

# **CRAIG WIRELESS MCS APPLICATION**

**SEPTEMBER 1999**

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LEARNING PLAN (bound separately)

## **Executive Summary**

Craig Broadcast Systems Inc. is pleased to file this application with Industry Canada on behalf of Craig Wireless a company to be incorporated, for a licence to operate a Multipoint Communications System (MCS) in the 2500-2596 MHz band in the province of British Columbia (B.C.).

In this application we demonstrate the ways in which Craig Wireless proposes to realize a western contribution to the Canadian, broadband wireless, telecommunications market. Craig Wireless proposes to offer diversity of choice and the benefits of competition to consumers and businesses while at the same time contribute to the advancement of learning in urban and rural communities in B.C. The strengths of the Craig Wireless application include:

### **Corporate Stability**

We include in our application a corporate profile and a description of our ownership structure. We demonstrate that Craig Wireless is a well-financed privately held western wireless access provider. The Company has a proven ability to attract and manage capital, the resources to do the job and the executive team to make the business grow.

### **Success as a Western Wireless Access Provider**

Craig Wireless has a track record of success as a regional provider of wireless entertainment and Internet access services. We have established technology and service partners and are currently implementing an MCS service in Manitoba that provides the blueprint for this application.

From our experience in the marketplace, we believe that MCS is a low-cost technology that ideally suited to regional entrepreneurs. In fact, we believe that MCS may be *the* technology that can break down the barriers to the provision of low cost high speed access to the residential market. Unlike other wireless technologies that require large scale and scope of services and customers in order to be commercially viable, the infrastructure costs associated with MCS are relatively low; a factor which is significant as an encouragement to the entry of small to mid-sized regional entrepreneurs.

Craig Wireless is a company that has made a business out of providing communications and entertainment services to rural and urban residential markets – in a heavily competitive market. Today, the company is uniquely positioned to solve the local access dilemma with a wireless solution. As a radio broadcaster, TV operator, wireless cable provider and wireless Internet access provider, the Craig family brings first hand experience as a local access provider to almost all of the business segments that are today converging.

## **A Clear Business Case**

Craig Wireless presents a clear business case for a viable stand-alone MCS business in the province of B.C. Our market forecasts draw on extensive market research, an assessment of the evolving competitive environment and on our current initiative to deploy the first integrated MDS/MCS network system in Canada.

To the extent that the enclosed business plan does not reflect the cost savings and network synergies that can be obtained from our operating MDS entity in Manitoba and our proposed MDS service in B.C., the assumptions that underpin the business case are conservative.

## **Effective Competition to Respond to Demand for Access in the Local Market**

The Craig Wireless service has been carefully designed to offer an attractive low cost bundle of services to consumers and small businesses in the B.C. area. The Craig Wireless MCS service will provide reliable, secure access to a wide variety of Internet applications including emerging transaction-based services and IP telephony through a high speed wireless network.

As part of our strategy to evolve as an integrated service provider, Craig Wireless will offer a value proposition that adds the choice of additional IP telephony and wireless cable (MDS ) services to SkyPort offering. Our commitment in the marketplace is to provide superior value with *maximum consumer choice at an affordable price.*

A key goal is to ensure that ISPs and in particular regional ISPs will continue to play a strong role in the development of high speed Internet services in Canada. Many independent ISP's are under siege. They have been unable to access broadband networks at competitive rates to meet the growing demand for high speed. Cable operators have shut out ISPs from broadband services to favour their own ISP offerings. While ISPs have been able to access DSL and ADSL services to offer high speed Internet, the costs of these services remains high and availability is limited to selected large urban markets. As dial-up Internet services have flourished, competition among ISPs has increased, resulting in price wars and lower margins, which in turn threatens the viability of the industry. Without access to high speed technology, many ISPs risk being squeezed out of the market by larger players with access to broadband networks. As part of its service package, Craig Wireless has designed a low cost wholesale service for local ISPs.

## **Wide Coverage**

For its MCS offering, Craig Wireless has targeted an initial serving territory that includes over 70% of the population of B.C. including the Greater Vancouver and Victoria areas as well as the Okanagan and Fraser Valley regions. Craig Wireless will provide coverage to over one million households and commercial establishments and expand coverage throughout the province as soon as feasible business conditions can be achieved. An

MDS application for B.C. has already been filed and Craig Wireless is participating in the 24/38 GHz auction. Our goal is to acquire synergistic spectrum in order to establish a compelling service bundle, accelerate revenue streams and expand coverage across the province.

