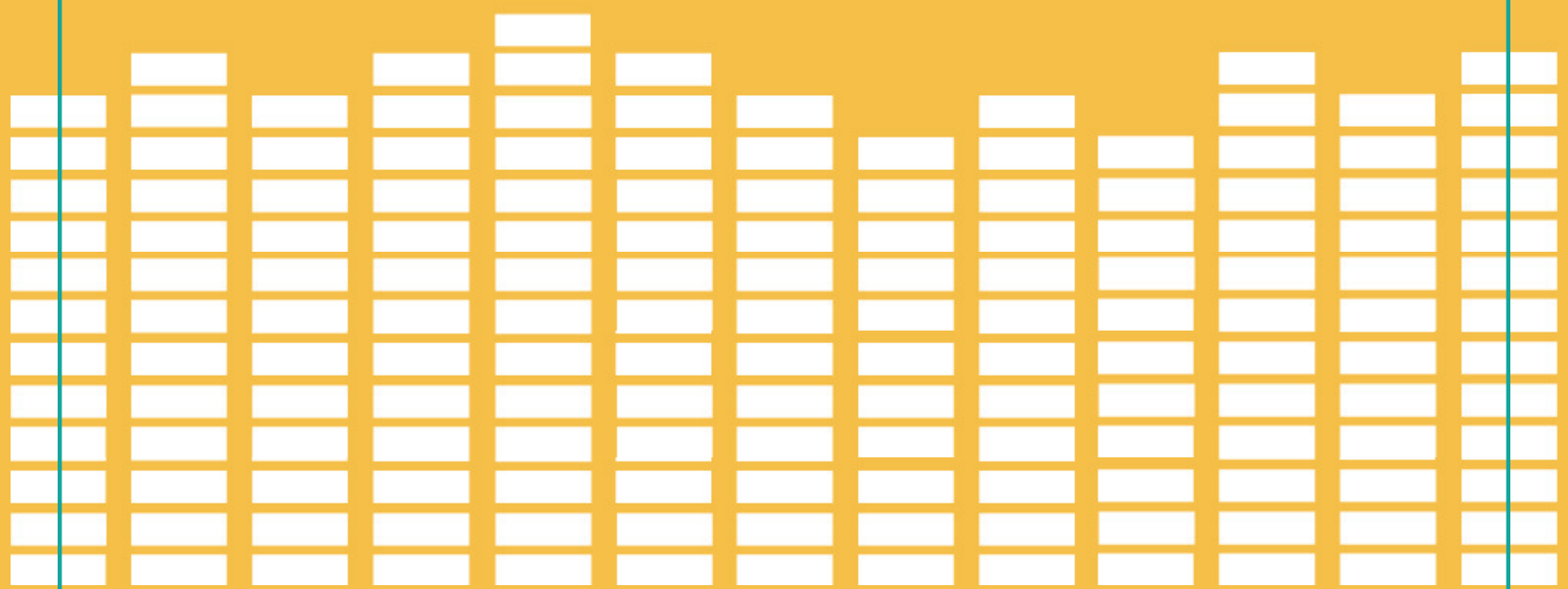


2021/2022

Report to the Community



CKUA

A shared foundation

Founded in 1927, CKUA is an Alberta-based not-for-profit media organization, committed to building and connecting a global community of arts and culture enthusiasts through innovative programming.

With a focus on musical discovery, CKUA showcases the best creative work from Alberta and beyond, and delivers it on the air, online and in person.



CKUA team members

OUR VISION

A better world connected through music, arts, and culture

OUR MISSION

Building and connecting a global community of music, arts, and culture enthusiasts through broadcast, online programming and in-person events

LAND ACKNOWLEDGEMENT

In the spirit of our journey to promote reconciliation, we honour the truth of the shared history and acknowledge that we operate on Treaty 6, 7, and 8 territories.

Treaty 6 territory is the traditional gathering place for diverse Indigenous peoples including the Cree, Blackfoot, Métis, Nakoda, Sioux, Iroquois, Dene, Ojibway, Saulteaux/Anishinaabe and many others whose histories, languages and cultures continue to influence our vibrant community of *Amiskwaciy Waskahikan*, also known as Edmonton.

