



Report to Cultural Industries & Ministry of Culture & Tourism

April 2018 to March 2019



Introduction

John Wort Hannam and band perform at CKUA's Open House during Spring Fundraiser



2018-2019 was a year of growth, celebration, and change for CKUA Radio.

Building on the momentum of the previous year's work, we developed new partnerships, made more connections in Alberta communities, and saw more performers featured live and on-air. We continued to invite listeners—faithful supporters and new friends—on a journey of musical discovery and cultural appreciation. Our improved digital presence allowed Albertans in rural and urban settings easy access to everything CKUA has to offer.

This year, CKUA offered innovative programming to a growing broadcast audience while also having a significant community impact all around the province. We had an increased presence at numerous music festivals and celebrated National Indigenous Peoples Day. Our summer concert series at the McDougall Centre in Calgary built excitement about Alberta musicians and seasonal festivals and concert series. We hosted many musical and cultural events in our own performance space at our beloved Alberta Hotel Building in Edmonton. We saw our Calgary studio become more of a hub for broadcasting and

for community connection. Our new website, launched in March of 2019, means that digitally available podcasts, interviews, and a streamlined CKUA Arts Calendar keep us connected to the wider arts community. From live broadcasts with community partners to a Grey Cup celebration rooftop concert, to interviews with emerging musicians who are just beginning their careers as performers, we provided hundreds of engaging and enriching cultural experiences with Albertans—and broadcast that vibrancy to a global audience as well.

CKUA IS CULTURAL AND MUSICAL PROGRAMMING BY THE ALBERTA COMMUNITY, FOR THE ALBERTA COMMUNITY.

All of this exciting work would not be possible without the generous support we receive from the community: donors, grantors, volunteers, partners. More than **70%** of our annual funding comes from everyday Albertans—nearly **13,000** of them—demonstrating incredible loyalty to one of Alberta's most celebrated arts and culture institutions.

Our heart and soul is broadcasting, but we continue to expand our thinking and our cultural programming beyond that. The projects and activities of 2018-2019 confirm that we are so much more than a radio station. Thank you for generously supporting the CKUA Radio Foundation. We are pleased to provide this report to share how Cultural Industries supported Alberta's cultural community through CKUA Radio.

CKUA Radio produces **127 hours** of original programming weekly, and reaches more than **250,000 households** each week via our province-wide network of sixteen FM transmitters. Our northernmost transmitter, in Fort McMurray, serves a vibrant and diverse community whose residents include lifelong Albertans, immigrants, and people from other parts of the country who have made northern Alberta their home. Andy Donnelly's Friday evening program, *The Celtic Show*, is a particular favourite with transplanted Maritimers and Newfoundlanders. To the south, transmitters in such places as Banff, Medicine Hat, Lethbridge, and Drumheller provide coverage in an area of the province that is both rural and urban, prairies and mountains, changing and unchangeable. Edmonton and Calgary are the two largest cities in our provincial broadcast area; each is served by a vibrant and welcoming CKUA studio.



CKUA hosts Baba & Celeigh Cardinal

Online streaming service and our mobile app make every broadcast minute available to people in Alberta, beyond Alberta, and around the world. We continue to celebrate a growing audience, and the increase in listenership among people younger than 55 is particularly encouraging.

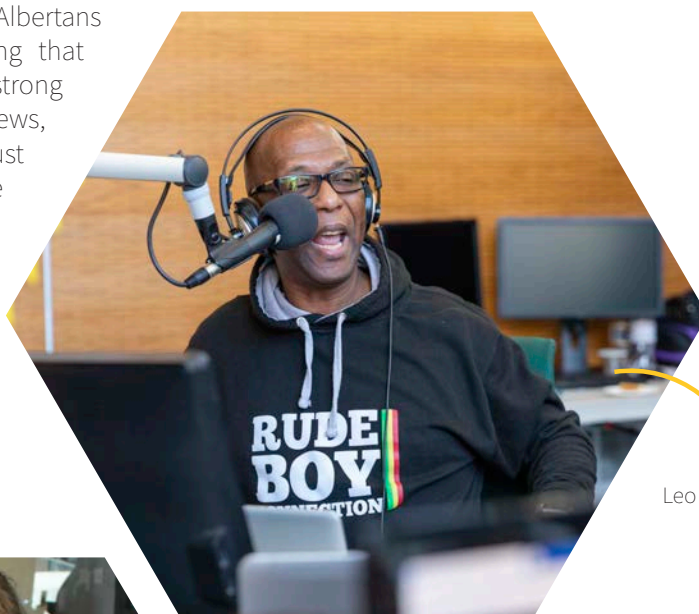
Our hosts curate more than **30** different programs that highlight the best in folk, pop, celtic, world, country, jazz, big band, soul, classical, and blues music. With hosts based in Edmonton, Calgary, Lethbridge and Banff, we reflect Alberta's rich music scene. We are committed to diversifying our on-air talent to better represent music and Alberta's many communities. This past year saw some programming changes that included welcoming Celeigh Cardinal, Leo Cripps, Matt Masters, and David Myles, all of whom offer unique experiences and perspectives on the air. Celeigh's role in our province as a musician and singer with strong connections to the Métis community is well known; now audiences are getting to know her as a radio host whose Monday shifts on *Mid Morning Mojo* always delight listeners and introduce them to interesting new music.

