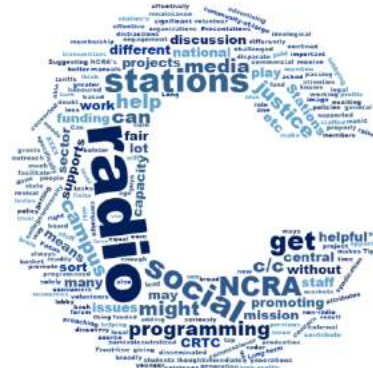


Membership Priority Survey

2017



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Membership Coordinator

2017



Introduction

In 2017 we invited the NCRA/ANREC membership to participate in a survey to identify the areas for the NCRA/ANREC to improve and what work we should be developing. We had 57% of our membership at the time responding.

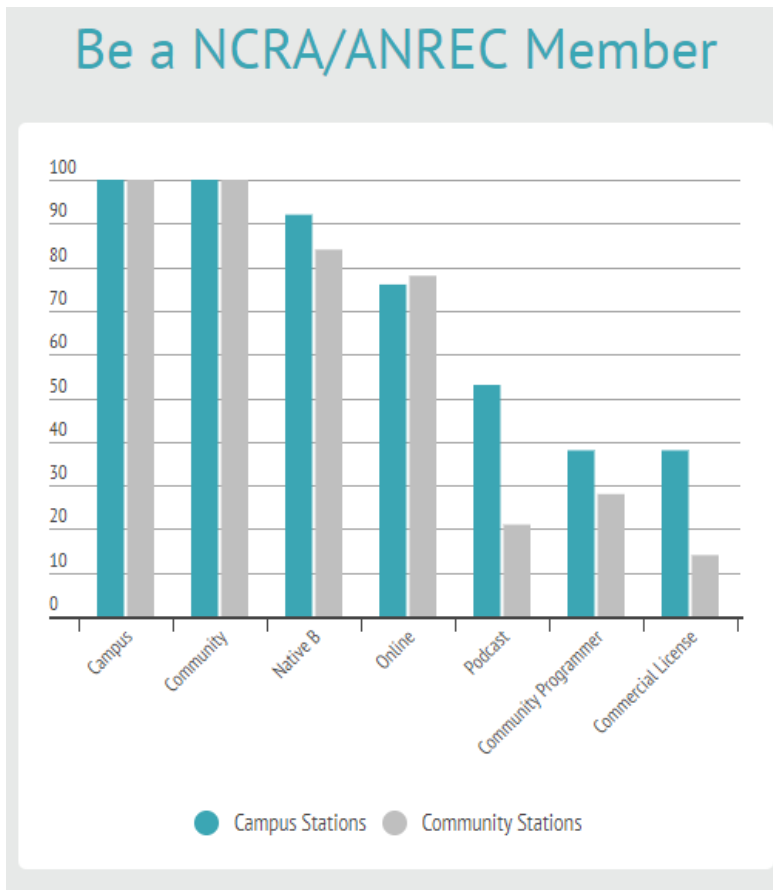
A Note on the Report

The report has had most of the maybe votes removed to show more effectively if something is supported. As a result many of the totals do not equal 100%, the difference is those who indicated a neutral position. There are areas where there is a clear divergence between campus and community stations. We had 29 Campus stations participate and 28 Community stations participate.

The NCRA/ANREC staff have in many cases already begun work on areas recommended.



The Membership Structure



There is little support for a review of the NCRA/ANREC membership types. Only 10% of Community stations and 20% of Campus stations support doing a review.

We presented the members a question about a-la-carte membership, where they could sign up to services on a per-service fee basis. This received strong support in Campus stations with over half in favour (53%), but was not supported by Community stations (21%).

The Recommended Actions

1. Do not expand membership criteria
2. Explore a-la-carte

The Fee Structure

We received substantial feedback regarding the fee structure of the NCRA/ANREC. In regards to the current structure to calculate the fees we were told that 84% of Campus and 78% of Community stations **supported the current model** of sending over their annual returns information.

The following are qualitative responses:



“They are a little steep when most of our funding comes to us is tied to programming (grants), but we will survive and support NCRA's organizing of national ads that allow us to work off the fees over a period of time.”

“We are happy with the structure. We use the services offered by the NCRA and I feel that we get great support and information whenever needed. We have received legal advice etc - and if we had to have called our own lawyer we would have received a bill. Nice to have all these services available as support to us.”

“The only thing I wish (and this is for SOCAN as well) that grant monies weren't "taxed". Our station has a very small income outside of grants (most of which cannot be used to pay for licensing etc.), so all of a sudden a \$200 fee becomes 10% of our annual budget. I do understand the fee structure though, and the NCRA is definitely worth it, but I have to complain about SOMETHING hahaha.”

“It's affordable and efficient. I appreciate getting the invoice.”

“Right now we are behind on our membership fees and I really appreciate that there is understanding of our financial situation, so that we can catch up and be in good standing with the NCRA.”

“Seems to work fine for us. Once again as we are not yet broadcasting we do not submit the same way as other stations, but seems to be a simple process.”

“Grant revenue should not be included in the calculation of the NCRA membership fee.”

“It seems okay... It's nice that bigger stations pay more, but the lowest amount seems low.”

“Seems to work adequately at this point - if the fee rises, we'd need to consider the value in it's entirety, but we've been pleased in the recent year or so..”

“I would like membership fee calculation to be based only on station income that includes NO project specific funding. eg my CRFC grants shouldn't be included in the overall budget calculation that my NCRA membership fees are derived from”

“It's affordable and efficient. I appreciate getting the invoice.”

“Again, perfectly fair. Appreciate the ability to have fees reduced during tough financial times.”

“We think the amount we pay, and what we receive is fair. But we're unsure if it's fair for all stations. For example, stations that pay a very small fee but use a LOT of resources.”

“As stated, only non-project allocated funding should be applied to my budget as far as calculating the percentage of fee my station pays.”