Treaty 7 is the traditional lands of the Blackfoot Confederacy which includes the Siksika, Kainai and Pikani, the Tsuut'ina and the Stoney Nakoda nations including the Chiniki, Bearspaw and Wesley nations. We also recognize the Metis people and the Inuit who make their home in *Mohkings'tsis*, also known as Calgary.

Treaty 8 territory is the ancestral territory of the Cree, Dene, Métis and Inuit who have made this their home and whose footsteps have marked these lands for generations.

MESSAGE FROM CEO AND BOARD CHAIR

Marc Carnes and Lindsay Hood

To the members of the CKUA Radio Foundation, our listeners, and financial supporters,

Over the past year, the business environment for CKUA was driven by hard pandemic and inflationary realities. Our new strategic plan considers the amount of work required to continue to refresh and renew CKUA and to launch a centennial celebration and related five-year fundraising campaign. The Board takes its responsibilities as stewards seriously, and with a passion for this radio service. The team carefully considers cost savings versus economic benefit and the sustainability of our 95-year young operation.



Marc

CKUA is a cultural treasure in Alberta and beyond, but it is not simple. It is a complex technical operation with satellites, mobile and desktop streaming, sixteen terrestrial transmitters, complex IT technology, automation and security environments, buildings, and studio assets. It is a creative organization with libraries, programming, production, digital content, marketing, sales, volunteers, and varied fundraising initiatives coalescing to create and promote 126 hours of fresh and engaging programming every week of the year.



Lindsay

And it is a highly adaptive organization, with an administration tasked with responding to shifts in listener habits, music tastes and trends, demographics, societal norms, and technological changes amid increasingly stringent and abundant reporting and regulatory requirements.

The donations that sustain CKUA—monthly and individual fundraiser gifts—have remained relatively stable. However, increasing expenses are inevitable as we meet evolving technology requirements, utility spikes, needs of our listeners for varied content delivery, and to attract, retain and develop staff and hosts who form the present and future CKUA. The shortfall in our spring campaign resulted in some tough decisions, including scaling back how we re-entered the summer festival season. Despite our unparalleled coverage of Alberta festivals in various ways, our reduced presence this year was noted. Without adequate funding, festivals fall regrettably outside our core business. Fortunately, introducing a fundraising 50/50 at the end of the summer helped to make up for some of the fundraising shortfalls.

continued ...

MESSAGE FROM CEO AND BOARD CHAIR

Marc Carnes and Lindsay Hood

continued...

Historical data shows that donations dramatically drop off once donors reach their early 70s. Currently, the majority of our donation revenues come from listeners aged 60+. Therefore, we must continue evolving CKUA to generate a next-generation audience who will become donors. We were pleased to see this year that for the first time in a generation, the number of listeners under age 55 equaled that of listeners over age 55. But it will take years for the new audience to begin donating at the rate and generosity of our current donors. This points to CKUA continually seeking new ways to generate funds over and above our on-air campaigns.

A milestone achievement in 2022 was the introduction of CKUA OnDemand, made financially possible through the generosity of an anonymous donor. It is a necessary and unique service to CKUA in response to an increasingly competitive on-demand entertainment culture. With On-Demand, our CKUA app, streaming, and 16 transmitters, CKUA is committed to meeting current and future audiences where they are and where they will be.

CKUA is five years away from celebrating our centennial in 2027. This achievement, unique in North America, inspires us to improve CKUA's financial position so we can share our programming and story more broadly, in Alberta and around the world. Accordingly, the Board made a budgetary investment at the end of the fiscal year 2022 in new fundraising positions, technology upgrades and increased programming support, placing us in a modest deficit forecast for the coming year. It is important to note that this deficit will be satisfactorily covered by a portion of our reserve funds. These serious decisions are with a view that to survive and thrive, CKUA must find new ways to increase revenues. It is our priority.