Leo Cripps, known to many in the Caribbean-Canadian community in Calgary and beyond, now hosts *Journeys* on Saturday afternoons, inviting listeners to enjoy and learn more about world music with a reggae flavour. Since mid-2018, Matt Masters has been hosting the noon – 2:00 timeslot every weekday, making connections in the Calgary arts community and sharing his unique musical choices. In September of 2018, David Myles introduced his new Saturday morning program, *Myles from Home*, sharing his enthusiasm for jazz, country, blues, soul, and bluegrass with early risers.

We continue to add new voices to reflect the diversity of the audience we reach. Female voices, younger voices, and voices that reflect the interests and unique cultural imprints of multicultural and Indigenous communities are all behind the microphone at CKUA regularly, sharing their passion for music from their own perspectives. This on-air renewal has led CKUA to increases in listenership, month after month: more Albertans are listening to CKUA, and they're listening longer than ever before. With Cultural Industries' support, we will continue to offer Albertans diverse and creative programming that cultivates musical discovery and a strong cultural community: music, interviews, information, podcasts, and a robust provincial CKUA Arts Calendar. We believe that the people and the stories related to the music are often just as compelling as the music itself. CKUA has been and will continue to be a strong hub for arts and culture in Alberta.



Cecile Doo Kingué performs at the 2018 Edmonton Blues Festival



Leo Cripps, host of *Journeys*



Amy van Keeken, host of *How I Hear It* on Wednesdays

David Francey performs live during CKUA's Spring Fundraiser

2018-2019 Highlights

In terms of our operational highlights, we're pleased to note that throughout the 2018-2019 period, we have seen a strong increase in the use of our Edmonton performance space over the past year. With a capacity of 183, it is a wonderful venue for CD release parties, concerts, and professional development workshops for arts professionals. We provided free or discounted non-profit rental rates of our performance space to numerous arts groups/non-profits. Following a change in tenant on our 5th floor, CKUA has resumed lease rights to our rooftop patio. It is now available for event bookings, and we are excited by the community impact that this beautiful and unique space will generate. The surprise rooftop public performance of The Strumbellas during Grey Cup celebrations thrilled the crowd gathered downtown, and is an example of the kinds of opportunities that the rooftop will offer the community in the future. We have been experimenting with renting out our Voice Studios, entering a competitive and established market. Feedback from our clients has been very positive so far.

CKUA's library continues to grow and develop. Digital archiving and new technology allow us to save interviews, performances, and recordings that would have been lost in our previous location. The CKUA Archives is one of the largest and most diverse collections in Canada. Spanning more than 130 years of recording history, it contains more than 1.5 million pieces of recorded music and spoken word materials (including liner notes and cover art) and more than 500 hours of historical interviews with Albertan and Canadian artists, authors, playwrights, performers, politicians and notable and interesting people from all walks of life. It continues to thrill us that the library and archival collection has been consolidated in one place, properly



stored and protected. Live musical performances in the library, as part of both Spring and Fall fundraisers, have featured such artists as Jenie Thai, Donovan Woods, Begonia, Royal Wood, Major Love, and Rebecca Lappa. We've been able to broadcast these performances, and share them to a larger audience on the internet (YouTube, our website, SoundCloud, etc.) as well. School tours and busy open house events confirm that the library is a fascinating place to visit, and the real heart of our musical programming. We are always striving to make the library accessible, inviting, and valuable to the community.



