *Newcap* station... Christopher Hedges joins *CHCH TV Hamilton* Sept. 2 as a regional rep. He had been with *Shaw Media* (and predecessors *Canwest*, *WIC*, *Maclean Hunter* and *Selkirk*) for 25.5 years. His last position at *Shaw Media* was as national sales manager... The new anchor/newsroom manager at *Global Lethbridge* is Liam Nixon. He begins there Sept. 8. Nixon moves from *CHAT TV Medicine Hat* where he'd been for seven years, most recently as assistant news director/anchor/producer... Matt Cleveland has been appointed operations manager/PD at *Bell Media Fredericton*. He begins Monday. Cleveland moves from sister stations *C100/101.3 The BOUNCE Halifax* where he was assistant PD/marketing director... Seamus O'Regan, ex of *CTV*, is seeking the federal Liberal nomination in St. John's South-Mount Pearl. The former *Canada AM* host and *CTV News* reporter left the network in 2012. Before television, O'Regan was a senior policy adviser to Brian Tobin, then the Newfoundland and Labrador premier... Stephen Meurice has been appointed editor-in-chief at *The Canadian Press* in Toronto while Andrew Lundy has been promoted to VP, digital. Most recently, Meurice was editor-in-chief of the *National Post*. Lundy joined CP as director of digital last year, moving from director, online at *Global News Toronto*. Before that, Lundy was a senior producer at *CBC*. He recently accepted additional responsibilities as acting editor-in-chief at CP...



Madeline Ziniak



Gruff Gushnowski



Liam Nixon



Matt Cleveland

Sebastien Lavoie is the new assistant brand director at *JUMP! 106.9 (CKQB FM)/boom 99.7 (CJOT-FM) Ottawa*. He's also the MD at boom. Lavoie joins the *Corus* cluster from *NRJ 98,9* and *Rouge fm 107,5 Quebec*... Nellie Baker, ex senior account manager at *The Jewel Ottawa*, has moved to *Newcap Ottawa*.

SIGN-OFFS: Devon Jacobs, 49, in Ottawa of brain cancer. The longtime lobbyist and former *Canadian Association of Broadcasters* staffer, was senior director of government affairs with the *Canadian Wireless Telecommunications Association (CWTA)*... Don Pardo, 96, in Tucson, Arizona. Best known in recent years as the booth announcer for *Saturday Night Live*, Pardo's voice, with its swoops in pitch and pregnant pauses, was a part of newscasts, game shows and TV shows for more than 60 years. He continued with SNL through to the end of last season when he performed the introductions on the finale in May.

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Avoiding flame-out IV

by JJ Johnston

You are as busy as you've ever been and only expect more of the same. And if you're not careful, you'll be doing more and more because you feel it's necessary.

Or is it?

Let's look at the fine art of delegation. Why is solid delegation critical? Why don't managers delegate or, if they do, why don't they do it properly?

The most common answers are "It's just easier to do things myself", "If I want to get it done right I've got to do it myself" or "My people are too busy and I don't want to put any more on their plates". Another answer could be that managers who don't delegate well aren't great at follow-up.

From the staffing side, employees' perception of those managers are:

- Doesn't consistently solicit input and engage team members
- Doesn't properly communicate the task at hand
- Doesn't know the staff and their interests

- Is not trusting of the team
- Is not great at follow-up
- Is a control freak.

Importance of Delegation

- You simply cannot do it all yourself. Doing so is a direct path to the flame.
- To build teamwork and trust.
- Proper workload distribution.
- Personal growth of staff.

Most people get promoted because they get things done. Then they continue to get things done but often do the tasks others should be doing. How do we feel about a manager who is doing other peoples' jobs?

This can lead to all kinds of issues such as accountability stripping, fuzzying expectations, building resentment and, of course, the dreaded

flameout for you and your team. Remember, you are paid to get it done but expected to get it done through others.

I Have To Do This Myself Or It Won't Get Done Right.