### **A Commitment to Technology Enhanced Learning**

As part of our Learning Plan, Craig Wireless has made a commitment to enhance technology based learning with a proposal that is timely, equitable and sustainable for us as an operator and for the learning community in B.C. Craig Wireless engaged in consultations with the Industry Canada appointed Learning Authority for B.C. and the Open Learning Agency (OLA). Craig Wireless used the survey conducted by the OLA entitled, Summary of British Columbia Learning Needs for the 1999 MCS Licensing Process, as a baseline to gauge the needs of the educational system.

Craig Wireless recently announced its decision to use a portion of its MCS business revenues to develop a **Technology Enhanced Learning Fund**. This decision was made after a careful assessment of recent survey findings, research into current provincial education/technology learning plans and programs, as well as personal interviews conducted with key stakeholders of the province's learning community. The **Technology Enhanced Learning Fund** is designed to respond to the needs expressed by the learning community. The stakeholder interviews reiterated the OLA survey findings – that professional development in the application of technology in the learning environment is a high priority for the province's educators.

Recipients of the **Technology Enhanced Learning Fund** will be educators from all streams of the B.C. learning community who are interested in upgrading their expertise in the integration of technology in the learning environment. Educators across the province from the K-12 school system, and publicly funded colleges, universities and institutes will be the recipients of the **Technology Enhanced Learning Fund**.

### **Conclusion**

Craig Wireless harks from an established and successful western Canadian company that has already made a remarkable contribution to the telecommunications policy goals of universal and affordable access in an environment of competition. Much has changed since we first began experimenting with microwave technology at 2.5GHz almost two decades ago. The technology is no longer fragile, equipment is available from multiple suppliers and the market for wireless entertainment and information services has materialized. At the same time, competition has increased and margins have dropped. In rural markets, we successfully compete against DTH. In urban markets we continue to experience rapid growth, despite the presence of incumbent cable and telephone companies and potentially, new wireless services such as LMCS.

The increased competition in the Canadian telecommunications environment presents exciting opportunities for companies with the right combination of wireless access experience in western Canada, financial resources and technical expertise. Craig Wireless is such a company.

## Industry Canada Information Requirements

Mandatory Requirements	Section
<b>Eligibility and Service Area</b>	
1. Ownership	<b>3.0</b>
2. Service Area	<b>1.0</b>
<b>Demonstrated Competencies</b>	
<i>Experience</i>	
1. Experience in the installation and operation of telecommunications systems	<b>3.1-3.3</b>
2. Management experience and capability	<b>3.4</b>
3. Existing staff, both technical and non-technical, along with their experience and expertise in support of all aspects of system implementation, marketing, sales activities, equipment availability, management and technology	<b>3.5, 4.11</b>
<i>Alliances</i>	
1. Domestic and international alliances with other companies or organizations for the establishment of the proposed facilities	<b>3.1</b>
2. Institutional, economic and/or technical arrangements with other companies or organizations in support of system implementation and operation	<b>4.7, Annex D</b>
<i>Financial Capabilities</i>	
1. Consolidated audited financial statements for the past three full fiscal years, if applicable	<b>Annex A</b>
2. Current interim financial statements	<b>Annex A</b>
3. A five-year financial plan for the applicant and the proposed system	<b>Section 4, Annex A</b>
4. Sufficient evidence that necessary financing is available or obtainable on reasonable terms and conditions	<b>Section 4</b>
<b>Business Plan</b>	
1. Market research	<b>Annex B</b>
2. Industry overview, including the assessment of actual and potential market, trends and competition	<b>4.1, 4.2</b>
3. Business strategy	<b>4.3.1, 4.8</b>
4. Market projections and forecasts	<b>4.6</b>
5. Product and service offerings	<b>4.3</b>
6. Marketing Plan, sales strategy	<b>4.10</b>
7. Human resources strategy	<b>4.11</b>
8. Client service and support	<b>4.12</b>
9. Supplier management	<b>4.13</b>
10. Technology strategy and network infrastructure design	<b>4.7, Annex D</b>
11. Network Capital Expenditures	<b>4.15.9</b>
12. A five-year system implementation plan for the service area	<b>4.7.1, Annex D</b>
• Annual scheduling outlining the centres or areas to be served	<b>4.7.1, Annex D</b>
• Approximate number of stations that will be installed and in operation	<b>4.7.1, Annex D</b>
• The percentage of the desired market to be covered for the service areas such that the desired level of service is provided	<b>4.5.1, Annex D</b>
<b>13. Assumptions of business plan</b>	<b>4.16, Annex C</b>
<b>Learning Plan</b>	<b>Bound separately</b>