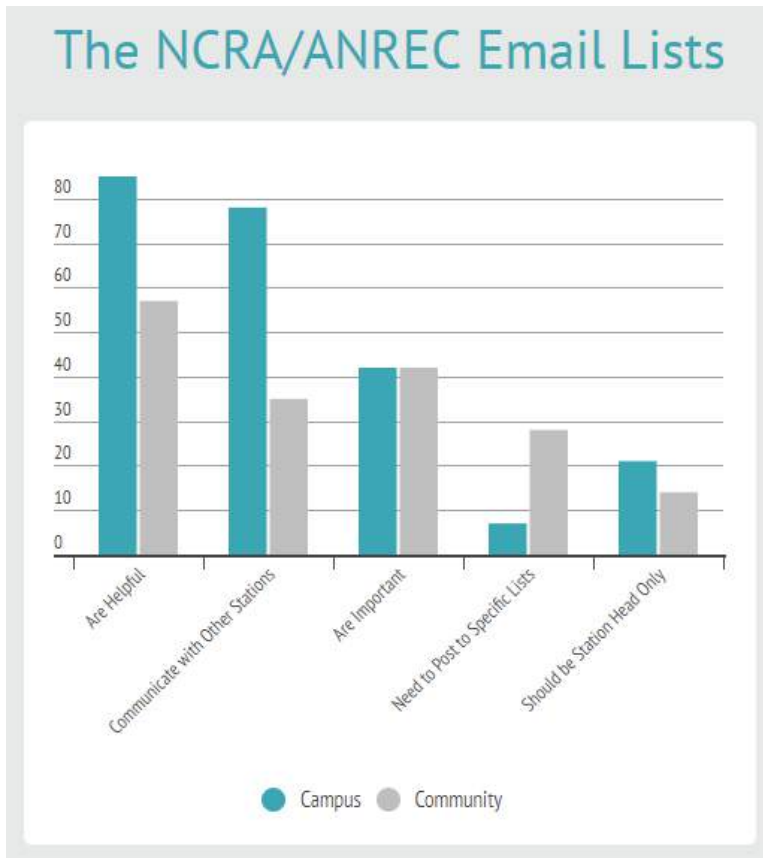
“I don't find that we use services that are commensurate with what we pay, but what can you do I suppose.”

The Recommended Actions

1. Maintain current fee review structure.
2. Propose to the NCRA/ANREC Finance Committee to raise the low bar of the fee.
3. Propose to the NCRA/ANREC Finance Committee to drop the Grant Revenue inclusion.
4. Create a valuation of the services provided to demonstrate what membership is worth.



The NCRA/ANREC Existing Member Services



We asked if members knew of our services.

The most popular service that the NCRA/ANREC provides is our email list, 92% of Campus stations used this service along with 85% of Community stations.

We were also given these additional comments:

“I have a constant problem with posting. I get all of the emails, but consistently have trouble posting. Very annoying. I would love to be able to search a database of answers. I would love to be able to give certain staff/volunteers access to certain sections, but not all.”

“So far so good. I envision some shared G-drive folders and even more excellent collaboration in the future.”

“We enjoy have this resource - it's working well for us” (Similar other comments)

- We provide the bulk of our resources on our new Members Only website. Amongst Campus stations we had no one indicate they were not aware of this service, and only one Community station. We also had usage of this resource at 70% among responding stations
- We can see that Campus stations have a higher use, with 70% using the program exchange compared to 57% of Community stations.
- For the job board we had comparable rates of use, 50% of Campus stations to 48% of Community.
- The Policy Exchange was used by 64% of Campus stations compared to 42% of Community stations.
- The AGMeeting App had 41% of stations unaware of the resource, no Campus station used the service.
- Our grants page was used by only 42% of Community (50% of Campus) stations.
- The Industry Blog run by our Executive Director had a smaller following again with 58% of Community stations unaware it existed, for Campus stations 50% did not know the blog existed

- We also distribute a monthly newsletter 35% of Community stations used it, 28% didn't know it existed, for Campus stations 64% used it, while only 21% didn't know it existed, this indicates that Campus stations are more engaged with NCRA/ANREC resources and communications.
- Our Social media outreach similarly had a higher uptake at 42% of Campus stations compared to 35% of Community stations.
- Our training and webinars were roughly the same for Campus and Community (57% vs 50%)
- The White Pages directory had also very low numbers of use with only 14% of Community stations using the resource, and only 35% of Campus stations.
- In regards to the official work of the NCRA/ANREC Board of Directors the minutes are used by 42% of Campus stations and only 28% of Community Stations.
- More Campus stations knew of the new Complaints policy with only 14% unaware, however 28% of Community stations were unaware of the policy.
- Campus stations also use the NCRA/ANREC Board's committee's more with 41% of stations making use of the committees compared to 28% of Community stations. There is a consistent trend in Community stations knowing of resources less.
- Although neither Campus nor Community stations acknowledged using Fitzii or Oasis our partner services knowledge of the services differed, only 28% and 14% didn't know the services respectively, for Community stations that increased to 50% of stations not knowing that either service was available.
- Only 7% of Campus stations were not aware of Spark Insurance, compared to 35% of Community stations. The only exception is Fmedia were 57% of Community stations were unaware of the service, and 67% of Campus stations were unaware.



Qualitative Responses

We invited our member to provide a written response to the question of what service we should cease to provide.

“Is there a way the NCRA could help facilitate some sort of discussion that might lead to a campaign to help bolster the image of radio (& c/c radio specifically) to college/university age people? There's no doubt radio in general is not as high-profile with younger generations as it once was. With so many other technological 'distractions' how do we get radio (and in turn our sector of radio) back on their radar? Can we better promote c/c radio as a means of music discovery, a forum for important social discussion, an exciting volunteer opportunity? These attributes have, of course, always been central to our existence, but promoting this solely via our transmitters is 'preaching to the converted'. How to we outreach to a new generation of media consumers who might not be giving radio much passing thought? This may be more of an immediate concern for campus stations. While these stations do program to the community-at-large, most receive significant funding from students. Long-term survival of some of these stations could be a state without some sort of radio revival or renaissance.

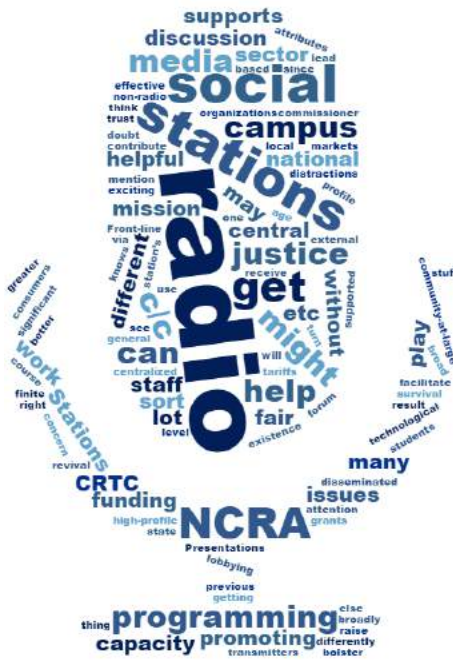
Suggesting the NCRA may be able to tap the brain trust in our membership that might result in a basket of resources stations could contribute to and use. Tips on effectively promoting the station on social media; what can be done on campus to raise a station's profile; means of external advertising that are effective and economical, etc.”

“Front-line programming”

“The lobby stuff should be confined to tariffs, media policy, legal supports, campus levies, grants and funding lobbying. Stations are so different that being broadly ideological on non-radio issues isn't helpful to the NCRA or its members. Stations that do that work can be honoured and supported, but the central role of NCRA staff and board should be to make sure we get a CRTC commissioner that knows our sector, that the CRTC policies will be fair to all the different stations, that we get equal play in markets against commercial guys, we get more ways to be funded etc- that is enough work on its own without adding broad and disparate social justice projects and we are seriously challenged for capacity, 2 staff is not a lot and volunteers can only be asked to do project based finite tasks. Long projects that are core to mission need to be staffed and paid fair. We do fund and love social justice programming at XXXX- but see the NCRA's mission differently and the capacity thing needs attention at the national level. national programming is also only helpful if it supports local production at the same time, since many of us can't play a lot syndication”

“Presentations. I don't think it's getting the right engagement. My previous mention of a centralized wiki, or manuals that are disseminated more readily would be a greater help.”