In June the 2018 Robert Kroetsch City of Edmonton Book Prize celebrations were held in CKUA's performance space



Lesley McMillan, donor relations officer, greets guests at a CKUA event

Since February 2018, ATB's first ever Branch for Arts and Culture has been open on the main floor of the CKUA Edmonton building. This innovative partnership increases support and services to artists and artists groups by providing these audiences with financing, financial education and networking opportunities right here at the Alberta Hotel.

The relaxed atmosphere will encourage people to come in and ask the financial questions they may not have the courage to ask elsewhere. Because ATB's core business takes place between 9:00 and 5:00, the evenings and weekends are available for CKUA and ATB to share the space or use it cooperatively for art exhibits, concerts, and receptions. This is values-aligned with our commitment to be a collaborative hub for music, arts and culture, and promotes artists in a variety of ways that we couldn't do before. The lobby's small raised stage and soft "café-style" seating make it a perfect venue for cozy and smaller concerts. The Alberta Hotel building is now full and vibrant, serving a variety of needs well—a microcosm of many of the things Alberta is trying to be amid a changing economic landscape.



Guests enjoying a live performance at CKUA during Spring Fundraiser

In Calgary, the CKUA studio continues to grow and expand, not just as an integral contributor to our broadcast offerings, but also as a small but important arts hub in Calgary's East Village. Two of the main weekday programs are now broadcast from the Calgary studio. Matt Masters, who hosts the noon – 2:00 pm timeslot each weekday, is a welcoming and dynamic host who often includes interesting themes and interviews of local musicians in his programming. Since July 2018, CKUA's Calgary Community Connections officer, Linda Johnson, has been cultivating partnerships in business, the arts, and philanthropy. This is a revenue-generating position that allows us to make more intentional connections with southern Alberta's donors, listeners, and those in the business community. She is a welcoming presence in the Calgary studio, inviting people to learn what the Calgary CKUA studio is offering to the downtown community and beyond. She extends our appreciation to CKUA's corporate and individual supporters. Interviews, performances, and other live broadcast events held at the Calgary Studio have proven to be popular; while our space in Calgary is not large, the street-level access has allowed people to peek in or even pop in to see the Calgary base for Alberta's community radio network. Community events held at the Calgary studio this year include a celebration event with blues host Holger Petersen, a Facebook live event, and a bustling open house.

Around the province, CKUA's FM transmitter network serves 250,000 households weekly, through sixteen transmitter sites and in more than 350 communities throughout Alberta. While maintaining this network of transmitter sites is always challenging and increasingly expensive, transmission infrastructure is the means by which we gather our audience and deliver on our mission to be a hub for music, arts and culture in Alberta.

We continue to develop strong connections with musicians and the wider arts community. Many emerging Alberta artists appreciate CKUA for providing early air-play or an on-air interview when they have new music to share with the world. Each year, more than 400 live broadcasts (in studio and from festivals) introduce and re-introduce musicians from Alberta and beyond to listeners all around the province. Your funding amplifies the voices and contributions of so many cultural groups and musical artists, and in so many ways! CKUA's main performance space in the Edmonton building continues to be used extensively by the wider community. These events celebrate the arts in all their diversity and variety: live theatre, opera recitals, poetry readings, CD release parties, awards celebrations, and even a rooftop concert during Grey Cup weekend have all been offered in CKUA's performance space. Many of these events are free and open to the public. This list represents just some of the organizations that have celebrated and held events in the CKUA performance space and lobby.

CKUA EVENT HIGHLIGHTS IN 2018-2019

NAIT Radio and Television program
Edmonton Opera
Alberta Podcast Network
MacEwan University
Dominelli School of Music
Colour Me Queer Cabaret
Chronos Vocal Ensemble
The Entrepreneurs' Organization of Edmonton
The Writers' Guild of Alberta
CARFAC Visual Arts Alberta
Rotary Club
Interstellar Rodeo
iHuman Youth Society
Eat North Prairie Grid Dinner
Up and Downtown Festival
Grey Cup Festival rooftop concert
The Yards Magazine
John Humphrey Centre for Peace & Human Rights
Tadhkirah Foundation
Queck & Associates Law Office
Edmonton Poetry Festival
YEG Mental Health
ATB Indigenous Women's Panel
Citadel Theatre
Skirts Afire
Fringe Festival "Bring Your Own Venue"
CD release parties: Lucas Chaisson, Danielle Knibbe, Chronos Vocal Ensemble, Jesse and the Dandelions, Joe Nolan

In addition to the events that took place at the CKUA sites in Edmonton and Calgary, CKUA also interviewed dozens of performers on-site at festivals and in studio in advance of concert performances. A complete listing can be provided upon request.

