

# CKUA RADIO FOUNDATION STRATEGIC PLAN

2022- 2027



# CONTEXT

With its 100th anniversary in 2027 on the horizon, CKUA Radio Foundation (CKUA) has reached a pivotal stage in its growth and evolution. We are a conduit that promotes Albertan and Canadian music, arts and culture to the world while simultaneously introducing some of the best of the world to Albertans. Our role has never been more critical.

A pandemic and resulting government policy and economics have forever changed how society interacts. Media, in all forms, and CKUA face unprecedented expectations regarding linking people to community. As a result, how people work, live, and interact has changed. How they find, consume, and pay for their entertainment continues to evolve at a staggering rate.



CKUA is in a period of significant transformation to address these disruptive forces. While honouring the legacy of decades of terrestrial radio programming, operations, and audiences and supporters, CKUA is simultaneously investing in building the enterprise of the future. This future includes increasingly digital content and distribution channels and new programming, hosts and content producers aligned with a younger audience's musical tastes and media expectations.

Achieving this requires significant and continual changes to operations, physical assets, staffing resources and skillsets – all needed to make CKUA stand out amid a borderless world of endless choices available on a smartphone.





# VISION

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*A BETTER WORLD CONNECTED  
THROUGH MUSIC, ARTS & CULTURE*







# MISSION

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*BUILDING AND CONNECTING A GLOBAL  
COMMUNITY OF MUSIC, ARTS, AND CULTURE  
ENTHUSIASTS THROUGH IN-PERSON,  
BROADCAST, AND ONLINE PROGRAMMING*

# VALUES



## AUTHENTICITY

*WE ARE STRAIGHT UP, HUMAN, AND GENUINE  
IN THE WAY WE CARRY OURSELVES*

## COMMUNITY

*WE CREATE A PLACE OF BELONGING, CONNECTED  
THROUGH A SHARED PASSION AND PURPOSE*

## CREATIVITY

*WE CHAMPION EXCELLENT ARTISTS AND  
ARTISTIC WORK AND FIND FUN AND  
UNIQUE WAYS TO CELEBRATE IT*



## CURIOSITY

*WE ENCOURAGE AND SATISFY A THIRST FOR  
KNOWLEDGE AND CONNECTION TO MUSIC, ARTS,  
AND CULTURE FOR OUR AUDIENCE & EACH OTHER*

## DIVERSITY

*WE SEEK VARIETY IN PROGRAMMING,  
PERSPECTIVES, AND COMMUNITIES*

## INCLUSION

*WE WELCOME AND RESPECT PEOPLE FROM  
ALL WALKS OF LIFE AND EVERY GENERATION  
WHO SHARE OUR VALUES*



# COMMUNITY

Community is everything to CKUA.

We take pride in serving, connecting with, and telling the stories of our community every day. We honour their support as donors, funders, sponsors, volunteers, artists, and partners.

As we navigate a period of intense generational change and technological disruption on our way to our 100<sup>th</sup> anniversary in 2027, an ever-deeper connection to the community is what will make it possible.

This strategic plan is community-centric – it keeps the people who form our community at the heart of everything we do.





# STRATEGIC FOCUS 1: PEOPLE AND OPERATIONS

*Create a place where community members seek out CKUA with a desire to pursue CKUA's vision and bring others along in the journey. Provide access to the training, processes and systems that nurture a welcoming, respectful and high-performing culture.*

## **Priority A** **Invest in our people and their development**

We will invest in staff, hosts, students and Board volunteer recruitment and retention to create a modern, dynamic arts and culture organization and broadcaster.

We will do this through an increased commitment to equity, diversity and inclusion in our HR practices, training, and succession planning, and continued positive relations with our union and related stakeholder groups.