“Focus less on social justice issues. There are other organizations that do this properly and there is no one else working on helping c/c radio makes radio.”



The Recommended Actions

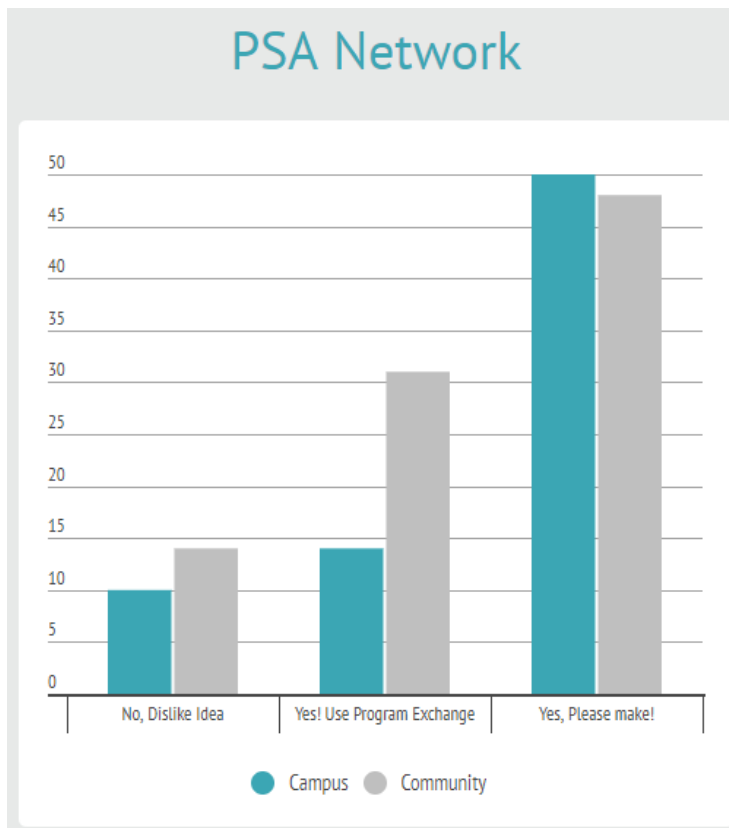
1. Targeted OASIS, SPARK, F Media and Fitzii outreach campaign.
2. Promote the sign up of the Transmissions Newsletter.
3. Encourage the CRFC to encourage grant winners to post to our job board.
4. Promote the Industry Blog/Twitter account
5. Promote NCRA/ANREC Social Media
6. Launch infographic for AGMeeting App
7. Present opportunity for members to participate in committees
8. Release infographic on NCRA/ANREC Complaints Policy.
9. Release of NCRA/ANREC Board minutes to be better promoted.
10. Should explore how to address traffic by encouraging specific list use, and possible restrictions.
11. Explore downloadable options for Prezi's to be made available.
12. Explore the use of shared Google folders with stations for joint initiatives.
13. Ensure there is a creation of a centralized Wiki
14. Encourage the use of the Policy Exchange

EXTERNAL SERVICES & PARTNER AGENCIES



Proposed NCRA/ANREC Member Services

The NCRA/ANREC Board of Director's have instructed the office staff to provide new and innovative services and resources to our membership. Based on our interaction with members we have suggested a number of potential new services.



We proposed creating a PSA network, it would operate similarly to our advertising network overall this received 64% from Campus stations, and 79% support from Community stations.

Creating a Podcast Network received conflicting support. It was strongly supported by the Campus radio stations with 64% of respondents in favour, and only 35% opposed to the idea of us creating this new service. Only 21% of the Community stations supported this new service, and a majority at 57% opposed it. Therefore, creating a podcast network would be a member benefit mainly favoured by the Campus stations. We further asked stations who should have access to a podcast network, Campus supported at 61% limiting it to members only, whereas the Community stations were evenly split between limiting it to members, or opening it up to all groups.

The Open Doors initiative received majority support (57%) from both Campus and Community stations. A similar idea to the Open Doors is Giving Tuesday, which falls in November; our Campus stations strongly supported this with 64% of stations in favour, although only 35% of Community stations were in favour, only 7% opposed, giving this proposal strong backing.



The idea of creating Wi-Fi hubs in stations was strongly opposed, 71% of Campuses disliked the idea, and 50% of the Community stations were also not in favour. There was a strong division in regards to creating the Community Media Hubs, which would entail encouraging stations to take a multi-platform media approach. Among the Campus stations 64% were in favour of this initiative, were as 57% of Community stations were opposed. There is an additional service we suggested with a split review, 42% of Community stations were in favour of a website template, with 35% opposed, however the Campus stations had 42% opposed.

One area where there was strong support is whether or not the NCRA/ANREC should work to find granting opportunities to be able to create collective software solutions for the sector. 78% of Campus stations were in favour of this, with none opposed. However, 14% of Community stations were opposed with 42% in support. We asked what software should be developed, here are the options receiving a majority of support.

- Storage and Archiving: 92% support from Campus, 50% support from Community
- Volunteer Record Management: 71% support from Campus, 57% support from Community
- Streaming Software: 64% support from Campus, 35% support from Community
- Scheduling Software: 57% support from Campus, 50% support from Community

The Recommended Actions

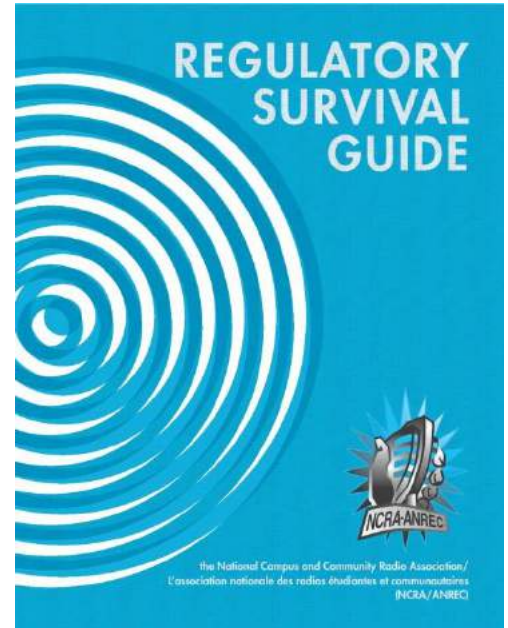
1. Launch PSA Network
2. Launch NCRA/ANREC campaign to support Open Doors project.
3. Explore potential of creating website templates.
4. It is recommended to create a podcast network.
5. Explore granting possibilities, or create long term funding plan for following:) Volunteer Record Management (CRM Software), Storage and Archiving, Streaming and Scheduling software.
6. Explore possibility of sector graphic designer.
7. Explore how stations can become community hubs (multi-platform community org)
8. Explore NCRA engagement for Giving Tuesday.
9. Explore possible partnership with radioFX
10. Explore possibility of NCRA/ANREC version of 'The Story from Here'



The NCRA/ANREC Lobbying and Advocacy

All of our Campus and Community stations reported being aware of our Regulatory and External Affairs Committee (REAC). There was also a high level of use with 92% of Campus stations reporting using the REAC as well as 70% of Community stations. The REAC oversees the advocacy and lobbying work of the NCRA/ANREC and prepares related resources for our members.