We resent the staff because they never seem to get it right but chances are we haven't articulated properly, haven't involved them in possible outcomes, trusted them, supported them and taken the time to understand them. Or, you are the dreaded control freak. If so, you may be a moth closing in on the flame.

It's Just Better If I Do It myself.

That way I don't have to get mad at people when they don't follow through. I've tried delegating but they don't seem to want it or get it? It's beyond me why these people don't follow through." When feeling this way, managers should ask themselves if they could be doing something better. In all cases, if they're honest, the answer is yes.

Proper Delegation Steps

We often don't delegate enough because we feel our people are way too busy and we're respectful of their time; conscious of their quest for work/life balance. This comes from a good place but think about this; if you don't delegate to them they will resent you for blocking their ambitions, for not letting them do their jobs and you risk conditioning them into becoming unproductive, disengaged and resentful employees. They need to learn through doing.

Contract with them upfront to understand that you are delegating to help them in their career paths and for team efficiency purposes. Agree that they will let you know when they are overwhelmed and unable to take on a particular project. If the task is important and time sensitive, work out with them what they can put on the back burner for now. If you have the right staff who are interested in improving and trust you, they will tell you when they're close to the wall.

Meetings

The most effective way to have an engaged staff with a get-it-done attitude is to involve them. A meeting without an agenda, discussion, action steps and timelines is a social gathering, meetings people hate to attend. Always have a clear agenda on what needs to be done. Give them the opportunity to help create the agenda.

In meetings, set up the problem and ask for their input in how to get it done. As they participate, jot notes on who said what and at the end of the meeting delegate appropriately and negotiate proper deadlines. People will be more apt to follow through on their ideas rather than on top-down marching orders.

Negotiate Deadlines

Negotiating deadlines makes staff part of the decision and everyone is realistic about delivery time. The first answer when you ask someone how long a task will take is usually off by 50 percent. If they say it will take two days, give them three days to do it. They will appreciate the extra time. This gives them the opportunity to get it done with time to check their work and avoid the feeling of having a gun at their heads. Contract upfront that you will check with them at the project's halfway point to see how they're doing. It is important to state this upfront so they don't perceive you as micromanaging but rather are there to help. When circling back you'll find they are either on target or didn't understand what was expected or are stuck and don't know how to get started.

Know Their Interest Levels

Are you delegating items that are in their interest set? Do you know your staff and understand and aid their ambitions?

I once witnessed a situation where in a serious restructure (which was a very poor ready, fire, aim scenario), people were commissioned to do things that were completely out of their area of expertise and interest. A manager actually delegated the payables task to an on-air person who, while extremely creative, couldn't balance his personal cheque book. It was a disaster. If that manager had known this person and their strengths this would have never happened. This was a bad match; the employee was set up to fail and was vilified as a non-performer. The fact is it was the manager's failure. That's not to say that we can't try new things and help team mates to stretch but think carefully about who is likely best to do what, and that usually lives in their interest levels.

Follow Through

When you establish deadlines, immediately put those deadlines into your calendar and be consistent with following up. Set the example in respecting deadlines. People need to know that this is a consistent practice for you.

Even by consistently practising the steps outlined you are bound to still do things yourself. You may have some of the wrong people. They could be people you inherited, miscast, mismanaged or are simply bad hires.

One of the great things about laying out expectations with staff is creating the opportunity to turn gray into black-and-white. You both have talked about what's coming, you've given him/her extra time to get things done, you offered your assistance and they are still late. It's a lot easier to call someone on their accountabilities when the processes have been clearly laid out and agreed upon. There may be a strong reason why they didn't get things done on time. That's

another thing to contract up front. Agree that if for some reason they are going to miss a deadline, and “I’m pretty sure you’ll have a good reason,” they need to let you know ahead of time so there are no surprises for you and the team.

If employees continue missing contracted deadlines, then it’s progressive action from there. You need these people to follow through and they need you to consistently do the same. Be honest with yourself when you ask if you’re an effective delegater. Maybe you were at one time but got away from it in the business of today.

