

# **CFRU Operations Department – 2022-23 Year in Review**

2022-23 marked CFRU's return to full in-person accessibility of station facilities by all involved. We saw very encouraging upticks in student sign-ups and attendance at trainings. Since September 2022, we have had 342 new students sign up for the newsletter and further volunteering information. This is likely due to upgrades to the station facilities over the last several years and increased outreach efforts both on and off campus. Below are some of the notable developments in the Operations Department, including both administrative and technical work. Note that this document doesn't include regular duties relating to technical upkeep, bill payments, payroll, financial reporting, license renewals, budgeting, etc.

## **Student Fee Committee Report**

In January 2023 the University's Office of Student Affairs announced a new requirement for campus organizations like CFRU and The Ontario. We are now required to have a Student Fee Committee (which can be a sub-committee of the BOD), who review and report on the use of student fees to enhance student life. At the beginning of this process we gave a tour of the upgraded facility to the VP Student Affairs, which received a favourable response. The detailed report was largely drafted by Ian McDiarmid and myself, with input and review from board members and student volunteers. Big thanks to Ian for his contributions. I will include this document with this report. We submitted the document on October 31 as requested, and received a very favourable review from the admins upstairs. Our funding seems generally secure, which is obviously a huge relief. Here is the feedback provided:

- \* It was noted that the Compulsory Fees Committee has now reviewed the unit's annual compulsory non-tuition ancillary fee report.
- \* The Committee commended the unit on this report and on the level of student engagement within the department.
- \* Additionally, the Committee commended the unit on the knowledge of its fee history.
- \* The Committee noted that the unit asked for clarity about the ability to submit a future proposal related to increasing by or beyond the Consumer Price Index. Please note that legacy fees are not eligible and must remain true to the last approved referendum question on file.
- \* Reminder: Reports for 2023-2024 are due on October 31, 2024

## **Campus Videos**

Odesia and I collaborated with UC Media Production Services to update the Listener Outreach and Volunteer Outreach videos that play on screens across campus, and create a new promotional video for the Social Media Lab. The videos came out great, and can be seen regularly running in public spaces all over U of G. The videos can be viewed here:

SOCIAL MEDIA LAB: <https://youtu.be/z8Ohk4wU7VE>

LISTENER OUTREACH: <https://youtu.be/USGb4hItM>

VOLUNTEER OUTREACH: <https://youtu.be/WkQyVRSWISM>

## **New Archive Server**

A dedicated team of computer programming experts has been working methodically over the last eight months to build a new and improved Archive Server with higher security and

significantly larger storage for future archived show recordings. Big thanks to Griffin Baird, Long Fei Chen, Ahmed El-Gaaly and Kurt Hundeck for all of their work on this system. It should be up and running early in 2024. The process was challenging as UofG made significant changes to their network infrastructure in Spring 2023, which led to several months of troubleshooting with IT and CSS to resolve issues with various network-dependent systems.

### **New Logsheet**

We have worked with Griffin Baird and our web developer SeeThroughWeb to develop a new and more user-friendly logsheet system that is built into cfru’s website. The design was adapted from Griffin’s google sheets system, and we’re grateful for all of his work on this. We are currently beta testing the system and will launch in early 2024.

**Make a Logsheet**

Requirements	Status
Cancion	
New	
Hit	
Number of Entries	0
Music	0

Log:	Start:	End:	Artist/Talk:	Album/Source:	Label (if new):	Song/Language:	C:	N:	H:	I:
Select							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Select							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Select							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Select							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Select							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### **Offsite Remote Server**

As part of navigating changes to the UofG network mentioned above, I build a virtual server hosted offsite with Royal City IT, which allows us to run our remote broadcasts (festivals, markets, etc) going forward without running into issues with university network infrastructure.

### **In-Studio Performances & Production Team**

This year saw our triumphant return to live in-studio performances and youtube streaming with upgraded audio and video equipment. Huge thanks to Jenny for her work gathering the Production Team of volunteers who have recently started running the technical side of these sessions with minimal staff oversight! This has been an enticing area for Music Student volunteers in particular.

### **Co-op Students**

We have had four great high school co-op students over the last year, each with unique strengths and interests. Cole, Jack, Leo and Gwen were welcome additions to the CFRU team, and the UGDSB has expressed their ongoing appreciation for our involvement.