After a year filled with societal upheaval, CKUA organizational and programming changes, and the passing of much-loved musicians, hosts, and friends, it could be easy to be down. But each day, the CKUA team and our wonderful hosts help pick us up and make the world a better place. And with this knowledge, CKUA positively embraces the future. Thank you for your support and engagement with CKUA.

Co-signed,

Lindsay Hood, Board Chair and Marc Carnes, CEO
CKUA Radio Foundation

**BUILDING A FUTURE
FOR CKUA TOGETHER**

LIVING OUR VALUES

Aligning the community

Values are the foundation for CKUA which create the compass of how CKUA authentically connects with audiences and grows community.



INCLUSION



COMMUNITY



CREATIVITY



DIVERSITY



AUTHENTICITY



CURIOSITY

Donations help to strengthen diverse voices.

By creating space to elevate and share stories and music,
and opening our eyes to various cultures and experiences,
donors support CKUA to create a better understanding of the world around us.

STRATEGIC FOCUS

Planning for the future

The Strategic Plan sets the direction for CKUA and provides a solid foundation for leading growth and building success for the future.



Strategic Focus 1: People and Operations

For CKUA to evolve and grow, so must our staff and hosts. Investments in hiring, training, and retaining people who will be a part of the next century of CKUA are crucial to our success. So is ensuring that they have the proper equipment, tools and processes to thrive in their roles and best serve our community. Technical costs, including transmitters, satellites, streaming, and utilities are a significant and growing expense line for CKUA.



Strategic Focus 2: Grow the CKUA Community

As CKUA seeks to grow a next generation of listeners for a new century, considerable and increasing investments must be made in strategic marketing, digital content and community outreach. Only then can CKUA stand out among thousands of music, arts, radio and entertainment choices available online, in our communities and on our mobile devices.



Strategic Focus 3: Increase Investment by the Community

With an annual operating budget of nearly \$6 million and fixed costs that increase each year, CKUA must diversify our sources of funds beyond the reliance on bi-annual fundraisers. This requires investment in fundraising and sales personnel, new sources of revenues like 50/50 raffles, and investing in monetizing our physical assets such as offices and performance spaces in Alberta Hotel.



Strategic Focus 4: Celebrate CKUA's Centennial with a Bang

A centennial is something special to celebrate, both within the year, and through some form of a legacy for the future. Without reliable government funding, CKUA must grow a robust endowment fund through a centennial fundraising campaign and celebration.

COMMUNITY

It's the people who make CKUA unique



People are at the centre of what we do.

Technology and music are essential in our daily world, and it's the people who make CKUA what it is. Our work is rooted in a vibrant, unique community that's passionate about music, arts, and culture. CKUA's signal reaches the whole province of Alberta and beyond, but our commitment to "connection" and "reach" is so much more than geographical.

As we look back on this year, we want to acknowledge all the people who contributed to our progress. Everyone connected to the CKUA community has a role to play in our success and future. Listeners, artists, donors, sponsors, staff, and volunteers connect with CKUA because of a shared appreciation of musical variety and authentic programming, and their enthusiasm and engagement are essential to CKUA's growth.

Donations help to foster a love of music that brings people together from near and far for a shared CKUA listening experience, creating endless possibilities for connection and inspiration.

THE HUMANS OF CKUA

Staff, hosts, & volunteers

The first area of focus in CKUA's new Strategic Plan is "People and Operations." CKUA's leadership team is committed to creating an environment where the vision for the future is clear, and every person who works at CKUA has a role to play in making that vision a reality. We are providing access to the training, processes, and systems that nurture a welcoming, respectful, and high-performing culture. Training in cybersecurity, workplace safety, technology, as well as EDI (Equity, Diversity, Inclusion) is now mandatory for CKUA staff. Members of our team have also been able to participate in courses and conferences when these opportunities have been deemed helpful for career learning and professional development.

Ongoing learning and professional development empower the CKUA staff team for the future, enabling them to serve the community that relies on our professionalism and expertise.

Over the year, our "uptime" for the broadcast from transmitters is 99.81% and for streaming it is 99.97 %. This means that we have technical difficulties causing downtime less than one percent of the time. Wow!