## 1.0 Introduction

Craig Broadcast Systems Inc. on behalf of Craig Wireless (a company to be incorporated) is pleased to file this application with Industry Canada for a licence to launch a broadband wireless telecommunications system in the province of B.C. using Multipoint Communications System (MCS) technology in the 2.5GHz band.

Craig Wireless is filing a single application for the province of B.C. to complement our Multipoint Distribution System (MDS) application filed earlier with the Canadian Radio-Television and Telecommunications Commission (CRTC).<sup>1</sup> With this application, we propose to offer an innovative high speed Internet access alternative for residential and small business consumers in a service area that will include the metropolitan areas of Victoria, Vancouver, the Fraser Valley and the Kelowna/Okanagan region. Initially, the service will reach almost 1.1 million households and commercial establishments. Although 93% of the households in this territory are in urban areas,<sup>2</sup> Craig Wireless will also provide the proposed new MCS service to almost 70,000 rural households as well. We are requesting an assignment of 96 MHz of MCS spectrum from Industry Canada – as well as access to the return path at 2.1 GHz, as designated in the Call for Applications.

In this application, we demonstrate the ways in which Craig Wireless, proposes to introduce a strong, commercially viable new service offering that will deliver *Access* to Internet-based communications and information for Canadians. Using MCS spectrum and technology, Craig Wireless will deliver high-speed access to Internet services, high-speed access to communities of users, high speed access to information and gateways to knowledge; and high-speed access to cost effective diversity of choice through competition. At the same time, through our proposed Learning Plan, Craig Wireless will contribute significantly to the advancement of learning for all cultural communities in urban and rural regions in the province. This plan was developed in co-operation with the Open Learning Agency (OLA) and the broader learning community in B.C.

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<sup>1</sup> SkyCable has also applied to the CRTC for an MDS licence in British Columbia. While we hope to combine our service offering to provide opportunities for bundled wireless cable and high speed Internet service, this business case represents a standalone MCS service offering for British Columbia. However, we encourage Industry Canada and the CRTC to examine the broader benefits of a combined MCS and MDS offering through a single provider.

<sup>2</sup> Source: Statistics Canada catalogue No. 93-357XPB definition of urban territories as areas with a minimum population concentration of 1,000 and a population density of at least 400 per square kilometer.

## 2.0 Application Objectives

Craig Wireless believes that its objectives to develop and operate a high speed Internet Access service in B.C. using Multipoint Communications Systems (MCS) technology and spectrum, as detailed in our application, are consistent with and support the goals expressed in Industry Canada's 2500 MHz Policy and Licensing Procedures dated June 1999 ("the Call").

These objectives include the following:<sup>3</sup>

- Set out spectrum and licensing policy and license MCS systems in order to advance the government's vision to make Canada the most connected country in the world;
- Promote competition on the Information Highway to foster both innovation and diversity of choice for Canadian consumers and businesses;
- Promote technology utilization *to help meet the challenge of making lifelong learning a reality for all Canadians*;<sup>4</sup>
- Ensure that the best radiocommunications facilities and services are made available for Canadians and that the facilities and services are developed in an orderly, timely and efficient fashion.

Clearly, by facilitating the development of a new high-quality, low-cost information infrastructure such as MCS, Industry Canada will promote competition on the Information Highway and thereby foster diversity of choice for Canadian consumers and businesses. By mandating the collaborative development of a Learning Plan as an integral criterion of licensing, Industry Canada has ensured that the introduction of MCS technology will lead to creative lifelong learning initiatives. Finally, by ensuring that applicants may apply for a single region, Industry Canada has created an opportunity for regional companies to compete. A regional approach to licensing advances the probability that Canadians in both urban and rural communities will be served by the best radiocommunications facilities and services available in a timely and efficient fashion.

The objectives of Craig Wireless are to provide high quality cost-effective choice for high speed Information Highway access in vigorous competition with cable companies, telephone companies and DTH service providers. At the same time, through our Learning Plan, we look forward to providing a creative contribution to enhancing the learning opportunities that high speed Internet access and *connectedness* brings to the citizens of B.C.