### **UC Space License**

In December of 2022 the UC rewrote space agreements for all groups who have space leases in the building. The lease agreement that was initially presented to us was clearly adapted from a general template that didn't address some of the unique aspects of our situation. We worked with lawyer Charles Davidson to draft an agreement that addressed these missing requirements, and submitted it for review. The UC folks said they would have their lawyers look at the revisions and get back to us, expressing that they do not intend to change or move us from this space. We are still waiting on their response, but the previous agreement with the U of G remains in effect until each party signs a new agreement.

### **WIFI in office upgrades**

We added a wifi router in the staff office to enhance connectivity at that end of the station.

### **BBC Satellite License**

As a new ISED requirement, we applied for a license to maintain our satellite (earth station) on the roof of the UC which we use to receive the BBC World Service. The application was approved and the fee was paid, so we are good to continue with this set up for one year (from October 2023). I would like to look at other solutions for receiving this signal in the coming year so we can avoid having to pay this fee yearly.

### **Music Students**

The upgrades to the Production Studio in recent years has led to increased interest from music students, who have used the studio for their own production work and helped us out with editing and in-studio performance productions. Music professor, James Harley, brought his students through for a guided tour of the facility this month, which sparked further interest.

### **SM Lab Equipment**

We continued to develop and enhance the equipment available in the Social Media Lab, including professional lighting, phone tripod grips, and audio adapters to connect lav mics to phones.

### **Accessibility Assistant**

The Operations Department hired Nicholas Cote as the Student Website Accessibility Assistant through spring and summer 2023, and he continued to improve our site accessibility and document recommendations for further improvements.

### **New Website Player**

Nicholas Cote identified that our website audio player was outdated and needed updating to meet accessibility standards, and SeeThroughWeb build us a new, custom player which now meets those standards.

### **Alert Upgrade**

We purchased a new ENDEC 3644 Alert System to replace the Openbroadcaster unit from several years ago. The new unit is more reliable with better build quality to improve the reliability of this system.

### **NCRC**

I attended my first NCRC this year, which was excellent. It was motivating to be in a space with so many other folks from our sector, and learn about the challenges and successes faced by other stations. I hope to attend again this coming year, and I have been invited to create a presentation on CFRU's student engagement initiatives.

### **Software in Production Studio**

We continued to add to the software available in the Production Studio to further enhance the facility with more plugins, virtual instruments and production DAWs, including Logic, which was requested by several music student volunteers.

### **Passcards**

We re-upped our supply of passcards and went through our volunteer database to determine which cards needed to be deactivated from previous years.

### **Equipment from CJOY**

I connected with a broadcast engineer from CJOY in the spring who was decommissioning some of their local studio equipment. We inherited thousands of dollars in equipment that is compatible with our studio set-ups and will save us money when any repairs to our consoles needs to happen.

### **Computer Upgrades**

We upgraded the PC computers in the volunteer room and vinyl room to desktops that can run Windows 11, and we purchased a new M1 mac mini for the volunteer room mac replacement, along with a larger monitor.

### **Synth Summit**

With Aimee Copping at the helm, we organized and ran our first Synth Summit, which showcased a number of unique instruments at a set of "stations" and featured a presentation on analogue vs. virtual synthesizers. The event was well attended and met with a very favourable response.

### **Campus Friends Burning Questions**

We supported Campus Friends again throughout the year, including recording and broadcasting their Burning Questions event, wherein they ask questions of professors at U of G and receive in-depth answers. It's consistently one of my favourite events of the year. This year it was edited together by the great co-op student, Cole Cooper.

### **MADE Arts Podcasts**

For the tenth year, Jenny and I worked with Kelly McCullough's MADE class (from GCVI) in their second term to produce podcasts and develop media production, interviewing and communications skills. This sadly marked Kelly McCullough's last year running the program. We're hopeful that we can continue these projects with future instructors.

### **CRTC License Renewed until Aug 2026**

The CRTC administratively renewed our broadcast license for another three years! Hooray!

### **Tech Volunteers**

This fall has seen a wonderful influx of new tech volunteers. In order to meet the demand for volunteering opportunities in the Operations Department, and due to increased demands on the administrative side of the station, I will be moving away from the admin duties in the new year, and back to the tech focused role historically associated with the Operations Coordinator. We currently have twenty active or prospective tech volunteers in the department, which is unprecedented. I look forward to engaging with them and offering more opportunities in 2024.