Broadcast teams in our Edmonton and Calgary studios ensure that our community connections at the local level include both northern and southern Alberta, and indeed the whole province. And we're proud of the technical expertise and performance behind the scenes.

Over the last fiscal year, we have filled key roles at CKUA ...



Vish Khanna

In December 2021, Vish entered the role of Content Director and was tasked with fulfilling CKUA's Strategic Plan by expanding our radio and digital content to reach current and new audiences. He and his team are committed to increasing variety, diversity, and timely attention to programming "seasons" to create space to elevate and share stories and music, and open our eyes to various communities and experiences.



Tina Wolfe

In January 2022, Tina joined CKUA to lead the Marketing, Sales, and Sponsorship team with the mandate to grow audiences, increase their engagement, and increase revenues through sponsorship and advertising. By leveraging the strong foundation of community, she and her team will lead with integration and intent.

THE HUMANS OF CKUA

Staff, hosts, & volunteers cont'd



Scan QR to
meet [CKUA
hosts](#)

On the air, CKUA welcomed Aaron Au, Leo Cripps, Brendan Cross, Shayne Giles, Mark Rodgers, Kate Stevens, and Marek Tyler to host new programs. CKUA encourages curiosity for human-led exploration and curation told by authentic voices - no algorithms here!

Community-centric broadcasting supports the development of exciting new hosts who work alongside experienced announcers. Together we expand horizons and enjoy the endless thrill of discovering new music.

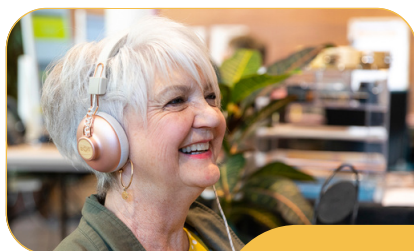


Aaron, Leo, Brendan, Shayne, Mark, Kate, and Marek

REMEMBERING DAVID

At the beginning of 2022, David Ward stepped away from his leadership role at CKUA due to illness. His absence has impacted our whole team emotionally and organizationally, and his death, in September of 2022, is something we are still adjusting to absorb.

We miss him dearly every day.



890
**VOLUNTEER
HOURS**

A committed core of experienced and engaged volunteers contributes to the success of CKUA, and we look forward to more opportunities to engage in the coming months. Volunteers spread the word about CKUA and support our strategic goals, strengthening community connections and a spirit of helpfulness. Their dedication helps us maintain our Events Calendar, track totals for our Spring and Fall fundraisers, and advance various library projects.

Thank you, to all CKUA volunteers!

THE PEOPLE WE CONNECT

Artists, listeners, and the world



Matt Masters, musician

Community is everything to CKUA. We take pride in serving, connecting, and telling the stories of the fascinating artists and musicians whose work makes life vibrant.

In the past fiscal year, we produced and shared **more than 200 original interviews with musicians, visual artists, filmmakers, writers, festival producers, choreographers, and actors.** CKUA's coverage of music, arts, and culture continues to hit higher gears as we speak to artists from as many regions and creative disciplines as possible to inform audiences about Alberta's cultural community. CKUA has the ability to connect us all with thoughtful conversation and promotion of artists' achievements.

These interviews also have a direct impact on the Alberta economy. When we share the work of musicians, artists and culture-makers—either by playing their music or by interviewing them—this encourages ticket sales, gallery visits, attendance at theatre productions, and more. We are particularly proud of providing a platform for traditionally underserved and emerging artists, and communities lesser served by mainstream media.

And CKUA continues to create special and topical programming reflecting marginalized communities and creating dynamic content for occasions that honour BIPOC, 2SLGBTQI+, and other under-represented groups.

**Donations help independent and emerging artists flourish.
By powering CKUA's multiple platforms that showcase incredible talent,
donors help to encourage artist growth, discovery, and inclusion
by larger audiences around the globe.**

THE PEOPLE WE CONNECT

Artists, listeners, and the world cont'd

CKUA has direct ties and influence over the careers of **thousands of musicians, artists, and organizations** active in the live performance, recording, promotion and touring sectors in Alberta.