People gathered in the Calgary studio during an Open House

Cam Hayden, host of CKUA's *Friday Night Blues Party* at his 40th anniversary celebration.



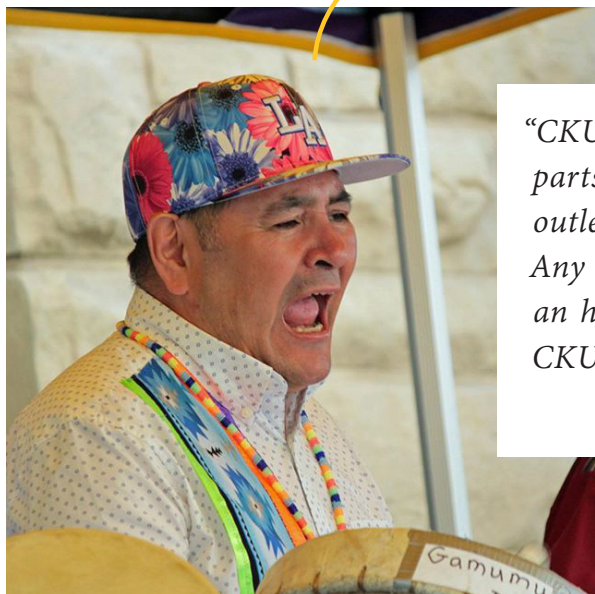
In December of 2018, CKUA celebrated 40 years of radio broadcasting by revered broadcaster Cam Hayden, host of *Friday Night Blues Party*. The performance space was the perfect venue for toasts, blues performances, and a special combination of music and interviews that were shared through live broadcast.

“When we held a giant celebration of Cam Hayden’s forty years of broadcasting on CKUA, we were able to throw a big party, welcome the community at large to join us, treat them to great live music by outstanding Alberta artists, and present it all live on the radio, for all to enjoy! Celebration, community, live performance, presenting burgeoning Alberta talents—all of these elements can come together at once, thanks to our performance space.”

- Grant Stovel, host of Alberta Morning

Both broadcast studios--Edmonton and Calgary—are used extensively for CKUA’s unique brand of community connection. Whether it’s a packed open house in Calgary or a bustling pledge room during the bi-annual fundraisers in Edmonton, CKUA treasures its role as an arts hub and as a source of musical discovery, and opening our doors contributes to that welcome immeasurably. The performances that take place at the CKUA building can be either planned in advance (such as National Indigenous Peoples Day concerts), or spontaneous (such as musicians on tour performing and being interviewed to promote their Edmonton concert). CKUA broadcast hosts often extend on-air invitations to the public to come to the building to enjoy free performances, or see an interview taking place in the performance space. We want the performances that take place in our building to be inviting and accessible. On-air promotion often leads to a “bump” in ticket sales; this benefits Alberta artists and concert venues.

The Logan Alexis Singers perform outside the Alberta Hotel building during National Indigenous Peoples Day, June 21, 2018



“CKUA has been refuge for alternative thought in parts of Treaty 6, 7, and 8 Territories for decades. An outlet for cultural appreciation and representation. Any opportunity to support such an establishment is an honour, and it was last June when we played at CKUA. Much love, mwestas”

- Kris Harper of nêhiyawak

Partnerships and Community Outreach

We continue to develop new partnerships with Alberta's Indigenous community, and we pursue connections in various multicultural communities. On June 21, National Indigenous Peoples Day was celebrated at various Edmonton locations. First Nation, Métis and Inuit peoples and cultures were celebrated through interactive experiences, cultural demonstrations, a pow-wow, artisans, cuisine, and live concerts. The CKUA Alberta Hotel building, on Treaty 6 territory, was the site of numerous community-based events, including outdoor concerts, interviews, and performances that were shared through digital channels and on-air for the entire province to experience. CKUA and the ATB Branch for Arts + Culture worked together in our shared space to make the location particularly welcoming and lively. The lobby was a gathering place for old friends to get reacquainted and strangers to introduce themselves to each other. The doors on the west side of our building were opened wide and led to a small temporary stage and canopy. Benches