Delegate properly or accept that you are contributing to low morale usually associated with an ineffective, underachieving and resentful staff. If that’s the case, you will also find yourself one step closer to the flame.

(Previous *Avoiding flame-out* articles can be found [here](#), [here](#), and [here](#).)

Jim JJ Johnston is CEO, president and executive talent coach at JJ International Media/Management Solutions. His successful leadership roles include Corus Radio, Standard Radio and Moffat Communications. He can be reached at jj.imsconsulting@gmail.com.



BROADCAST Dialogue

Essential Reading

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Thursday, August 28, 2014

Volume 22, Number 15

TELEVISION: The *CRTC* has proposed regulations that would let subscribers pick the individual channels they want; that would see basic TV cable and satellite rates price-capped; a trimmed-down basic service; and a ban on replacing American ads with Canadian advertising. It also wants to allow local TV stations to shut down their transmitters. Approximately 8% of Canadian viewers use antennae. One watchdog group is predicting that if those changes come into being, upwards of 19 local TV stations could go dark and, as a result, 31,000 people or more could lose their jobs. The Commission's proposed changes, it says, are not set in stone but rather a framework for public consultations. The *CRTC* has an online discussion forum open for final says by Canadians on the future of the TV system. The forum will stay open until Sept. 19, the final day of the *Let's Talk TV: A Conversation with Canadians* public hearing. [For a detailed explanation of what the CRTC is proposing, check the add-on following this week's feature story.](#) For the moment, here's a snapshot of the

proposals:

- * basic service would be primarily local Canadian channels
- * pick-and-pay channels on top of a basic service
- * basic service capped at between \$20 and \$30 a month.

The *Consumers' Association of Canada* thinks the proposals haven't gone far enough. CAC President Bruce Cran says consumers shouldn't have to pay for basic service no matter how pared down. Instead, he says, they should be allowed to buy channels one at a time...

Rogers Communications and *Shaw Cable* will launch *Shomi*, a subscription *Netflix*-like video service, in November and initially available only to their Internet or cable subscribers. It will be in beta mode for six months to a year while Shaw and Rogers fine-tune the platform and update their catalogue. Users will be able to access 240 TV series and 12-hundred movies on tablets, mobile, online and through Xbox 360 as well as set top boxes. The announcement comes at a time when households are beginning to favour online services over traditional TV delivery. The Toronto-based *Convergence Consulting Group* is estimating that 5.7% of Canadian households, or 665,000 of them, are expected to rely only on *Netflix* or other online services by the end of the year.



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Susan Bonner



Rustie Dean and Greg Morgan



Barb DiGiulio



Édith Perreault

REVOLVING DOOR: Susan Bonner will become the new host of *CBC Radio's Wold at Six*, the flagship nightly program. She begins Sept. 2. Bonner has been with CBC since 1985, primarily as a reporter but also as a host. Her last four years have been spent at the CBC News Washington bureau... Greg Morgan moves from PD/afternoon drive at *my 92 Regina* to mornings/assistant PD. Rustie Dean from *Global Regina's* morning show will join him as co-host. Chris Knight and Jessica Norgaard will move from mornings to afternoon drive. The new PD both at my 92 and *The Wolf* is Tim Schutz. His first day in Regina is Oct. 6. Schutz had been PD at sister station *95.7 CRUZ fm Edmonton*. Before moving to Edmonton, he was PD at *107.7 The River Lethbridge*... Rick Ball of *TEAM 1040 Vancouver*, who does play-by-play of the *B.C. Lions* and the *Vancouver Canucks*, is moving to *Rogers Sportsnet Calgary* where he'll call *Calgary Flames* TV games. He'd been with TEAM 1040 for 11 years, and was also a part of *CBC's Hockey Night in Canada* broadcast team... Scott McGregor will join *Clear Sky Radio* in Lethbridge as PD of newly-acquired *CKVN-FM* when Clear Sky takes possession Sept. 1. Most recently, McGregor was PD at *Bell Media Radio Brockville*... Tim Leiweke will leave his CEO position at *Maple Leaf Sports and Entertainment* at mid-2015 in favour of becoming self-employed. MLSE is majority co-owned by *Bell Media* and *Rogers Communications*... Barb DiGiulio joins *Newstalk1010 (CFRB) Toronto* Sept. 2 as co-host of the evening show and working with with John Downs. DiGiulio, a 22-year veteran of *Sportsnet 590 The Fan/680 News Toronto*, was one of 94 staff released country-wide by *Rogers Media* last November...