### **Food Future Visions SSHRC Grant Project**

In collaboration with Prof. Kimberly McLeod and the School of English and Theatre Studies, we offered technical support and production studio time for their Social Sciences and Research Council grant project, Food Future Visions. This unique multimedia project connected students, faculty and community members in the creation of interactive audio experiences. Here are some details in Prof. McLeod's own words:

*I am pleased to announce the launch of Future Food Visions! We have 9 audio experiences at sites across Guelph that delve into issues of food security and food justice. The experiences are all available at the project website: [reimaginefood.ca/visions](https://reimaginefood.ca/visions) and on the [Driftscape app](#).*

*I want to extend my huge thanks to all of you for your help and contributions to this project. For those of you who presented in my class last fall, I can tell you that my students were incredibly inspired by the work that you do and I hope that shows through in the narratives that they have created.*

*We will be launching the project at the Guelph Farmers' Market this Saturday from 8am-1pm. For the launch, we have a special version of one of the audio experiences with live components. Listeners can access the audio for the launch [at this site](#).*

*To see our press release, click here:*

*<https://guelph.ca/2023/08/future-food-visions-project-animates-local-food-locations-through-audio-experiences/>*

Thanks for a great year, everyone!

Bryan Webb

**CFRU Operations Coordinator**

## Compulsory Non-Tuition Ancillary Fee Unit Report

As per the *Compulsory Non-Tuition Ancillary Fees Protocol* all University units (known as university-based fees and/or joint fees) receiving fees from students must provide an annual report.

Please note that the fee protocol was updated in October 2022 and is posted online: [Compulsory Non-Tuition Ancillary Fees Protocol](#). As such, it is recommended that all related fees units review the updated protocol to ensure compliance.

### Reporting Deadline and Submission Process:

Please return completed reports to Student Affairs before October 31st by emailing: [studentaffairs@uoguelph.ca](mailto:studentaffairs@uoguelph.ca).

### Please be advised of the following:

- This report pertains to the previous fiscal year (2022-2023).
- This report and unit reviews are to be prepared in consultation with the unit's Compulsory Ancillary Fee Advisory Committee, and advisory committee membership composition should comply with the protocol.
- Attachments of surveys and evaluations are encouraged.
- The word limits (referenced for each question below) are suggestions to help with a consistent review of each fee unit. However, exceeding the word limit is permitted when necessary and will be left to the discretion of each unit report.



## Reporting Template:

1. Name of the Program Supported by the Fee: CFRU
2. Name of Main Contact for the Fee: Bryan Webb
3. Main Contact Phone Number and/or Extension: 519 362 7637
4. Main Contact Email Address: **cfru.admin@gmail.com**
5. Previous Advisory Committee Membership for 2022-2023 (for the reporting year).  
**NOTE:** Advisory Committee membership composition should comply with protocol:

Name	Role (Student or Employee)	Email Address
Bryan Webb	Employee	cfru.admin@gmail.com
Long Fei Chen	Student (undergrad)	longfei@cfru.ca
Himmuth Singh	Student (undergrad)	himmuth@uoguelph.ca
Ian MacDiarmid	Alumnus, Volunteer	ianmcdee99@gmail.com
Joshua Grant Young	Student (grad)	jgrantyo@uoguelph.ca
Griffin Baird	Student (undergrad)	griffin.r.baird@gmail.com

6. Current Advisory Committee Membership for 2023-2024 (for the current year).  
**NOTE:** Advisory Committee membership composition should comply with protocol:

Name	Role (Student or Employee)	Email Address
Bryan Webb	Employee	cfru.admin@gmail.com
Joshua Grant Young	Student (grad)	jgrantyo@uoguelph.ca
Joseph Shea-Carter	Student (grad)	jsheacar@uoguelph.ca
Ian MacDiarmid	Alumnus, Volunteer	ianmcdee99@gmail.com
Griffin Baird	Student (undergrad)	griffin.r.baird@gmail.com
<i>*additional students to be added after AGM in late Nov.</i>		

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7. Please clarify the populations that currently pay the fee and at what current rate for each:

- Part-time undergraduate students – rate of fee: n/a
- Full-time undergraduate students – rate of fee: \$8.48 (2022/23)
- Part-time graduate students – rate of fee: n/a
- Full-time graduate students – rate of fee: \$2.50 (2022/23)

8. *Please tell us about the fee’s history (by referendum and/or historical agreement) and what the fee is approved to support (in other words, what is the scope of the fee):*

In March 1979 students approved a fee conditional upon CFRU receiving an FM license. That was achieved and the fee enacted. The first FM broadcast was January 28<sup>th</sup>, 1980. Subsequent referendums in 1983, 1989 and 1991 approved fee increases and CPI indexing. The objectives of CFRU, as defined by its Charter, are (a) to operate a radio station to facilitate communication among the university and surrounding communities for: (i) the advancement of education, (ii) creating an awareness of activities in both communities and (iii) providing an opportunity for dialogue between both communities and among their members; (b) to provide an educational experience in the communication arts for the university and surrounding community; (c) to provide through broadcast and other means extra-curricular and continuing education programs; (d) to promote local musical and spoken word talent; (e) to sponsor and develop cultural and social events at the university and surrounding community. The objectives are carried out by student, alumni, and community volunteers supported by paid staff. CFRU believes it supports the University’s Mission “to educate students for life in a rapidly changing world”.

9. Please tell us how the fee is used in relation to the approved purpose/scope? In other words, tell us what services are supported by the fee in relation to the fee scope and please make us aware of any scope creep (in approximately 200 to 400 words):

Student fees are applied directly to the purchase and maintenance of state-of-the-art production equipment and software, on-site and remote training and support through five permanent staff with substantial experience in media production and broadcast industry requirements/regulations, training workshops led by industry professionals, presentation of regular on-campus and local cultural events to enhance student experience (often in collaboration with the CSA and community partners), promotion of our services and opportunities through advertising on campus outlets and on city transit, and promoting student and community connections through a comprehensive multimedia website. Like most organizations in the field of broadcasting, we have responded to the changing mediascape by incorporating virtually all aspects of media production in our operations, including podcasting, social media content creation, video streaming and editing, music production, and event coordination. We have invested in these technologies to better prepare students for a world and job market that places high value on content creation and communication skills. In recent years we have added paid temporary student mentorships in various facets of media



production and communications, including website accessibility improvement, local music promotion, event promotion and student outreach. We also contribute to campus/community safety through a direct connection to the Pelmorex/NAAD regional alert system, which immediately injects civil alerts into our FM and streaming broadcasts.

**10. What outcomes are you trying to achieve with these services? Please provide evidence that the service is meeting its outcomes (in approximately 300 words or less):**

CFRU aims to provide comprehensive media training and production opportunities to the University of Guelph campus and surrounding community. We encourage access to media and communications technologies to groups and individuals who would otherwise have little access through mainstream media outlets. By doing so, we hope to reflect the diversity of the campus and wider community. We engage, inform and entertain our listeners, we empower and teach our volunteers, and we support all of the great people improving life on campus and in the Guelph community. We raise awareness of student initiatives, community activities, events, and concerns. We provide a venue for communicating ideas and perspectives to the wider world.

The varied interests, activities, and backgrounds of our diverse group of volunteers form the basis of CFRU's programming and allow CFRU to be an integral campus and community hub and source of information. We encourage our volunteers to explore many of the on and off air opportunities that are available – volunteers who are not interested in on-air programming are invited to help out with promotions, design, production work, tech maintenance, and music library organization. In addition, there is an Annual General Meeting when members or volunteers can join our Board of Directors and help to shape the future of our organization.

CFRU radio has developed notable talent including Justin Dunk (Journalist, Sports Anchor at Sportsnet and CHCH TV), Alka Sharma (Executive Director of Ontario Council of Folk Festivals, former Senior Manager of Operations at the Toronto International Film Festival, former Executive Director of the Toronto Reel Asian International Film Festival, former CBC producer), Hugh Harrison (Radio jazz host and historian, musician, former manager of Vogue Theatre Vancouver), Andrew Connors (Artistic Director of the Yukon Film Society) and John Harris Stevenson (Researcher in contemporary information technology practice and policy, Friends of Canadian Broadcasting, helped found CRFC). Barry Rooke, a proud CFRU and University of Guelph alumnus, now leads our national sector as the Executive Director of the NCRA.