and the lawn provided places for people to stop and listen. Many people who work downtown enjoyed the music and the chance to gather in the downtown core for such festivities. The day included live performances from round dance group The Logan Alexis Singers, folk singer-songwriter Jay Gilday, and a free noon-hour concert featuring Cree shoegaze trio nêhiyawak. Music was the starting point for the day, but it also led to conversation, cultural exchange, and learning. For those who could not join us in person, CKUA offered special on-air programming for National Indigenous Peoples Day, with musical and interview guests throughout the day. There was a special episode of the program Mid-Morning Mojo, guest co-hosted by Celeigh Cardinal. The award-winning Métis folk songstress joined regular host Baba Singh to share a personal playlist featuring some of the country's best Indigenous musical artists. Mini-performances, interviews, playlists, music recommendations, and interviews contributed to a whole day of celebration.

We also had a strong music festival presence throughout the summer of 2018. We were able to broaden our scope and geographic reach by partnering with sixteen Alberta festivals, including Lethbridge Jazz & Blues, Beaumont Blues & Roots, and The Blueberry Bluegrass Festival, among others. The CKUA tent at each festival site offered attendees many chances to connect with performers, discover new music, and meet new friends.

CKUA's commitment to making music and the arts accessible to Albertans and vibrant in our community also brought us to the beautiful grounds of Calgary's McDougall Centre, for a summer concert series. Offering daytime music in the busy urban heart of Calgary was so special for CKUA, and it was well-received by the community we serve. We appreciated the partnerships and cooperation with other arts organizations that made the series possible. It was a perfect fit with our mission to be a hub that connects people to music, arts and culture. We could not have offered these concerts without the support of Alberta Cultural Industries.

The series specifically chose to invite performers who would represent various summer music festivals taking place in Calgary and southern Alberta. The community impact of choosing these performers is reciprocal: it benefits the audience, who enjoy the music, and it benefits the artists, whose work is promoted and shared more widely. The music community and Calgary downtown core were enriched by the Summer Music Series. Together we brought audiences together to enjoy some of Alberta's best established and emerging artists. This music series represents what public radio is and does: programming for our community by our community. The noon-hour concerts allowed people who work, study, and visit downtown Calgary to take their lunch break on the grounds of McDougall Centre, which include both shade and sun, with places for people to sit, gather, and mingle. Featured performers included Kate Stevens, Tom Phillips, Hymn, Scott Cook, Elsie Osborne, Andrew Glover, Elk Run & Riot, Rooster Davis, Sammy Jean, Matt Blais, Jenny Allen, Amy Bishop, John Rutherford, and Bossa Kings.

Kicking off the Music at McDougall Summer Concert Series in Calgary, July 2018



Artists performing at one of the McDougall summer concerts



"The McDougall Summer Concert Series is a wonderful noon-hour show right in the heart of downtown Calgary. The staff, the sound, the location, and the audience, everything gets an A+ from me. I strongly recommend this series to artists and music lovers alike." – Jenny Allen



Megan Bonnell performing at the CKUA Calgary studio

Content That's *More* Than Music

While our focus will always be sharing wonderful, varied music with our listeners, we also are increasingly aware of our role as an arts and culture hub, and a mechanism for musical discovery that goes beyond “spinning records.” Our current focus is to examine what happens between the songs: we want to do an even better job of telling the story of music. For example, hosts will often curate their programs with a theme in mind, or with an awareness of what happened “on this day in history.” Even a program that is not designed to focus on one genre or style of music can include explorations of theme, history, artist bios, and giving airplay to local and emerging musicians.

CKUA broadcasts often include conversations with in-studio guests from the arts and cultural community. Bands touring through the province, festival directors, and Alberta singer-songwriters with new music to share often stop by our studios for an interview or a live performance.



Major Love performing in the CKUA library

An Improved, Revitalized Website

A significant contributor to CKUA's presence in the community is our new, revitalized website. Although the site launched in March 2019 and we are still in the early days of shaping it and using it for maximum community impact, we are excited about its features, content, and appearance.

For example, CKUA's podcast series, *Hidden Track*, is an important new feature of our revitalized website. Where radio broadcasts are limited in terms of how much interview content they can provide, podcasts allow us to have longer, more in-depth conversations with famous musicians, emerging artists, festival directors, and arts professionals. For the past few years, at the beginning of each symphony season, ESO artistic director Alexander Prior has visited the CKUA studio during the *Alberta Morning* program to promote the upcoming season.