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<sup>3</sup> This information draws from the MCS at 25 MHz: Policy and Licensing Procedures published June 1999; pgs 1-23.

<sup>4</sup> The Honorable John Manley, Minister of Industry, CATA Conference June3, 1998.

As a regional applicant, Craig Wireless views MCS as a low-cost technology ideally suited to regional entrepreneurs. Unlike other wireless technologies which require vast scale and scope of services and customers in order to be commercially viable, the infrastructure costs associated with MCS are relatively low; a factor which is significant as an encouragement to the entry of small to mid-sized regional entrepreneurs. In fact, MCS may be the last technology to offer such an opportunity as competition increases in wireless access services.

Our objective is to obtain a regional licence for the Province of B.C. We believe that the creation of a regional licensing system for MCS will support the valued participation of innovative regional entrepreneurs who have the knowledge, experience and desire to accelerate growth in the Canadian MCS marketplace. This, in our view, will not only also ensure that the best radiocommunications facilities and services are made available to both urban and rural communities but that consistent with Industry Canada's goals, the facilities and services will be developed in an orderly, timely and efficient fashion as well. Craig Wireless took the opportunity to expand upon these views in response to a Call for Comments from Industry Canada with respect to its proposed licensing policy for MCS at 2.5 GHz in 1998. A copy of our submission is attached as Annex F.

### **3.0 The Applicant: Craig Wireless**

In this section, we describe the technical, marketing, and operational competencies that are of particular relevance to this application. Craig Wireless is a wholly owned Canadian company to be incorporated. It will operate as a wholly owned subsidiary of Craig Broadcast Systems Inc. (“Craig”) and meet all the necessary conditions of the Telecommunications Act. It will be incorporated as an independent self-supporting company and operate as a sister service to SkyCable Manitoba Inc. which provides digital MDS and MCS services in Manitoba.

As indicated in Annex A of our Confidential filing, Craig Broadcasting Systems Ltd. has arranged for a total of \$56 million in financing for Craig Wireless. This consists of \$4 million in equity from Craig Broadcasting Systems, for the capital expenses associated with the planned MCS network deployment in BC and an additional available \$20 million in shareholder equity from Wellington West Capital. This investment allows for a 20% equity position in the SkyCable Pacific venture and for Craig Wireless operations. In addition, an operating line of credit of up to \$32 million has been secured from the Bank of Montreal for the purchase of Customer Premises Equipment (CPE) in B.C. and related installation charges.

#### **3.1 Our History**

Craig Wireless is a company that pioneered the use of wireless technologies in both radio and television. This western Canadian company boasts a background that spans more than five decades of Canadian Broadcasting and includes a series of start-up successes.

Established in 1948 under the leadership of John Boyd Craig, Craig began with one radio station in Brandon, Manitoba. In less than two years, the Craig’s transformed CKX-radio from a money losing liability to a profit-producing flagship. After operating CKX-AM for more than 15 years, the Craig family launched CKX-FM in 1963. Both stations continue to operate as successful businesses, serving Brandon area residents today. The family-owned Craig Broadcasting portfolio now consists of four radio and four television stations.

In addition to its portfolio of radio and television stations, the company was awarded a licence to operate an MDS service in Manitoba. SkyCable had recognized the clear need for Canadian wireless distribution systems to provide rural residents with a low-cost alternative to traditional cable or satellite providers and once again pioneered the use of this technology. In 1996, SkyCable became the first company in Canada to launch a successful MDS operation. Today the company operates one of the largest digital MDS networks in the world with over 10,000 subscribers in both urban and rural areas spanning an area of 70,000 square miles.

Both Craig Broadcasting and its subsidiary SkyCable have demonstrated a dedication to continuous improvement which extends to investments in research and new service development. As a result the company received a licence from the Department of Industry to provide high-speed wireless Internet services in the 2500 MHz range in Manitoba. With the launch of this service by year end 1999, Craig will have deployed and will be operating the first integrated MDS/MCS network system in Canada. SkyCable will then be offering its subscribers both wireless cable and high speed Internet access services from the same network platform.

SkyCable has now extended its expertise outside of Canada, where the company owns and operates a 2.5 GHz wireless cable operation in the Coachella Valley in California. In addition, the company has recently acquired management rights to MDS spectrum nationwide in New Zealand.