The Regulatory Survival Guide, which is one of the NCRA/ANREC main resources 85% of Campus stations reported using it, as well as 78% of Community stations. The REAC's other main resource the Copyright Guide was used by 87% of Campus stations and 57% of Community stations. We had 21% of Community station respondents indicate that they were unaware of this resource. The NCRA/ANREC office staff provides substantial support in the form of our annual returns reminders all of the stations were aware of this, 85% of Community stations said they used that service, and 71% of Campus stations said they used that service.



We asked our members what lobbying work the NCRA/ANREC should be doing, 60% of the Community stations responding indicated they want our advocacy to have a clear link to the Campus and Community radio sector. Similarly, the Campus stations had 58% in support of limiting the advocacy to things with a direct link.

Qualitative Responses

"I "Want the NCRA to continue to do only lobbying work that has a DIRECT and clear link to the c/c radio sector", but recognize the value advocating for social justice. I think the sector can support key partners in that work, but considering staff resources and the size of the membership, it's important to not be stretched too thin."

"Keep doing what you're doing. In addition, thanks to the internet, the collective influence that our member stations wield as a impromptu singular broadcasting service could be used for advertising to fund both member stations and the NCRA. Could be a good investment of time."

The NCRA/ANREC recently took a leadership role in promoting the FM Chips being unlocked, and made available within smartphones. This was very strongly supported 78% of the Community stations supported the initiative and 71% of the Campus stations supported the NCRA/ANREC's leadership on this. More resources were wanted to be allocated by the NCRA/ANREC with 21% of both Campus and Community stations indicating support for this.

Qualitative Responses

“As nice an idea as this is, I feel it may not be something that will effect real change - and is unlikely to change listening habits of those listening on mobile devices. Those that wish to listen to radio on their phone will often do so online anyway; and those that use their phone to stream music through services like Spotify will not be particularly swayed by having the FM chip active.”

“Would like more info about the implementation.”

“I am saying that this is something that you should be involved in, but I don't totally understand it myself.”

“We ran the spots and were proud to do it! Bravo the the NCRA and Barry for doing this!!!”

“This type of work is something that we, and other stations most likely could not take on by ourselves. The campaign does fit within the mandate of c/c radio - in advancing the role and increasing effectiveness of c/c radio in Canada by creating additional access to radio.”

“We need anything that holds or increases audience”

“It's a huge project, and I was pessimistic about the ability to force change on large companies. I believe in the cause, and am hopeful, but it's a very involved project. The emergency information when cell service is down point is promising and hopefully local engagement can carry that forward. For a project like this, it's necessary for commercial broadcasters to come on board in a big way as well.”



The Recommended Actions

1. Propose to the Regulatory Committee that advocacy is limited initiatives with a clear link to c/c community radio.
2. Limit lobbying and programming work, avoid political or ideological initiatives.
3. Explore other national campaigns such as FM Chip.
4. Promote the success of the FM Chip to members

The National Campus and Community Radio Conference



CIVIC 101.7 FM proudly presents the
36th National Campus &
Community Radio Conference.

The first priority of the NCRA/ANREC is hosting its annual National Campus and Community Radio Conference. The NCRC has recently shown a pattern of rotating between East, Central and Western Canada, although is not required to do so through a policy. We asked our members and 84% of Campus supported the rotation, as did 78% of Community stations.

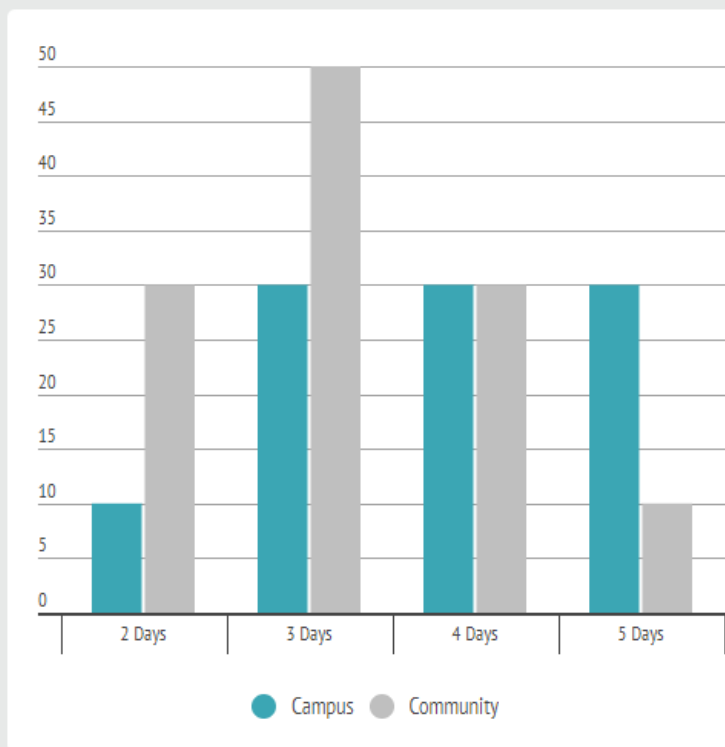
We asked if the costs of the NCRC were acceptable for attendance, only 14% of Community stations said yes, with 21% indicated it was only possible with funding. A majority (57%) indicated that it was only acceptably priced if located nearby. For Campus stations a majority (53%) said that it was reasonably priced, only one station indicated they needed the financial support for it to be reasonable, and 46% of Campus said the costs were reasonable if located nearby. This indicated that Campus stations may be able to afford the conferences more, including conferences not nearby.

The NCRA/ANREC has in the past hosted themed, or regional conferences, we asked if doing so again is a good idea, no one opposed the idea, 64% of Community stations were in favour and 61% of Campus stations.

Overall we found that Campus stations appeared to find the conferences more rewarding, 69% of them indicated it was a good or great conference compared to only 35% of Community stations. Also only 15% of them had never attended, compared to 35% of Community stations. Campus stations also felt more safe (38%) compared to Community stations (21%). Only around 20% of both agreed that it was a good length. The Campus stations appeared to also have placed more emphasis on the conference's importance, of the Campus stations 46% found it important for the Staff and Board, compared to 35% of Community stations. For Volunteers 38% of Campuses felt it was important, whereas only 28% of Community stations. One area of difference was also that no Community stations indicated that there were repetitive sessions; however 23% of Campus stations indicated that as a complaint. Some campus stations (30%) felt that the conference was too focused on some stations, which was a complaint only one Community station had.