A spirited conversation that stops only when the music begins, this interview is always a highlight of our September programming and builds excitement about the symphony. Now, as part of the *Hidden Track* podcast series, this interview may be extended and turned into a podcast episode that goes into more depth. Similar partnership conversations with the National Music Centre in Calgary and various summer musical festivals will also be featured throughout the year. We value our partnerships and connections in the Alberta music and cultural communities, and podcasts are a wonderful way to highlight those relationships.



CKUA's podcast series, *Hidden Track*, is an important new feature of our revitalized website



CKUA Arts Calendar & The Arts and Culture Guide

CKUA Radio Network is present in Alberta's large municipalities and small towns; it reaches households and businesses in more than 350 communities throughout Alberta.

Your funding allows CKUA to connect Albertans with the front-line artists, organizations and festivals that create and share culture in our province. The CKUA Arts Calendar allows artists and cultural organizations to submit their events to a central calendar that appears on the CKUA website. This has become a central, one-stop guide to what's happening in arts and culture around the province. During spring and summer, we can see up to 400 events per month posted through this free service to the community. We also support Alberta's musicians and artists through the Arts & Culture Guide, a daily on-air segment that promotes theatre, film, literary and gallery events, dance shows, and other cultural events throughout Alberta, often highlighting events outside urban centres. The Arts & Culture Guide, which features 7 unique episodes per week, and airs numerous times throughout the day, relies on content from the CKUA Arts Calendar. Similarly, radio hosts will share upcoming events and play music by touring artists as part of their programming.

A Dedicated Crew of Volunteers

In the past year, more than 400 volunteers have donated more than 7000 hours of their time in the CKUA office, at festivals, during fundraisers, in the library, and at events and concerts all over the province. We continue to offer an educational tour program that sees participation from adult students (NAIT's Radio and Television program) and youth. Some of these youth tours are offered through the Inquiring Minds program, an innovative partnership that offers teachers an opportunity to move their classroom to a community site for a week of hands-on, multi-sensory learning. This partnership with the Winspear Centre and The Citadel Theatre offers students a downtown learning experience that visits multiple sites and builds youth excitement about music and other performing arts.

Because CKUA offers behind-the-scenes and hands-on access to the world of radio broadcasting, the students can learn about sound, technology, and broadcasting in a rich and interesting environment. We also make these tours available to students from diverse backgrounds through a collaboration with Boys and Girls Club of Edmonton/Big Brothers and Big Sisters. We have seen students from a variety of backgrounds and life experiences "come alive" when they are shown how radio broadcasting brings art and technology together. As well, in partnership with MacEwan University's Arts and Cultural Management Program, we welcome two aspiring arts leaders each year for work placement opportunities.



"I like to tell anyone who will listen that all curriculum comes from the real world (otherwise what would be the point) so in the hands of a good educator, opportunities to be in the real world give the most engaging way to develop connections. I witnessed students time and again captivated by the CKUA world of teamwork, technology and music. Activities included numeracy, the science of sound waves, acoustics and room design, fibre optic cable and satellites, creative reuse of a heritage building and interaction with adults who had a passion for music."

– Sandy VanRiper, teacher and CKUA volunteer

Reflections on this Year & Priorities for the Future

As we reflect on the 2018-2019 year, there's much to celebrate:



Our broadcast numbers are at the highest and strongest in several years—we continue to reach new listeners, and they are staying for longer periods of time. We're particularly encouraged to welcome first-time listeners and younger listeners. Listeners aged 35 – 54 have doubled in the past three years.

Our programming is more diverse and inclusive than it has ever been. Young hosts and hosts with strong connections to various cultural communities invite listeners to join them in musical discovery and celebration.



Although the CKUA website's launch is very recent, we can already see the ways in which it's going to deepen community connections, foster musical discovery, and strengthen the cultural landscape of Alberta.


The site is modern, inviting, and works well. New and streamlined features, such as podcasts and an up-to-the-minute playlist, give our supporters new reasons to explore the website. Listening digitally, from any location, is easier than ever before.