Édith Perreault has resigned her position at *Quebecor Media* where she was *TVA's* VP of sales and marketing... Hugues Simard has been named senior VP/CFO of *Videotron* in Montreal. He joined *Quebecor* in 1998 and, before going to Videotron, was CFO at *Sun Media*... Troy Scott is moving from his PD/morning host gig at *The Juice Kelowna* to *Hot 107 Edmonton* where he'll be program director. He begins at the *Harvard* station in November... James "Gruff" Gushnowski, who was announced last week as joining *Newcap Red Deer*,

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Sharon Mallon



Mike Calderone



Fernand Dubois



Ed Mason, whose retirement from *CHED Edmonton* was reported last week.



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will instead become morning host/operations manager at *93.1 The One Leduc* beginning Sept. 2. He succeeds Sean Burke who moves to mornings at *CFCW Edmonton/Camrose*, succeeding Gushnowski. His co-host is Stella Stevens. Stevens steps up to mornings from the station's afternoon show and succeeds Sharon Mallon who, after 22 years, is retiring. Succeeding Stevens in afternoons is AJ Keller, the weekend/swing announcer... Mike Calderone takes over the midday spot at *Q99 (CKIT-FM) Grande Prairie*, succeeding Melinda Evans who's upping her education. Calderone will also act as assistant PD... At *Rock 97.7 Grande Prairie*, J.C. Coutts adds PD to his promotions director duties. Cliff Kirz becomes APD and continues as morning co-host and in news... APTN's manager of engineering, Fernand Dubois, retires tomorrow after a 35-plus year career, the last seven of them with APTN in Winnipeg. Before that, Dubois was with *CBC, Sony of Canada, CJOH Ottawa* and a number of integration companies that include *Imagineering* and *IMMAD Broadcast services*...

SIGN-OFF: Beverly Whiteway, 62, of cancer. She worked her way up to become sales manager at *CJCJ Woodstock*, N.B. during her 40-year career there. CJCJ was her first and only employer.

RADIO: *Corus Radio Cornwall* has launched Top 40 *104.5 Fresh FM (CKLG-FM)* and Greatest Hits *boom 101.9 (CJSS-FM)*. This is the fifth Fresh FM station in the Corus stable. The stations' new brands succeed *Variety 104* and *CJSS 101.9*. 104.5 Fresh FM kicked things off with *Hideaway* by Kiesza while the new boom 101.9 launched with *Journey's* classic, *Don't Stop Believin'*... The *CISL 650* brand has returned to Vancouver radio. It had been branded *AM 650* the last seven years but GM Sherri Pierce says the now *Newcap*-owned station continued through those years to be known by loyal listeners as CISL. Returning to the brand, coined 30 years ago, "was a natural," she said. Programming is geared toward boomers with music from the '60s described as smooth and easy, e.g. *Beatles* ballads, Neil Diamond, Frank Sinatra and so on...



Rdio, the San Francisco-based streaming music service, has become the music sponsor of the 11-day *Toronto International Film Festival* (TIFF). As part of the deal, it will conduct a free concert and an interactive music "experience"... *Harvard Broadcasting* has launched its fourth *CRUZ* station, *100.7 CRUZ fm Red Deer*. First song played was *Start me up* by *The Rolling Stones*. Staffing remains the same save for middays which is voice-tracked from Edmonton. The

other CRUZ stations are in Saskatoon, Fort McMurray and Edmonton... *Rogers Radio North Bay* has taken possession of a new broadcast facility, on the same street but much closer to the centre of the Northern Ontario city. Ceremonies at the new address for *101.9 The Fox/KISS 100.5/Country 600 CKAT* included a tribute to long-time News Director Clancy MacDonald who died in July and the naming of the new newsroom in his honour. In attendance was his widow, Sandie and daughters Natalie and Andrea.