Campus stations favour a longer conference with 3, 4 and 5 days getting roughly a third of votes each, whereas half of Community stations favoured 3 days, and 2 and 4 days getting a third of support.

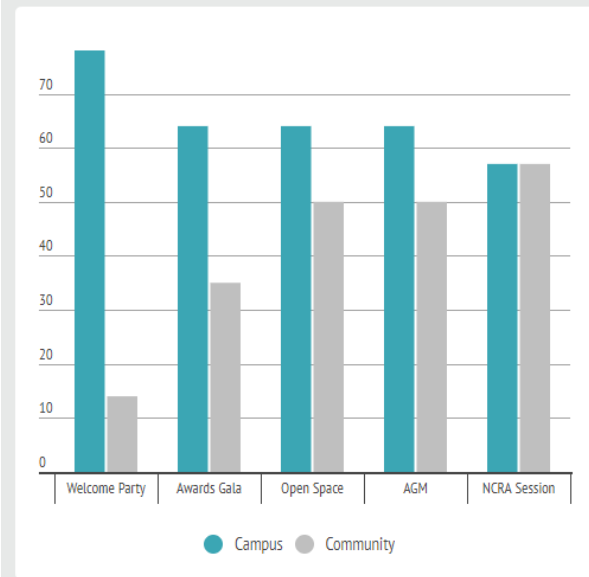
LENGTH OF NCRC



We discussed what our members would like to see in the NCRC, with over 25% support.

- Welcome Party – 78% support Campus, 14% support Community
- Awards Gala - 64% support Campus, 35% support Community
- Open Space – 64% support Campus, 50% support Community
- AGM - 64% support Campus, 50% support Community
- NCRA/ANREC Session - 57% support Campus, 57% support Community
- Social Space - 50% support Campus, 28% support Community
- Non-Alcohol Space - 42% support Campus, 14% support Community
- Closing Party - 35% support Campus, 28% support Community
- Boat Cruise or special event - 28% support Campus, 14% support Community

WHAT SHOULD BE AT NCRC?



14% support Community
28% support Community
14% support Community

Qualitative Responses

“Session highlighting the services and things the NCRA does, Opening ceremony with traditional welcome, Speaking from a Community Radio slant. We are happy to attend conferences where we know that we are learning and gathering information to help the station. We don't want to party or attend organized events. A week is too long to be away from our station and our homes. So a shorter conference with more scheduled sessions and shorter times in between topics would be great. I think that at the opening ceremony that is where you speak about the NCRA and the benefits and importance of what you do...it shouldn't be an option, we should all hear what you have to say. At each conference there should be someone from the CRTC coming; Maybe the conference should be separate from the AGM”

“Too much is made of breaking people up into groups, we are all broadcasters interested in broadcasting issues, I don't see the benefit of splitting people up by the sexuality, the last one I went to had tables labeled Queer table etc. I find that just separates people and limits the chances we have to discuss the issues and problems that we share as a group. I don't see what someone's sex life has to do with it. Yes on forums to discuss programming on LGBT issues but that should be the limit of the separation of people who are all there because of their involvement in radio.”

“Maybe there should be one for campus and one for community stations...that might solve a lot of our issues...but probably not doable or much more costly.”

"A community radio stream just for community radio stations not campus based radio stations - how to run a sustainable station with only volunteers and donations, relying on grants for occasional ultra-focused campaigns to build memberships and sponsors."

"Repetition of sessions is fine when there is potential for new attendees every year. Having several concurrent sessions is important, and duplication of popular sessions throughout the conference is also a great idea so that attendees may have opportunity to attend. Sessions of particular importance to some stations (for example, cultural or social justice focused themes, or 'small community station' themes) are valuable and appropriate for NCRC - the important thing is having choice so that no one feels their time is wasted if it is not of significance to their station. Themes are probably best addressed during concurrent sessions and not in the plenary/AGM if not related to NCRA business."



"A shorter conference that runs through a weekend (3-5 days) is more likely to be attended in full by smaller or community based stations. But having daily registration options, or a shorter core conference is a good alternative. A full week is almost impossible for volunteer run stations due to finances and limits to vacation days. Although some of us will still try to make it work :)"

"Having access to the plenary/AGM agenda well in advance of NCRC would be very helpful to our station. In an effort to ensure that the station rep(s) were speaking on behalf of the board and membership - it seems appropriate to be able to share and discuss agenda items at the station level ahead of time."

"Regional conferences aren't bad idea."

The Recommended Actions

1. Propose policy regarding moving the location of the NCRC.
2. Explore having themed / regional conferences in areas un-served by NCRC.
3. Improve participation of the Community stations at the NCRC
4. Ensure the NCRC has a Welcome Party, NCRA session, the Awards Gala, AGM, and Open Space.
5. Ensure the conference is 3 to 5 days in length.
6. Poll member for when is the best time of the year for NCRC



The National Community Radio Awards

All of the NCRA/ANREC members responding to our survey was aware of the National Community Radio Awards with 71% of Community stations saying they use the service, and 78% of Campus stations using the service. Our Campus stations placed a priority on the importance of the awards to programmers with 64% noting this; it was 35% for Community stations. This may be due to the much higher ratio of Campus stations which win awards.

The Campus stations also state it's important to their stations (35%) and are easy to submit to (35%), very few of the Community stations considered it important to their station (14%) or, easy to submit to (14%). Of the Campus station respondents 21% indicated that they believed that it should have financial support with the awards. The Community stations believed it needs more promotion (28%), along with 21% of the Campus respondents.



Qualitative Responses

"We have a hard time getting our volunteer programmers interested in submitting."

"CRA is super helpful for grant applications. This is their biggest use for our station. We think that there are enough categories in terms of numbers, but we think the categories themselves need to be adjusted. There is too much overlap in the big 4 categories - what is the difference between a community radio legend and volunteer of the year, for example? Music programming makes up 80% of the content stations produce and should be recognized with MORE than 1 category. Even if this means nixing some spoken word specialty categories. We don't think there should be financial compensation and we think we should've been given the option to say more work should go into this. We are critical of the bias that exists in this question."

"I find them hard to submit to only as far as finding the time to deal with it."

"Some of our 'legacy' programmers have appreciated in past - the fact that I'm still waiting on an award from 3 years ago kind of sours my response, but I do appreciate it's importance for national/regional program development and connectivity."