Each year, CKUA introduces our audience to **hundreds of emerging Albertan and Canadian artists** by sharing their music and by inviting them into conversation. This year, **CKUA's Hidden Track** podcast featured fifteen different artists. These in-depth interviews entertain and enlighten listeners while building CKUA connections.



Colleen Brown, musician



Ellen Doty, musician

CKUA is proud to share the work of new and emerging Albertan, Canadian, and Indigenous artists each year including more than **3,000 Canadian artists** last year alone.

At the end of 2021, CKUA's Top 100 of the Year included **62 albums by Canadian artists**, including **19 by artists from Alberta. Indigenous artists represented 15 of the Top 100 albums.** Add to this the variety and celebration of aspiring and local artists, CKUA delivers programming that is unmatched by other professional broadcasting and streaming services.

Connecting artists with communities across Alberta

Festival Radio is a CKUA celebration of all the goodness that happens when **people enjoy music, arts, and culture together.** Over 11 weeks in summer of 2022, Festival Radio showcased a different Alberta festival each week. CKUA hosts connected with artists, organizers, and community members to share music and thoughts about everyone's favourite season.



11 on-air episodes, 37 interviews, 3 bonus articles

THE COMMUNITY WE THANK

Donors, sponsors, partners



Scan QR to
meet more
donors in the
CKUA
community

As a registered charity and a not-for-profit broadcaster, CKUA relies on community support. We are strengthened and inspired by listeners who step forward, the people who say “yes” when asked to give.

When listeners become donors, and when one-time donors become monthly donors, we are building on a strong foundation and envisioning CKUA's future.



N. Zeller photo



N. Zeller photo

Telling community stories is a privilege and we are always looking to share how people heard about CKUA, why they donate, and what programs they love. We do this through social media, on our website, and through our weekly electronic newsletter, *Wavelength*. We take pride in serving, connecting with, and telling the stories of our community every day.

1,720
FIRST TIME
DONORS

Welcoming
listeners to
become donors

146
SPONSORS &
AD PARTNERS

Enhancing
sustainable
funding

538
DONATED
HOURS

Building
relationships
with hosts

636
NEW MONTHLY
DONORS

182
LEADERSHIP
DONORS

We also recognize that advertising and sponsorship agreements with Alberta businesses and arts organizations are mutually beneficial partnerships. We often hear from sponsors that their business is supported by community referrals, many of which come through CKUA.

MORE THAN JUST RADIO

From dial to digital



Scan QR to
listen to CKUA
online now

As technology and consumer demands change, CKUA is committed to an evolution beyond the traditional radio dial. Each month we reach nearly half a million people via CKUA's sixteen province-wide FM transmitters, live streaming, the CKUA app, and our new OnDemand feature. The CKUA community also gathers virtually on social media where we inform, connect and engage in conversations with passionate listeners. **Across all channels, we are seeing growth in diversity of listeners and donors which is important for CKUA to continue to prosper and serve listeners of tomorrow.**

GROWING LISTENERS & ENGAGEMENT

- CKUA's on-air radio ratings have generally climbed steadily in Calgary and with listeners outside of Calgary and Edmonton.
- Compared to 2021, CKUA is experiencing growth in the 18+ demographic and geographic categories in Calgary and "non-central Alberta," while Edmonton is either the same or experiencing slight decreases.

+900K total sessions

at CKUA.com

**Sep 1, 2021 to Aug 31, 2022*

**7.6 million hours
of listening**

with global streaming

**Sep 1, 2021 to Aug 31, 2022*

Donations help to enhance a sense of belonging to CKUA's community by supporting the maintenance of the 16 community FM transmitters and the digital streaming platforms that connect people across Alberta and around the world.



CKUA App: 81K+ streams / mo *
OnDemand: n/a **

** Sep 1, 2021 to Aug 31, 2022*

*** OnDemand launched Aug 13, 2022*



Instagram

9.4K followers *

+85.6k reach/year (+85% v. year ago) **



Facebook

21.0K followers *

+400k reach/year (+72% v. year ago) **



Twitter

16.6K followers *

+425K impressions/year **

** August 31, 2022*

*** Sep 1, 2021 to Aug 31, 2022*

ONDEMAND

Creating flexibility for listeners



Have you ever missed your favourite CKUA show? How did that make you feel?