Sandie MacDonald and daughters Natalie and Andrea

GENERAL: *Bell Media* has launched *TSN's* expanded the lineup to five national feeds, called TSN1, TSN2, TSN3, TSN4, and TSN5. Sports fans can now choose from 300+ hours of live programming, including *TSN Radio*. Daytime, non-live event sports programming originates at TSN radio stations; a double down effect on ad revenue.

SUPPLYLINES: Kevin Rodgers is the new president/CEO of *Nautel*, succeeding eight-year president Peter Conlon. Rodgers is a 29-year veteran of Nautel, a member of the board of directors and a major shareholder. Most recently he was director of customer service and chairman of the board.

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The death

of the station manager

As I travel across North America and visit radio and TV stations, I've come to understand that the stock market has killed station managers and that not having full-time station managers is slowly but surely dragging down our industry.

Albert Einstein said, "A little knowledge can be a dangerous thing."

Business success guru Peter Drucker is often quoted as saying, "If you can't measure it, you can't manage it." The number crunchers love to flaunt that quote without capturing a deeper understanding of Drucker's teachings.

The fact is that while Drucker did believe that measuring results and performance were crucial to an organization's success he never actually said the highly-touted quote. The misuse of the Drucker quote is, in part, the cause of the demise of the role of station managers in building local radio and TV stations in their three communities; the audience community, the advertiser community and the station's staff community.

Peter Drucker has often said that not everyone could be held to the measurement standard. He once told a manager running a cable TV business: "Your role is a personal one. It is the relationship with people, the development of mutual confidence, the identification of people, the creation of a community. This is something only you can do." Further, he said, "It cannot be measured or easily defined but it is not only a key function, it is one only you can perform."

I can see, and actually feel, huge differences between the stations I visit which have a local station manager tied to the fabric of the station and the communities they serve versus stations managed by corporate types who fly into the market only

by Wayne Ens



to measure the station by numbers. And my station visits have convinced me that one of the worst measures of all is Wall Street's and Bay Street's EBITDA; Earnings Before Depreciation, Interest, Taxes, Depreciation and Amortization, as if carrying huge debt or letting your equipment decay and depreciate doesn't impair a business's success.

Focusing on alleged measurables has caused our industry to grossly underestimate the leadership, ambassadorship and ombudsman value of local station managers. Station managers who live and breathe the communities they serve seem to be in a much better position to lead their stations toward relating to those communities.

While it's hard to measure that value, station managers I see who sit on the boards of local hospitals, business committees and charities, who drive over the same potholes as their station's audience every morning and who understand on an individual basis how to motivate their people daily, don't appear to be digging in for failure the way the numbers folks do. And it seems to be working. The stations we work with which have full time local station managers seem to have stronger local revenues, more dedicated staffs and, in many cases, more loyal local advertisers than the cookie cutter operations that are managed from afar.

Admittedly, a lot of those local managers are actually owners or stakeholders with long ties to their communities and a vested interest in the success of their stations. But I have witnessed a definite link between stations that appear to be focused on serving all three of their communities and stations that are well received by those communities.

Ironically, the long term success of any station does not lie in last quarter's EBITDA figures but rather in the relationship management has with local listeners, their staff and their local advertisers.

I emphasise local advertisers because the national agency community seems to be bent on world wide web numbers rather than local wins market by market, and will continue to think of local radio and TV as old or traditional with all things digital being perceived as cool.

There was a time when station managers were held in high esteem in all three local communities. Everyone knew their name, and kept them in the loop. I now see stations where no one knows the name of who is responsible for running it, other than perhaps the faceless corporate name.