Craig Wireless' application for an MCS licence is integral to our strategy for continued growth in Canada and our vision for integrated wireless broadband communications services that offer western Canadian customers choice in communications and entertainment services.

## **3.2 Our Technical Track Record**

Craig Wireless understands how microwave technology at 2.5GHz works. The technology and network elements associated with MCS Internet services are essentially the same as those that we currently employ for our MDS operations around the world. Our SkyCable MDS network in Manitoba involved the creation of the first and largest *digital* MDS network of transmitters in the world. As part of that experience, SkyCable has met and conquered a series of technical challenges associated with the characteristics of the microwave frequencies at this range, the line of sight nature of the technology, the impacts of weather and foliage as well as the need for redundancy to ensure continuous service.

Since we began more than five years ago, we have switched equipment suppliers, made changes to our transmission system and re-engineered many set-top receivers. We also entered into a joint research and development venture with our chosen technology partner, Phasecom, to develop and supply the network integration support platform that has enabled us to add an MCS Internet offering to our MDS service portfolio. This new integrated service is being rolled out in Manitoba. In fact, the Technical Plan presented in our Confidential Filing is based on the blueprint that was developed for Manitoba.

In large part, our commercial success can be attributed to the world-class expertise of our in-house engineers and technicians. We now have a technical team of systems integrators that have designed, tested and proven the integrated MDS/MCS operating system.<sup>5</sup> We are confident that the achieved technical integrity of the system will inspire customer

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<sup>5</sup> See Annex D, Technical Plan

confidence and awareness that wireless networks can be just as high quality as wireline networks.

### **3.3 Our Marketing and Sales Experience**

The success of our marketing campaigns in Manitoba has given us a unique and unmatched understanding of customer needs in urban as well as rural western markets. Our value proposition is predicated on a three-pronged strategy to deliver value for money, choice and customer care. Our service offerings and pricing strategies have been shaped by our experience in launching our service in urban Manitoba, our market research, and our assessment of the competitive environment in various B.C. markets.

In general, our plan reflects our experience which has seen consumption of communications services outpace the overall decline in prices. Competition is expected to bring about steady reductions in prices for all classes of services, which is the reason why we have adopted a low-cost bundling strategy.

At the same time, both our experience and our research suggest that Internet access pricing will remain stable at current levels over the short-term in response to an exponential growth in demand for high-speed Internet services. The confidential filing details the Company's plan for product pricing. According to our sensitivity analysis, it appears that while price reductions would increase our marketshare over the short-term, the negative effects of a price war need to be carefully assessed. As an MCS provider Craig Wireless expects to introduce a bundling discount relative to the conventional access companies in the first year of operation. The company expects to continue to discount prices for up to 5 years in order to capture market share. The market research and our Business Plan show that this level of price decline is readily sustainable.