The introduction of CKUA's new OnDemand platform quickly satisfied a need for our listening community by making programs available for a week after airing. Launching with a big splash in August 2022, OnDemand allows you to listen to your favourite CKUA programs online, at a time that suits your schedule.

We listened to feedback from the community to solve pain points ...

"As a radio listener, I am trying to discover new music and artists, but I can only listen to certain content on CKUA radio because programs are only available live at a specific time. This makes me feel left out and not in control."

The gift of OnDemand to the CKUA community was only possible thanks to the vision and generosity of one individual. This person is a dear friend to the station and someone who cares deeply about making CKUA as relevant and accessible as possible to the current and next generation of listeners and donors who will carry the CKUA mantle long after our 100th anniversary in 2027. In our donor's words, "CKUA OnDemand will give people an opportunity to listen to any program for a week after the original broadcast. And CKUA will be able to expand its programming options, to reach new audiences with great content on a flexible schedule."

BENEFITS OF ONDEMAND

- Listen to shows after they have aired
- Learn more about your favourite hosts
- Discover new programs
- Explore new music
- Share with friends

"OnDemand keeps us relevant and front-of-mind with thousands of listeners amid a media landscape dominated by convenience and choice. It is an essential connection given that we are supported by donations from those same listeners."

~ Marc Carnes, CEO



Enjoying CKUA with OnDemand

BY THE NUMBERS

Money in



Scan QR to
read [audited
financial
statements](#)

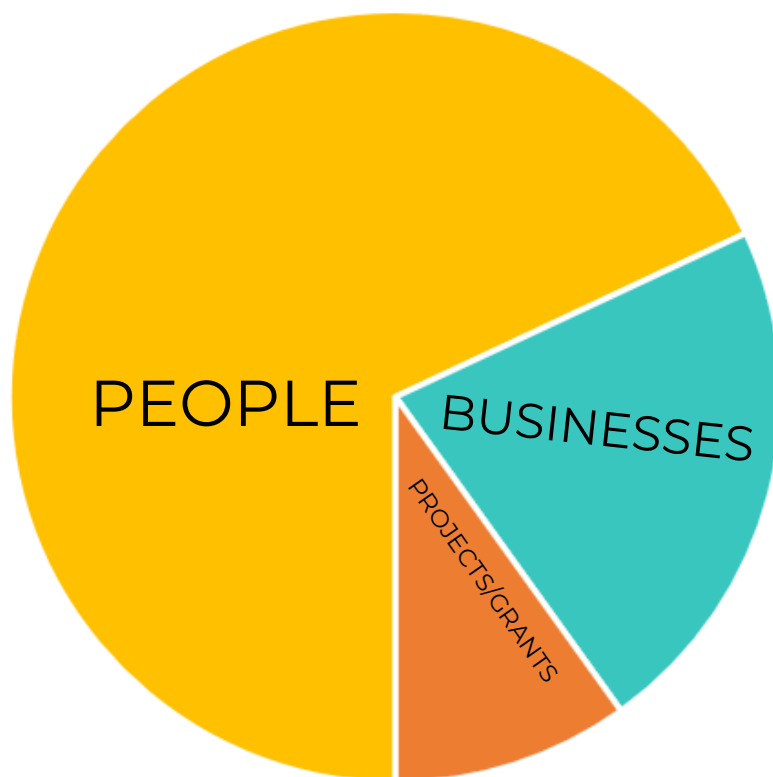
CKUA's funding model is unlike any other

We celebrate the uniqueness of CKUA while also recognizing that its complexity can create challenges. Funding an independent multi-media organization that is also a not-for-profit requires creativity and commitment.

Individual donors are the lifeblood of CKUA, and we continue to rely on their generosity. To achieve our strategic objectives, which ultimately serve the audiences of today and tomorrow, while honouring the legacy of our past, CKUA must diversify our funding sources.