Where I see local station managers sitting on local committees and contributing to them, they are also sitting right next to the movers and shakers, key decision makers and local business owners. These give-back-to-the-community ambassadors might not be able to be measured by the number of broadcast orders which bear their names but they certainly influence a lot of them.

And they might not have the title of program director but they

can certainly monitor the on-air product's relevance to the market, keep announcers in the loop, and recognize if a local name or street is being mispronounced.

As a consultant, my job is to identify problems and to introduce out of the box, realistic solutions. I understand we can't turn the clock back and return highly paid station managers to our expense ledgers, the EBITDA folks won't have it. Let's face it, hiring a professional station manager this month will almost certainly impact next quarter's EBITDA in a negative way. Can you imagine the hue and cry from the MBAs if you added an unmeasurable expense to your ledger?

But visiting the number of stations I do each year, I remain convinced that every station can improve their performance with superior local leadership. In the absence of that, the least we can do is hire a less costly local ambassador. Your local ambassador can be the vital link between the community, your sales force and your programming people. They can sit on committees, MC local business events and be the important local face that is missing from stations. Your ambassador can also act as a professional ombudsman with a mandate to respond to complaints and concerns and to mediate solutions.

The great unmeasurables that will affect next year's EBITDA are the way your staff, your audience and your advertisers feel about your station. A good ambassador can affect all of those feelings.

The only measurable feelings barometer I know of is one that speaks to emotions and feelings; the foundations of all buying decisions, attitudes and motivation.

Wayne Ens is president of ENS Media Inc. and can be reached at 705-484-9993 or wayne@wensmedia.com.

CRTC WORKING DOCUMENT FOR DISCUSSION

CHOICE AND FLEXIBILITY « A healthy and dynamic retail market »

Small Basic

Option A: Broadcasting distribution undertakings (BDUs) would be required to offer a small basic service that includes only: local Canadian stations, all 9(1)(h) services, educational services, and, if offered, the community channel and the provincial legislature.

The small basic service would be promoted in an equivalent manner to other packages.

Option B: BDUs would be required to offer a basic service that would include: local Canadian stations, all 9(1)(h) services, educational services, and, if offered, the community channel and the provincial legislature, and any other services selected by the BDU.

The retail price of basic would be capped at one of the following prices:

\$20

\$25

\$30

The basic service would be promoted in an equivalent manner to other packages.

Pick and Pay

BDUs would be required to allow subscribers to select all discretionary services on a standalone (pick-and-pay) basis.

Build-your-own package

BDUs would be required to allow subscribers to build their own custom packages of discretionary programming services (BYOP). BDUs could still offer pre-assembled packages.

Simultaneous Substitution

Option A: BDUs would no longer be permitted to perform simultaneous substitution.

Option B: BDUs would not be permitted to perform simultaneous substitution for live event programming (e.g., a sporting event or an awards show).

Preponderance

Option A: BDUs would be required to ensure that each subscriber *receives* a preponderance of Canadian services.

Option B: BDUs would be required to *offer* a preponderance of Canadian services

BDU-PROGRAMMER RELATIONSHIP “A healthy and dynamic wholesale market”

Affiliation agreement issues that impact the ability of BDUs to offer more choice

The Vertical Integration Code of Conduct (VI Code) would be expanded to prohibit certain provisions that impede a BDU's ability to offer a pick and pay option on an affordable basis, i.e., unreasonable penetration-based rate cards, requirements to distribute a service on the same terms as at a prior date, most favored nation (MFN) provisions.

Access for non-vertically integrated (VI) programming services

The VI Code would be expanded to include provisions that would ensure access for non-VI services to the system, i.e., BDUs would have to facilitate and not impose unreasonable conditions on the ability of independent programming services to pursue multi-platform

programming strategies. For every two related services that it distributes, a VI BDU would have to distribute at least one non-VI service in the same language (2:1 linkage).

Dispute resolution and the VI Code

If VI undertakings would have to abide by the VI Code as a regulatory requirement. If they have not renewed an affiliation agreement with a non-VI service within 120 days of its expiry, VI undertakings would be required to submit to dispute resolution.