# STRATEGIC FOCUS 1: PEOPLE AND OPERATIONS

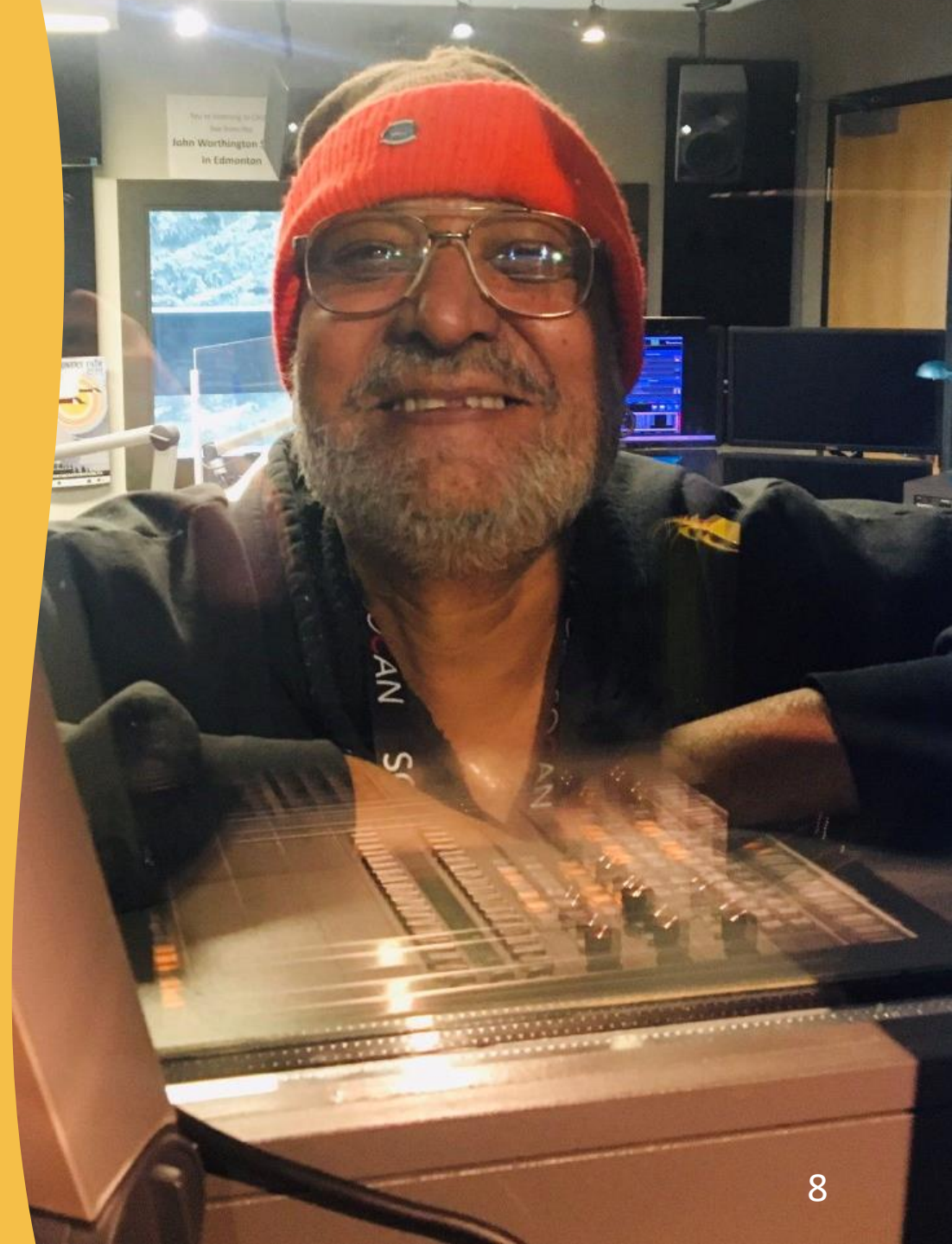
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## **Priority B**

**Give our people the right tools, guidance, and processes to excel**

We will invest in the tools to enable our staff, hosts, students, and volunteers to do their best work.

We will do this through secure and well-maintained broadcast, and office equipment, IT infrastructure, clear and helpful documentation, and accurate financial and data reporting that enables better decision-making.





## STRATEGIC FOCUS 2: GROW THE CKUA COMMUNITY

*Listeners, artists, donors, sponsors, funders, and volunteers seek out CKUA as an inspiring, enticing, world-connecting community of people passionate about music, arts and culture.*

### **Priority A** **Grow market awareness**

We will invest in strategically promoting the CKUA brand beyond our traditional markets.

We will do this through strategic marketing and communications, community engagement, and creating and promoting enticing and shareable content.





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### **Priority B** **Convert awareness to an audience**

We will invest in converting those aware of CKUA into audience members using online, on-air and personal experiences.

We will do this through strategic marketing and communications, meeting our audiences where they are, and connecting audiences to new and established hosts who expertly present music, arts and culture content that is so relevant and meaningful to them that they tell the world.





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### **Priority C** **Grow audience engagement**