"Super important that we recognize the volunteers- i mean they are not paid! We should make a bigger deal out of it outside our sector- the best of work deserves to be shared"

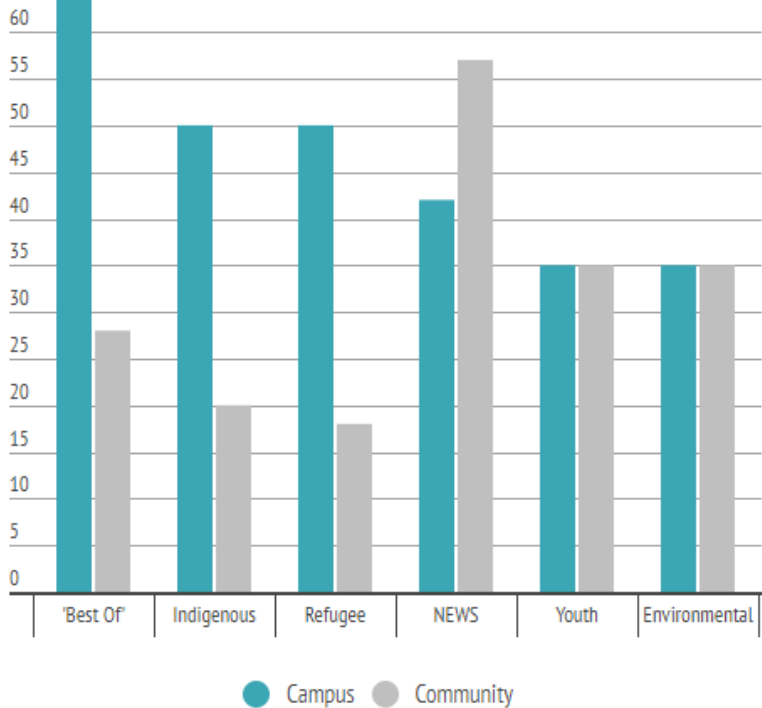
"It would be nice if they had a financial component (not should)".

"Can be a huge opportunity for the sector as a whole, and the stations who host, as well as winners who win. Keep building it, please!"

"We have never had any luck with our programs....so we truly have stopped sending in submissions. It is time consuming for us at the station...and successful programs are usual ones with a lot of special effects. Our volunteers work very hard so it is disappointing when they don't ever get a mention. We interview people like Lloyd Robertson, Chris Hatfield, have Rick Mercer on a regular basis... How are they judged, who judges can we have criteria on how things are judge....my thoughts."

The NCRA/ANREC Programming, and Language Programming

What programmes need to get funded?



The NCRA/ANREC asked what programming the office should look into doing. The respondents primarily supported the NCRA/ANREC identifying opportunities for the stations to create programming through grants (60% Community, 51% Campus), although, some stations preferred to just create programming themselves (27% Campus, 20% Community).

We asked members what programming we should produce; here are the answers with more than 20% support.

Qualitative Responses

"These are all shows that we have sourced in mainly from American podcasts and would love to have more local/Canadian on our airwaves."

"I don't think the NCRA should be producing program, but if it were a situation where you were distributing funds for us to produce the shows, we would be interested in all of these."

"national day programming if it comes with small funds is great. but mostly NCRA shouldn't be making regular programming, but supporting funds for stations through partnerships, and through the exchange. Maybe NCRA should get on radioFX? getting more platforms for more listeners helps the programming we already produce too"

"A C/C version of 'The Story From Here' would be great, but perhaps Groundwire already serves that function via a social justice lens? Anyway, it would be great to have a curated show highlighting the best programming from different stations."

"Certainly news content (short bulletins) would be very helpful"

"We do a lot of interviews with referrals from the CBC now...but they are produced here at XXXX-XX."

"It would have to be very very special."

“Programming by the NCRA is of less importance than the advocacy and support role they play. A few collaborative opportunities (like the Homelessness Marathon) help to strengthen the sector but having the national organization build significant content is not a priority for us.”

“‘Maybe’ doesn’t line up with my earlier comment on BBC etc, but... meh”

“Why would we do that? CBC is CBC we are us. If we don’t have enough capacity to make radio as defined by a community license, there is a deeper issue that needs a better solution than just re-airing content that exists already in a sector of the broadcast system that is distinct in its own right- public is not the same as community/. A training partnership or co-production would work well. Once CBC sat a staff member at XXXX-XX, which worked well.”

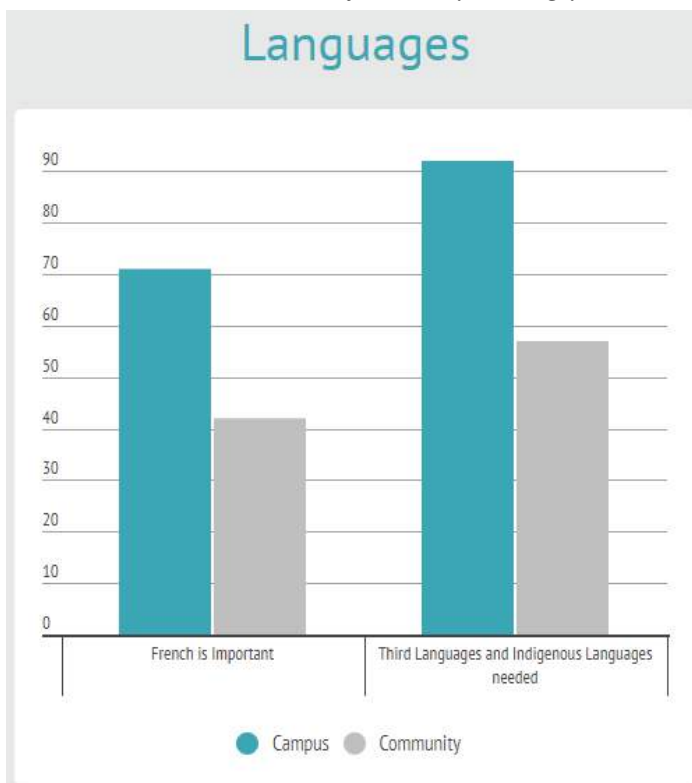
“Perhaps some stations may see the benefit of broadcasting CBC content, but I don’t really see the point.”

“I think broadcasting the alternative that they can’t hear elsewhere is what makes c/c radio unique.”

Qualitative Responses

“We are in a very rural area where there are only a few nationalities represented. There is however a French Immersion program in our Kindergarten to grade 3 school.”

“We support French programming where we have a volunteer who wants to do the program. Our listener base feels very strongly about local content. Either the content or the presenter or ideally both needs to be local. We would be very cautious about running content not either about the area or produced locally.”



“My station is the only English language broadcasters in my region, in this region Anglophones make up only 5% of the population, the area is 90% Francophone, we need to keep our station English in order to provide a necessary service to our community, our community is getting smaller all the time as our children leave the area and our older members pass on. CJMQ is their only local broadcaster, there is another station CIDI, but it is low power and covers just Knowlton, CJMQ covers the Estrie region of Quebec.”

“French should be more important, my answer reflects my perception of interest in this part of the country”

“Tagolog”

“We have a cap on 3rd language, but it is pretty high. We had some interest form ethnic newspaper groups”

The Recommended Actions

1. Identify grants that provide stations an opportunity to create programming.
2. Explore funding to support French language programming.
3. Prioritize funding exploration for 3rd and indigenous language program support.
4. Explore granting options to create locally produced news programming.
5. Explore possibility of NCRA/ANREC version of 'The Story from Here'



The Marketing and Outreach Coordinator

The NCRA/ANREC recently hired a new Marketing and Outreach Coordinator, in order to make the most of her expertise, we wanted to see what priorities our members saw for that position.