Distribution of non-Canadian programming services

The current approach to authorizing non-Canadian services for distribution in Canada would be maintained. As a condition of authorization, non-Canadian services would have to agree to abide by the VI Code and submit to the Commission's dispute resolution mechanisms, including undue preference.

CANADIAN PROGRAMMING "A renewed national programming strategy"

Redefining broadcasting revenues (French and English markets)

The definition of broadcasting revenues for licensees would be revised to include revenues from programming offered online or on other exempt platforms.

Broadcasters would be allowed to count towards Canadian programming expenditures (CPE) their expenditures on original online only programming.

Programs of National Interest (PNI) - (French and English markets)

The percentage of revenues dedicated to the funding of PNI would be maintained.

For the largest private broadcast groups:

- PNI contributions range from a minimum of 5% to up to 9% of revenues;
- 75% of PNI must be allocated to independent production

CBC English-language television would continue to broadcast a minimum of nine hours per week of PNI in prime time, averaged over the broadcast year. Given the specific circumstances of the French-language market, existing requirements regarding the level of PNI would be maintained at current levels and would be re-examined during the licensees' licence renewal. Children's programming would be included in the definition of PNI.

Programming requirements (French and English markets)

All licensed television stations and specialty and pay services would be subject to CPE requirements. The group-based licensing approach would be maintained and CPE levels would be adjusted initially to maintain the current level of dollar expenditures. CPE would increase over the licence term. CPE levels would be determined at licence renewal. Exhibition requirements for the broadcast day would be eliminated, but evening period requirements would be maintained.

Genre protection (French and English markets)

The genre exclusivity policy and protections for Category A pay and specialty services would be eliminated. Specialty services would no longer have a regulated nature of service, but would be fully competitive and subject to standard requirements. These services would no longer have access rights.

Licensing criteria for Category C national news services

- In addition to the current licensing criteria for Category C news specialty services, the Commission would introduce new obligations in order to ensure high-quality news programming. The obligations would include the following:
- An average of 16 hours per day of original news coverage 7 days a week;
- A commitment that programming would be drawn exclusively from news and current affairs programming.
- In addition, applicants would have to demonstrate that:
- They have a proven track record in producing high quality news programming;
- There is evidence of demand in the market for an additional national news service; and
- The proposed service would bring additional programming diversity to the national news landscape.

Audience Measurements

The industry would be required to establish a working group to work cooperatively to develop a set-top box (STB) based audience measurement system, which would include technical standards, privacy protections, governance structure and cost sharing. The working group would be established within 3 months of the date of the decision on the Let's Talk TV proceeding and report back to the Commission within eight months with a progress report. The report would set out the working group's accomplishments (including a concrete model for the establishment of an STB-based audience measurement system which addresses, among other things, the data to be collected, a governance structure, privacy protocols and a system for addressing the funding and cost recovery).

LOCAL PROGRAMMING “A viable local presence”

Licensing regime for over-the-air stations

Local stations would be permitted to shut down transmitters. Service areas would be designated according to the contours of the former transmitter. Local stations without transmitters would continue to be distributed on the basic service and be subject to the current weekly local programming requirements. BDUs would not be required to pay a wholesale fee for these local stations. Local stations without transmitters would continue to be allowed to share CPE and PNI within the same licence group.

Community programming

The current regulatory requirements for community programming would continue to apply. As set out in its three-year plan, the CRTC would assess the ongoing effectiveness of the Community Television Policy in 2015-16.

TELEVISION PROGRAMMING AVAILABLE TO ALL CANADIANS “Accessible and diverse content for all Canadians”

Official language minority communities

The current requirement for all licensed terrestrial BDUs to distribute one minority-language discretionary service, where licensed, for every ten majority-language services they distribute would be maintained. This rule would be extended to direct-to-home (DTH) providers.