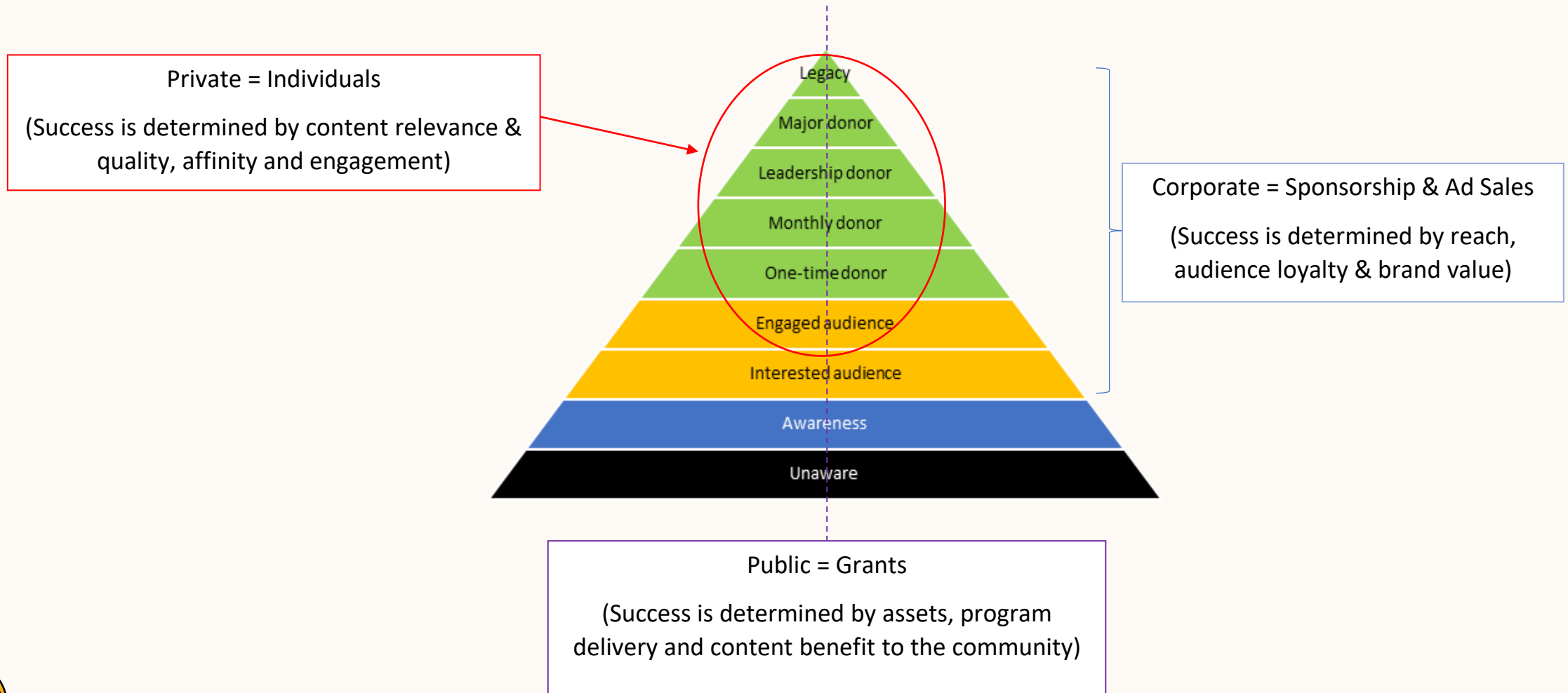
We will invest in creating online, on-air, and personal experiences to grow audience engagement and time spent with CKUA.

We will do this through improved broadcast standards, engaging content that piques our audience's desire to learn more, and modern, reliable distribution channels that meet our audience where and when they are.



## STRATEGIC FOCUS 3: INCREASE INVESTMENT BY THE COMMUNITY

*CKUA moves from successful survival to a thriving, sustainable organization through a variety of revenue sources*







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### **Priority A** **Grow annual revenues**

We will invest in growing our annual revenues from all three public, corporate, and private sectors.

We will do this through integrated and year-round fund development planning, strategic donor stewardship, effective community relations and engagement, and collaborative efforts between the board, volunteers and staff.



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### **Priority B** **Maximize the usage of our fixed assets**

We will leverage our assets to be relevant to the community and stakeholders and monetize those interactions.

We will do this by determining the best future use of Alberta Hotel and CKUA archives, investing in our assets to ensure they are market-competitive, and entertaining future forms of social enterprise so that all assets are being used to their full potential.





## STRATEGIC FOCUS 4: CELEBRATE CKUA'S CENTENARY WITH A BANG

*Based on the 100 years of CKUA history and with a focus on Alberta and world connectedness, celebrate CKUA's 100th anniversary throughout 2027.*

### **Priority A Produce the event**

We will invest in the staff and resources to produce a year-long 100th-anniversary celebration.



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### **Priority B** **Funding campaign**

We will invest in generating the funds to celebrate the centenary and the next 100 years of CKUA.





The logo features the text "CKUA" in large, bold, white letters with a yellow outline, positioned above a thick yellow horizontal line. Below this line, the word "OnDemand" is written in yellow, bold, sans-serif font, enclosed within a white rounded rectangular border. The entire logo is centered within a large black circle, which is itself surrounded by a light gray circular track with three white dots.

# CKUA

**OnDemand**



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