The Campus stations provided the most feedback; here are what people saw as the priorities

- | | |
|---|---------------------------|
| • Develop a national campaign to raise the profile of c/c radio | 78% Campus, 57% Community |
| • Develop sector partnerships and programs | 64% Campus, 42% Community |
| • Work with stations as a consultant | 50% Campus, 50% Community |
| • Create a Committee to develop ideas | 50% Campus, 35% Community |
| • Use Google group to develop ideas | 50% Campus, 35% Community |
| • Create a social media campaign | 42% Campus, 42% Community |
| • Create a national campaign promoting volunteering | 35% Campus, 50% Community |

Qualitative Responses



“People are always interested here on how we compare to other community radio stations - so it would be useful to be able to give them some facts. For example - how does our wattage compare with other community stations? Are we a big community station or a little one? Number of volunteers, focus of station.”

“This new position should help generate sales of National Advertising Campaigns”

“It maybe more valuable at this stage to cater marketing efforts and try to engage participating stations on best practices and shared standards for promotion and messaging (if viable).”

“It seems really challenging to organize a national campaign around marketing and outreach. Each station is so different.”

The Recommended Actions

1. Create Marketing Coordinator work plan which reflects outlined priorities.
2. Marketing Coordinator to create Google group for a committee format of support for ideas and other work
3. Further gather and release basic statistics for radio sector

The NCRA/ANREC Partnerships

We continually work to improve our partnerships. A majority of Campus stations supported us in working to increase the number of partnerships we have (64%), with only 35% of Community stations in favour.

Qualitative Responses

“Radio is a collaborative industry, and partnerships could certainly be useful.”

“Not sure how much the NCRA should take on...yes these relationships would benefit us...but is that the best use of your and our time.”

“I feel that the CBC should be sharing resources with us because they are largely tax funded and we as a community station have no access to that funding or even reliable national advertising to help us survive. Locally CBC, years ago, here in my region, shared resources with a commercial broadcaster and I found that to be a sad situation since we were struggling to survive and could have greatly benefited from a joint effort.”

“Storytellers of Canada, Canadian Sound and Story, Canadian Association for Sound Ecology are other examples of organizations you could work with!”

“I would only want to see partnerships with other not for profits.”

“Obviously would need to be measured, but shared best practices never hurt anyone.”

The Recommended Actions

1. Explore doing new partnerships
2. Explore for potential partnership in suggested organizations above.



NEWS Programming

The NCRA/ANREC also proposed the idea of employing someone in Ottawa to act as a resource. The 'Ottawa Bureau' would provide members with interviews on request with parliamentarians and other people of interest in the nation's Capital. This idea was opposed by 14% of respondents, although there was minimal support at 35% Campus, and 21% Community support for the idea.

Qualitative Responses

"Hourly might be excessive."

"I don't think the NCRA should spend time on this. If it were weekly possibly, but I think time and resources could be used better elsewhere (ie finding funding opportunities for stations.) Other concerns would be inconsistent quality. We'd rather get funding to produce our own."

"The barrier for a national update would be a consistent tone and quality control, not to mention the amount of organization required. We as a station have lots of resources, but it's still difficult to work on a short-update model that isn't just retreading what someone could find on their phone in an instant or on CBC. I think we should look at programs like "The Daily" from the NYT for inspiration."

"Good concept, but consistency of quality seems to be an issue from market to market."

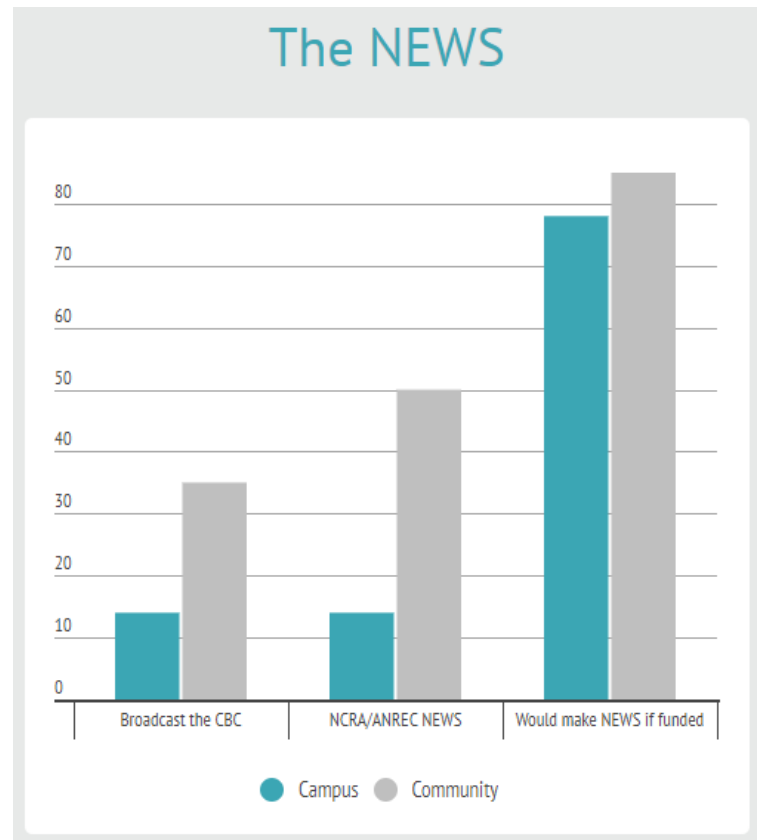
"It would be great if the national office had a staff who lined up interviews to be available at certain times and then stations all across the country can book their phone interview with that person and use it however. I think then the segment audio counts as local production as opposed to if a national body provides the whole of the audio?? Not certain..."

"I'd love to supply the guidelines we use for students' news clips submitted for communications and journalism classes, as well as our weekly news"

"Nice to have available would not want to be obligated."

"But we don't think the NCRA office itself should produce programming"

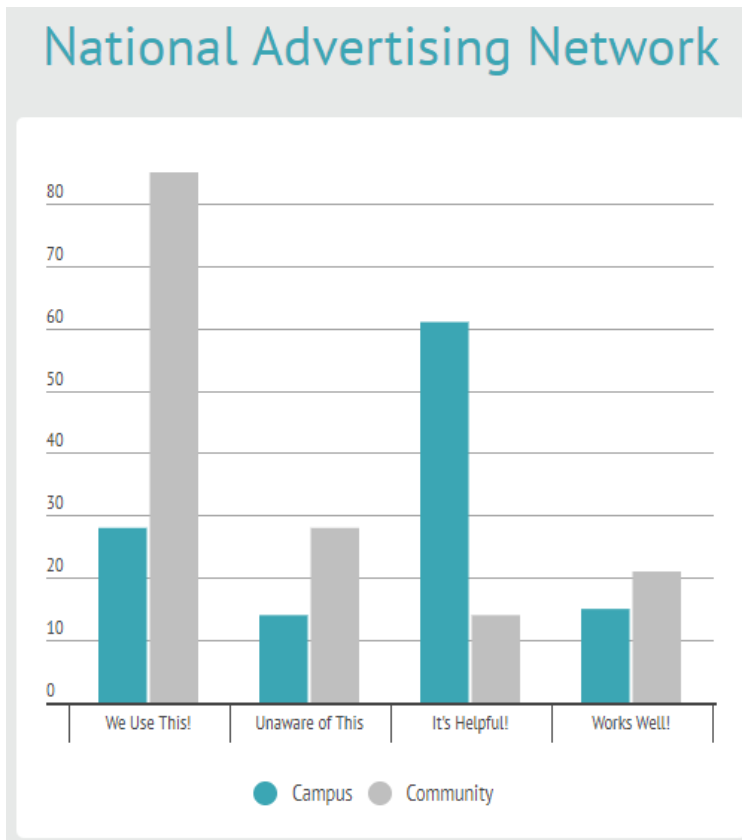
"We struggle getting volunteers to do news...they hate gathering and producing it...and here the volunteers that work the news hours must gather their own news....has be very problematic"