Mariel Buckley in the CKUA fundraiser pledge room

We continue to diversify and strengthen our efforts in fundraising. Our two annual fundraising campaigns bring people together as donors, volunteers, staff and listeners, and we have seen strong results when we take to the airwaves to encourage people to support community radio. We also continue to cultivate strong community connections with foundations and businesses, and through endowments and planned gifts. We are so grateful when new donors and longtime supporters step up and say “yes” to us in new ways.

CKUA's Current Reach & Metrics (May 2019)

12,400 DONORS  **7,000+** GIVE MONTHLY

 **730+** DONOR COMMUNITIES around the world including **350+** in Alberta

21 SCHOOL TOURS LED BY VOLUNTEERS FOR **480** CHILDREN



7000 VOLUNTEER HOURS

400 ACTIVE VOLUNTEERS

LISTENERS AGED **35-44** HAVE DOUBLED IN THE LAST **3** YEARS

ARTS & CULTURE



5,100+ MONTHLY PAGE VISITS

MORE THAN

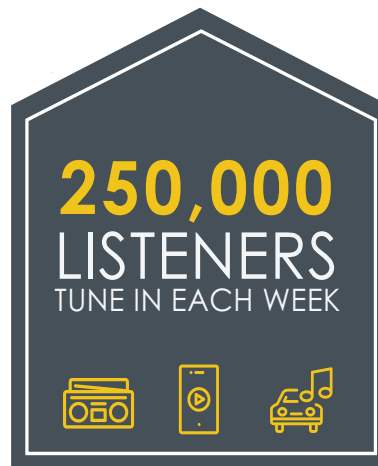
180

ARTS PARTNERSHIPS



12,916 APP DOWNLOADS

200,000+ PAGE VIEWS PER MONTH @CKUA.COM



400+ LIVE BROADCASTS in studio & from festivals every year



538k LIFETIME PLAYS



15.8k FOLLOWERS



19.7k FOLLOWERS

USERS BY DEVICE



DESKTOP ----- **53,031** (53.69%)



MOBILE ----- **33,833** (34.26%)



TABLET ----- **11,900** (12.05%)

OUR PARTNERSHIPS WITH SUCH ORGANIZATIONS AS THE NATIONAL MUSIC CENTRE AND ATB ALLOW US TO SHARE KNOWLEDGE, EXPAND OUR AUDIENCE, SUPPORT ARTISTS, AND DISCOVER MUSIC IN NEW AND COLLABORATIVE WAYS.

In March of 2018, the CKUA board of directors adopted a new vision, mission, and strategic plan (attached). We continue to turn to these ideas and these documents as we do our daily work. We are directed to develop new business and revenue models, and to reach beyond our traditional music market into different demographics and sectors. We value the partnerships we have, and we're eager to develop new ones.

We've also been challenged by:

STAFF TURNOVER

Always a challenge at any organization! In 2018, we welcomed new personnel in Grants, Marketing, and Community Connections. The energy and new perspectives they bring to the table are helping CKUA achieve make more community connections and manage ongoing challenges. We're currently seeking a new Director of Development.

WEBSITE LAUNCH

Our new website launched in March of 2019. In the time leading up to the launch, the Director of Communications and her team were focused on its success, and that led to other projects being set aside temporarily. We are working hard to re-focus on daily priorities again.

As you know, in **March of 2018**, our board of directors adopted a new vision, mission and strategic plan (attached). This is a multi-year plan, and we are directed to develop new business and revenue models, and to reach beyond our traditional music market into different demographics and sectors. We're fostering new and different partnerships. We're thinking about partnerships and collaborations that cover the whole province, not just Edmonton and Calgary. We are also expanding our collective skillset and cultivating digital marketing expertise.

We continue to seek new ways to support and upgrade our ageing transmission systems. We know we need to upgrade and improve our facilities to create opportunities to adopt digital technology and programming. We want to expand our reach to additional communities within the province, as well as across Canada and around the world through digital channels.

We value our long-time donors and the investment they make in CKUA's future, but we also know that diversifying our revenue streams is crucial to CKUA's future. We have set significant financial goals for the next fiscal year that will include a focus on endowments, major gifts, planned giving, new partnerships, sponsorships, and grant applications.

*The Cultural Industries operating grant supports CKUA as it invests in new programming, innovative work practices, technical advancement, and cultural expertise, all of which provide Albertans with deeper and more meaningful cultural experiences. **Thank you for your critical investment and continuing support of CKUA Radio Foundation.***