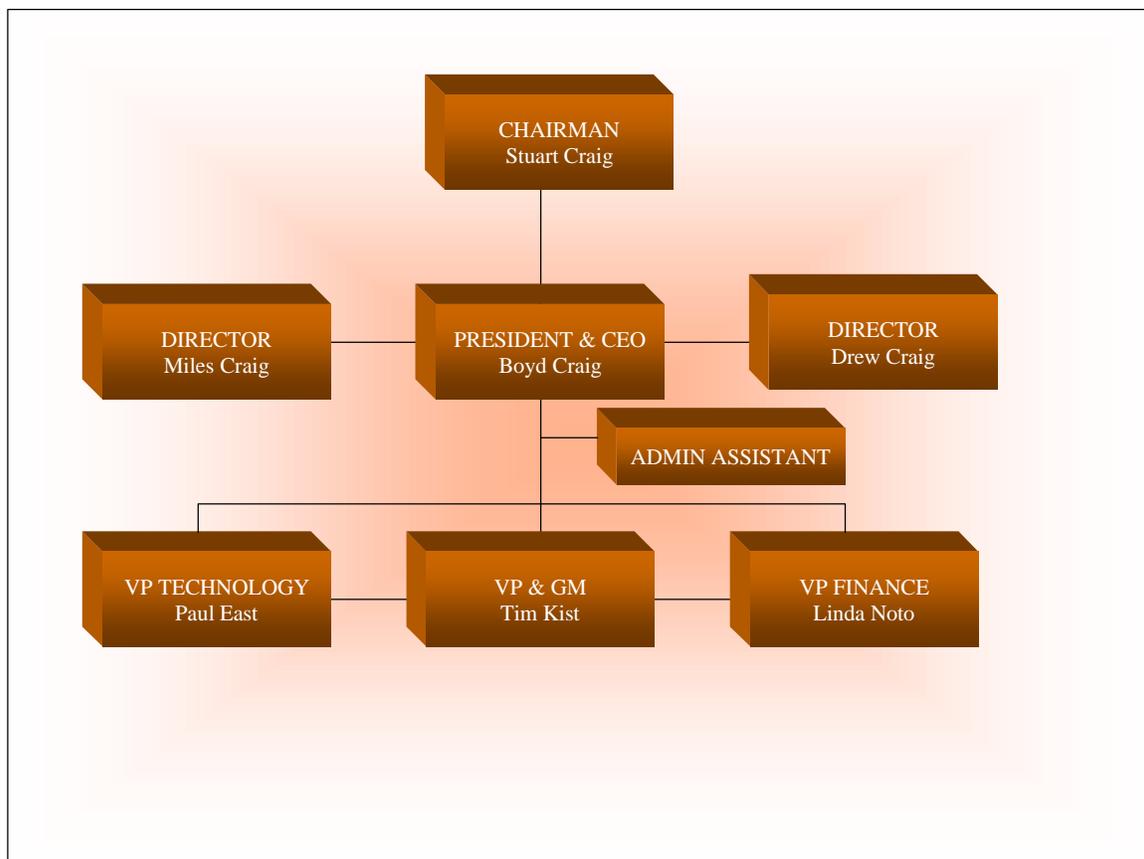
As in Manitoba and our international MDS operations, the Company will have its own direct sales force and will engage in mass marketing activities. In addition, we have a strong dealer network that will be extended to B.C. Most importantly, at Craig Wireless, we understand that customer care is the best insurance against customer churn. Our Manitoba experience has taught us that it is necessary to maintain a high level of service standards and train staff accordingly. An '800' telephone number will be heavily promoted in all communication. The Customer Service Center operated by Craig Wireless will provide support on several levels. Our agents will respond to general enquiries, quality leads (i.e. determine whether a particular street address within the coverage area is potentially capable of receiving the signal using customized locator software), activate subscribers, and respond to their questions.

### 3.4 Our Operational and Management Expertise

Craig Wireless has a business plan that is inspired by a vision for a wireless broadband communications service that is affordable and attractive to urban as well as rural subscribers. At the same time, our operational strategy reflects a real-world understanding of the requisite technical and business fundamentals.

Craig Wireless's B.C. will be owned, by Craig Broadcast Systems Inc. As outlined in Exhibit 3-1, the company will be managed by a team of professionals that possess a wide range of business management and operations credentials, with specialized skills and experience in start-up ventures as well.

**Exhibit 3-1**



### 3.5 Biographical Profiles

*Chairman:*

**Stuart Craig** is Chairman and Chief Executive Officer of Craig Broadcast Systems Inc. and a well-known figure in the Canadian broadcasting industry. Under his tenure, Craig Broadcast has grown to become one of the largest privately held broadcast companies in Canada.

Mr. Craig began his broadcasting career at age 19 when he left college to join his father in the broadcasting business. Throughout his career he has been involved in all facets of the broadcasting business, including sales, program director and operations management. In 1958 he was appointed Managing Director of Western Manitoba Broadcasters Limited (now Craig Broadcast Systems Inc.).

Despite Mr. Craig's busy and diverse business interests, he has both personally and professionally contributed greatly to the community and to his industry. In 1975-76, Mr. Craig was President of the Broadcasters Association of Manitoba. He is a past Director of the Canadian Association of Broadcasters and the Western Association of Broadcasters. He has also served on the Business Advisory Council for the Bank of Montreal, and is Past Director of the Sanatorium Board of Manitoba and the Provincial Exhibition of Manitoba (Royal Manitoba Winter Fair) and the Winnipeg Symphony Orchestra. In 1984, Mr. Craig received the Business Citizen of the Year Award from the Manitoba Chamber of Commerce.

*President and Chief Executive Officer:*

**T. Boyd Craig** is currently Vice President and Secretary to Craig Broadcast Systems Inc. and President, Craig Wireless. He will be the President and Chief Executive Officer (CEO) of Craig Wireless.