The National Advertising Network

Qualitative Responses

"This could potentially be useful, but is something I'm only vaguely aware of."



"We find it very unclear how it works and how to participate. If it were clearer we would definitely be interested"

"We have not explored national advertising through NCRA. We have a rep for national advertising "

"Grow this! For the smallest radio stations in the network it helps TREMENDOUSLY! Anytime we can add parallel revenue streams, the better."

"Unaware of this program- Need more info"

"We need more of this system."

"I'm not aware of any national advertising system, I've been hoping for one for over 15 years and have posted about it quite a bit in the past, I had hope when someone was hired to look into it, but I knew that it would fail when they tried to include stations that were not willing to take national advertising without question. I felt that it would

have worked if it included, in the beginning at least, just those stations that really were willing to take national advertising without reservations, and have a percentage to the NCRA, it could also go through Radio Unie Target with a percentage going to them as well. That would at least give us some lobbying force to get those ads. Many Community stations are in a very dangerous financial situation and we need all the advertising we can get to survive. We did get one ad for a band when that person was hired by the NCRA for national advertising, we ran the ad, but we never got paid."

"Helpful for my station"

"Currently works well, so I understand what I need to do and when if participating"

"Again, perfectly fair. Appreciate the ability to have fees reduced during tough financial times."

"We think the amount we pay, and what we receive is fair. But we're unsure if it's fair for all stations. For example, stations that pay a very small fee but use a LOT of resources."

"As stated, only non-project allocated funding should be applied to my budget as far as calculating the percentage of fee my station pays."

The Recommended Actions

1. Promote the National advertising campaign in targeted campaign, include infographics.
2. Continue to expand the National Advertising Network



Other Questions and Comments

The NCRA/ANREC has a monthly donors program called 'Friends of Community Radio' we reached out to our members to see if they were in favour or not of us continuing. We had 64% of Community stations in favour and 71% of Campus stations were in favour.

Regarding the Member's priority form, we received some feedback

"There should be a spot for general comments after each section - there is not for every one."

"This is not a comment about the feedback form, I would love to use the resources more - but I dont have the time to search for things, and when something is available only as a presentation that you cannot download, it makes it very difficult. Also, you should be able to see your entire comment for every section."

"It's a nice way to let me feel like I'm being heard and I can fill it out whenever I have time, that fits into my schedule!"

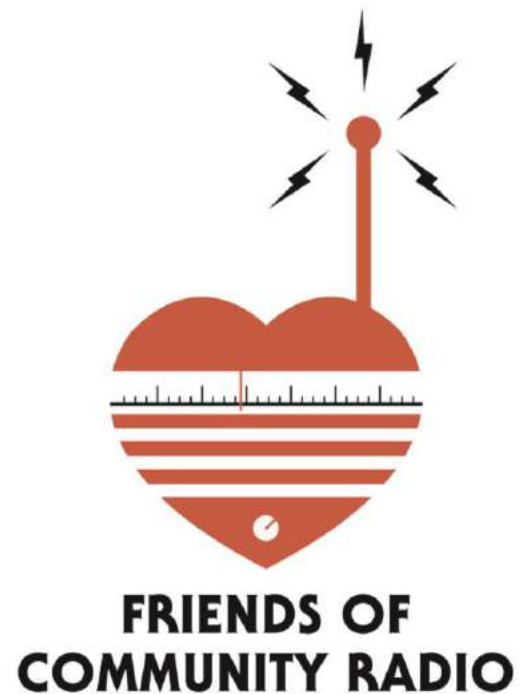
"I understand the time it takes to compile and act on information like this. I think the NCRC can be a time for reflection and a discussion, and should inform an annual survey like this one."

"The questions in this survey were phrased really poorly and the staff made comments about inherent bias (unprompted by Johnnie)"

"Thanks for giving us the chance to include feedback."

The Recommended Actions

1. Review continued promotion of FOCR Program.
2. Review all future surveys for inherent bias.



We invited members to provide any additional feedback:

Qualitative Responses

“More funding so we can get guests, fund volunteers and staff and offer awards with cash attached”

“Primarily the diversity of our sector makes it difficult to find balance between the needs and concerns of (for example) rural stations to urban stations.”

“I've been managing XXXX-XX for 25 years (yikes!) and during most of those years we have been an NCRA member. I've seen the organization grow from a fairly loose unit with perhaps 35 members (and not even a central office), to an important group that's helped unify the non-profit radio sector. From support and resources to new and emerging broadcasters to on-line forums...program sharing and more recently efforts at some sort of national advertising plan, the NCRA is essential to the future of the sector. Lobbying appropriate government agencies, especially the CRTC, and helping to facilitate the formation on the CRFC remain among the most important services and achievements to date.”

“The NCRC might consider having a third party facilitate a strategic plan for the organization based on member feedback, and come up with priorities. There's lots of projects that can and maybe should be done, but the key is what is needed first.”

“Keep away from politics.”

“Build a sub-network in the NCRA that links the biggest radio stations (maybe top 10%) so they can communicate with each other more intensely and can share "big station radio strategies". Conversely, build a sub-network in the NCRA that links the smallest radio stations so that can communicate with each other more intensely and share "small radio station strategies".”

“National advertising or some stable way to generate financial security for stations is essential or stations will close. My stations doesn't have the funds to pay a station manager, I've been doing this job since 2002, I'd like to see stable funding so that I could retire knowing that the station will survive my leaving.”

“I've seen more of an initiative from the NCRA this year than in the last 5 years. Great work. Like the idea of partnering up with journalism schools.”

“The NCRA is a great service! It has been very helpful and at times crucial to this station. Freya is a great resource and the structure is valuable. I know that there is a constant balancing act between the push by Student Stations to be more political and politically correct on social justice issues, but it is not an approach that many are comfortable with. My station has to appeal to the community I'm in, an Anglophone community that is only 5% of the population, are aging, are mostly rural folk and controversial programming or music with profanities is simply not acceptable to my community.”