**11. Please tell us how student involvement is part of the consideration process when allocating the fee, and what level of input students have towards the fee allocation? Alternatively, if your fees are directly (and completely) allocated to staff wages, please tell us how students have input towards the roles and responsibilities of the position(s)/portfolio:**

A majority of seats in the CFRU Board of Directors is allocated to students. The Board approves

the annual budget, developed by the Finance Committee, and monitors against the budget. The Board approves capital purchases and funding for extraordinary programs/events. Typical of a service organization, 75%-80% of operating expenses are allocated to personnel costs. CFRU is a union employer. The Board works with the union to establish a fair Collective Agreement. Working on a volunteer Board in a unionized environment is a unique learning experience. Every student who pays this fee is eligible to be a voting member of the organization, and can help shape our systems and controls through the AGM each fall, or by becoming a board member.

- 12.** What is the demand for these services (provide user data as evidence), and has it changed over the past two years? If there was significant change in demand, how has the unit responded? (in approximately 300 words or less):

CFRU has seen a significant increase in student interest and engagement over the last two years, particularly as we transitioned out of the limitations on in-person opportunities presented by the pandemic. Though we were able to continue broadcasting 24/7 and providing remote trainings, workshops, equipment and support which allowed volunteers to engage from home, the numbers of students signing up to our mailing list, emailing directly and dropping by our facilities for tours and information has increased noticeably in the 2022-23 terms. Since September 2022, we have had 342 new students sign up for information about opportunities available through our organization.

Since September 2022, CFRU has produced and regularly aired sixteen public service announcements dedicated to promoting student organizations and initiatives, broadcast and archived hundreds of academic interviews and on-campus concerts, events, and presentations, loaned equipment to groups who enhance life on campus and in the community, co-presented events with the CSA, IISCI, and other notable arts and culture organizations, and provided media making training and opportunities to over two hundred active or affiliated students and UofG Alumni.

*Please refer to the supporting documentation provided for evidence of our impact and engagement historically and in recent years.*

- 13.** As most fees were introduced at a time not relevant to current students, please tell us how the fee is relevant to the needs of current students (in approximately 200 words or less):

Radio Gryphon/CFRU has continually adapted to respond to the changes in the way students consume and produce media. From its beginnings as a closed-circuit station, CFRU adapted to AM and then FM, internet streaming, forums and an online archive of programming. Since 2010, we have seen the rise of podcasting, social media content creation, in-house music production and live video streaming as key components to both the world of broadcasting and the interests of student creators. As such, our facilities have developed into a comprehensive media centre, comparable to the most notable organizations in our sector. Students are offered training, support and the equipment necessary to engage with all types of media relevant in the

current job market. We lend equipment to other clubs and organizations, such as the Muslim Students Association, who use our PA system to amplify their prayer services every Friday afternoon. We produce and air Public Service Announcements that promote student-run services, organizations, clubs and initiatives. Throughout the year we co-present events with the CSA and other campus organizations featuring notable contemporary musicians, speakers and public figures. We support connections between the campus and the wider community through engagement with partners such as Campus Friends, Project Serve, Student Volunteer Services, local festivals and the City of Guelph.

- 14.** Are there additional programs you would like to offer due to new needs being identified but are unable to do so because of the limited scope of the fee, resources, or personnel? Please describe (in approximately 300 words or less):

We would like to offer more temporary student mentor positions as stepping stones towards careers in media and communications. We would like to provide as many students as possible with volunteer & experiential opportunities in our field and provide media literacy support on a wider scale across campus and community. As a small but dedicated staff, we are only somewhat limited by our capacity to directly support all of this potential engagement. We would also like to offer more direct support for student focused events.

- 15.** Are there any programs which you feel should be reduced or eliminated (e.g. due to declining demand, or a need to provide other services that are of a higher priority)? Can resources be reallocated to other activities in your area (while keeping in mind the scope of the fee)? (in approximately 300 words or less):

As students are presently engaging with every initiative and program we offer, we aren't thinking of reducing or eliminating anything that we present on an ongoing basis.