Mr. Craig has, throughout his business career, been involved in many "start-up" and "turn-around" business ventures. His first management assignment in 1982 involved the turn around of a sizeable hospitality venture. In 1988, Mr. Craig re-entered the broadcast industry as Manager of CKX-TV and radio. During the early-nineties, Mr. Craig led Craig Broadcast's expansion in the radio industry and led the Craig Wireless Ontario application for MDS service. He is the past President of the Broadcast Association of Manitoba and past Chairman of Can Pro, the annual national Television Program Convention. He was appointed to the Brandon University Foundation Board in 1993 and to the Board of the Royal Winnipeg Ballet in 1999.

Today, Mr. Craig is devoted full-time to realizing Craig Broadcast's goal to become Canada's western leader in wireless access services. Boyd, his wife and four children reside in Winnipeg, Manitoba.

***Directors:***

**S. Miles Craig** is Vice President of Craig Broadcast Systems Inc. and will be a Director of Craig Wireless. He has several years of practical experience in broadcasting, specifically in the areas of news and information programming, commercial production and management.

Mr. Craig has been extensively involved in the development of licence applications and service launch for the Craig Broadcast Systems Inc. television station in the Portage la Prairie/Winnipeg market.

In addition to his intense interest and involvement in business, Mr. Craig has become active in supporting community events and projects. He is a past member of the Kinsmen Club of Portage la Prairie.

As a graduate of the University of Manitoba, Mr. Craig received his Bachelor of Commerce (Honours) Degree in 1983.

**J. Drew Craig** is the President of Craig Broadcast Systems Inc. and President of A-Channel in Calgary/Edmonton and will be a Director of Craig Wireless.

Over the past 20 years, Mr. Craig has accumulated varied and extensive experience in the Canadian broadcasting industry. His background includes practical experience in news and information, commercial and program production. In 1982 and 1983, Mr. Craig received Can Pro awards for programming excellence for programs he produced and directed. He produced a fitness series containing 135 original episodes. This series has been syndicated in Canada and the United States.

Drew has spent the last 15 years spearheading the successful launches of MTN-TV and most recently A-Channel in Alberta.

***Vice President, Finance:***

**Linda Noto** is a Certified General Accountant (CGA) and Chief Financial Officer for Craig Broadcast Systems Inc. In this capacity, she is responsible for the accounting operations of seven radio stations, three television stations, and one MDS system. She has held the position with the company for a period of six and one half years. Linda will assume the same responsibilities for Craig Wireless.

Prior to joining Craig Broadcast Systems, Ms. Noto was employed in the lumber and banking industries as well as holding the position of Director of Finance for the YWCA. At the YWCA, she was responsible for three separate divisions: corrections, the thrift shop, and the women's shelter.

Ms. Noto entered the CGA program in 1989 and received her designation in February 1998.

***Vice President and General Manager:***

**Tim Kist**, will be the Vice President and General Manager of Craig Wireless. Mr. Kist will be specifically responsible for all aspects of marketing, sales and customer care. Mr. Kist brings over 16 years of management expertise to the Craig Wireless team. He has over 5 years experience as the Director of Sales and Customer Service with one of the top five cable operators in Canada. During that time, he was a key member responsible for the launch of two new cable tiers and high speed Internet product, resulting in sales doubling over the five year period.

Mr. Kist has also been a key player in the launch of new lottery products and casino-type entertainment facilities in Winnipeg. As a B. Comm (honors) with a major in Marketing, as well as being a certified Management Consultant, Tim brings a strong sales, marketing and customer service approach to the Craig Wireless operation.

***Vice President, Technology:***

Paul East, will be Vice President of Technology for Craig Wireless. Mr. East will be responsible for all aspects of system implementation, equipment availability, system management and technology procurement.

Mr. East is currently responsible for the MCS and MDS Manitoba network. Mr. East is a Professional Engineer, registered with the Association of Professional Engineers of Manitoba. Previously, he was General Manager of Neil East Sound Broadcasting Ltd., a federally incorporated broadcast engineering firm established in 1976. In addition, Mr. East has over 8 years of experience supervising the design, construction and maintenance of radio and television facilities. He has recently been involved in the following studio and RF projects: A-Channel Manitoba digital television news studio; A-Channel VHF TV transmitter repeaters in Lethbridge and Red Deer, Alberta and a new studio facility for CFQZ and CKMM radio.