Third-language services

The buy-through requirement with respect to Category A third-language services would be eliminated. BDUs would be required to offer one Canadian third-language service (if one exists) for each non-Canadian third-language service it offers. The licensing of ethnic and third-language services would be streamlined by the creation of one type of licence for both Category A and B ethnic and third-language services and by harmonizing the requirements, including CPE requirements.

Availability of Described Video (DV)

The amount of DV would be increased through a requirement that by the end of the next licence term:

- Broadcasters that are currently subject to DV requirements, as well as those that are part of a VI group, are required to provide DV for programming aired between 7 p.m. and 11 p.m. (prime time) that could be described based on existing program categories for DV.
- All licensed broadcasters, including educational broadcasters, are required to provide four hours of DV per week, consistent with the existing DV requirement.

As part of this approach, the obligation to ensure that two of the four hours of DV are original to the service would be eliminated. Exempt services that are not part of a VI group would not be subject to the new DV requirements.

Accessibility of hardware

BDUs' compliance with existing customer service requirements with respect to accommodating subscribers with disabilities would be assessed. In addition, BDUs would be required to ensure that:

- subscribers are able to identify programming with DV in the electronic programming guide; and
- set-top boxes, where available for procurement, are accessible to subscribers with vision and fine motor skill disabilities. These should include accessibility features such as set and forget, and activation of DV with a single button click.

Closed Captioning (CC) online

Broadcasters would be expected to ensure that, when linear programming that includes CC is broadcast over digital media, the CC is included in the non-linear version. The existing approach with respect to the quality of CC would be maintained. Members of the French- and English-language working groups would be asked to report on the status of their ongoing work related to quality standards and the timing of their new proposals.

CONSUMER INFORMATION AND RECOURSE “An informed and empowered consumer”

BDU Code

A new BDU Code would govern the relationship between BDUs and their subscribers, consistent with applicable provisions of the Wireless Code such as contract clarity, notice of changes to contract terms, and cancellation fees. The BDU Code would also ensure that subscribers are notified of changes in the packaging and genres of the programming services to which they subscribe. The BDU Code would also be consistent with the provisions of the Cable Television Customer Service Standards and the Digital Competitive Services Standards (for DTH undertakings) relating to customer service standards and complaints procedures.

Ombudsman

In addition to companies' internal ombudsmen, an industry-wide ombudsman would be appointed to adjudicate the BDU Code.

STREAMLING THE REGULATORY REGIME “A forward-looking regulatory regime”

Expanding the BDU exemption order

The exemption order for terrestrial BDUs would be broadened to allow BDUs with fewer than 20,000 subscribers to enter and compete in markets with licensed BDUs. Undertakings that qualify for exemption would be required to notify the Commission by letter no later than three months prior to commencing operations in the new service area. This letter, which would be posted on the Commission's website, would contain relevant information regarding the operation of the undertaking, including a distribution grid(s).

Eliminating rules with respect to analog distribution

The rules regarding the distribution of BDUs' programming services on an analog basis would be streamlined by eliminating existing rules and replacing them with:

Option A: an overall requirement to distribute predominantly Canadian services.

Option B: an obligation to distribute on the basic service only those Canadian priority services currently being carried on an analog basis.

Option C: a provision that grandfathers the distribution of services currently carried on basic.

Discretionary programming services exemption orders

The exemption order related to third-language programming services would be expanded to eliminate exclusions for particular languages.

The Category B exemption order would be expanded to include all discretionary services that serve fewer than 200,000 subscribers.

Consolidation of programming services licences

The following new programming service categories would be established, based on their distribution by BDUs:

- Basic services (current television stations and provincial educational services).
- Discretionary services (current specialty and pay Category A, B and C services. Services granted a 9(1)(h) order requiring their distribution on basic would continue to be offered on basic, but would be licensed as discretionary services).
- On-demand services (current video-on-demand and pay-per-view services).

OTHER MATTERS

Implementation

The regulatory framework set out above would come into force on 15 December 2015.

The entire document can be found at <http://www.crtc.gc.ca/eng/archive/2014/2014-190-3.htm>