- 16.** Please confirm if the unit charges any additional user fees to support the services covered by the fee (in approximately 100 words or less):

The CSA Media Fee, approved in 1976, supplements our operational budget, and allows us to pay fees and membership dues associated with our broadcast license (CRTC, SOCAN/ACTRA, NCRA, WSIB). For reference, the CSA Media Fee contributed \$56,289.07 in our 2022-23 fiscal year (Sept. 1, 2022 to Aug 31. 2023).

- 17.** Please share if the unit has made any additional partnerships in order to carry out the service(s) covered by the fee. If yes, please clarify with whom and for what (in approximately 100 words or less):

In our last fiscal year, we worked with the following partners:

CSA – co-presenting events, supporting and promoting clubs and other CSA initiatives

Campus Friends – producing content with members, documenting and supporting the annual Burning Questions event

Student Volunteer Connections – promotion of various volunteering opportunities

IISCI – Promotion and support of department initiatives and events

OPIRG – weekly radio program radiOPIRG & promotion of initiatives  
The Ontarion – Advertising, promotion of events and opportunities  
School of English & Theatre Studies – technical support and studio use for Future Food  
Initiatives collaboration w City of Guelph

- 18.** Please tell us if the fee rate falls short, meets, or exceeds the services needs identified within the scope of the fee **(in approximately 200 words or less)**:  
The fee presently meets the services needs identified within the scope of the fee. With the established CPI increases each year, we feel our facilities and staff are able to serve both the original scope of the fee, and the changing interests and skills-development needs of students.
- 19.** Pertaining to the current year, does your fee unit anticipate submitting a fee proposal to the Compulsory Fees Committee to increase this fee beyond the Consumer Price Index (not released until January annually) for the year ahead? If so, why is this anticipated? **(in approximately 200 words or less)**:  
Presently, our fee unit does not anticipate submitting any such proposal.
- 20.** Does your fee unit anticipate the need to submit a future referendum proposal to the Compulsory Fees Committee in order to seek student support for increasing the current fee beyond the Consumer Price Index, and beyond the increase limits outlined within the Protocol? If yes, why, and when (noting such proposals should come forward to the Compulsory Fees Committee for review in September annually)? **(in approximately 100 words or less)**:  
Presently, our fee unit does not anticipate submitting any such proposal.
- 21.** Any additional comments **(in 200 words or less)**:  
*Please refer to the supporting documentation provided for evidence of our impact and engagement historically and in recent years:*  
*CFRU STUDENT AND ALUMNI ENGAGEMENT 2023*  
*CFRU STUDENT SIGN-UP 2022 2023*  
*CFRU SCI Testimonials Package Campus Focus*
- 22.** In addition to the information requested above and using the University's Financial Reporting System (FRS), please provide the unit's financial statement that shows the 2022-2023 operations revenue, less (-) expenses, and any current Carry Forward balance. Please provide a supporting budget narrative to summarize the budget, and explain any carry forward **(in approximately 200 words or less)**:

To navigate the uncertainties surrounding the pandemic, CFRU was very conservative with spending throughout those years, resulting in the accumulation of assets in case of substantial unforeseen shifts in operational requirements. As we moved out of that period of uncertainty,

we have made efforts in the last two years to spend down those assets through deficit planning in our yearly budget. We maintain some assets in case of any large-scale equipment failure and in order to cover possible end of operation costs. Beyond those reserved funds, we aim to spend down remaining assets with a focus on initiatives that further enhance student life. For example, over the last two years we have been hiring temporary student employees in each department of the organization to provide real world working experience in various aspects of media production and communications. This year, our Board of Directors approved an additional Special Projects allowance towards co-presenting larger-scale events on campus with other student-focused organizations.

You'll see in the last fiscal we landed on a deficit of \$19,156 and this year we have aimed for a \$26,903 deficit. Given the input we've received from the Office of Student Affairs, our Board will continue to plan and adjust the spending over the next few years to cut down the assets we have accumulated in a responsible way.

*Please see the following supplementary documents (note that our fiscal year runs September 1 to August 31 to match CRTC reporting requirements):*

*Budget Model Output Aug 31 2023*

*Operating Budget 2022-23 approved*

*Operating Budget 2023-24 approved*

*F730 - Actual Summary by Object as at Aug 31 2023*

*F730 - Balance Sheet by Object as at Aug 31 2023*

*CFRU Balances - Aug 31 2023*