Revenue at CKUA comes from three sources – people, the business community, and grants. As such, CKUA has a diverse revenue portfolio to support operations.

- **PEOPLE:** monthly donations, fundraising campaign contributions, and 50/50 raffles
- **BUSINESSES:** advertising and sponsorship, revenues from office and tower rentals, and interest on investments
- **PROJECT & OPERATING GRANTS:** deferred capital contributions, foundations, and government sources



Fiscal 2022 Revenue by Source

BY THE NUMBERS

Money out



Scan QR to
read [audited
financial
statements](#)

CKUA is in a period of significant transformation

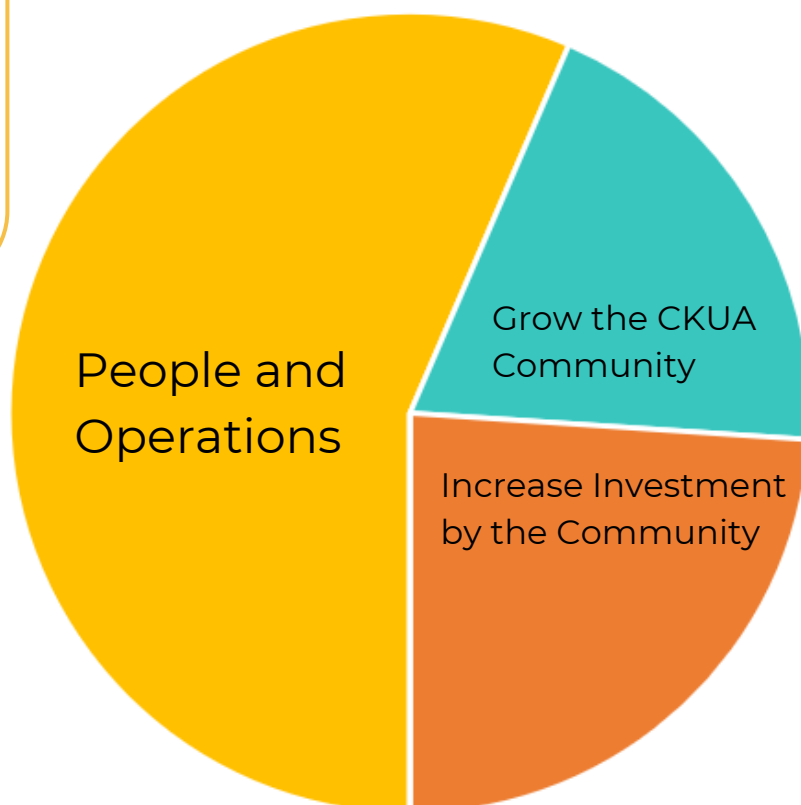
While honouring the legacy of decades of terrestrial radio programming, operations, and audiences and supporters, CKUA is simultaneously investing in building the enterprise of tomorrow. This future includes increasingly digital content and distribution channels and new programming, hosts and content producers aligned with today's 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 mobile devices.

While the [audited financials](#) provide a more detailed report on departmental financial performance, it is equally important to understand where strategic investments must be made to achieve and maintain our momentum in evolving CKUA towards our 100th.

Expenses at CKUA support four strategic priorities:

- **Strategic Focus 1:** People and Operations
- **Strategic Focus 2:** Grow the CKUA Community
- **Strategic Focus 3:** Increase Investment by the Community
- **Strategic Focus 4:** Celebrate CKUA's Centennial with a Bang



Fiscal 2022 Expenses by Strategic Priority

DIVERSIFYING FUNDING

Looking to explore new opportunities

We are so grateful for CKUA's continued growth in a challenging time, and our eyes are always fixed on the future. As one staff-member said after a recent fundraiser, "We're happy, but not satisfied." We know that the coming years are crucial for raising revenue, reaching new audiences, and continuing to work towards our mission and vision of a better world connected through music, arts, and culture.

GOLDEN SUMMER 50/50 RAFFLE

Well, we did it. And what a ride it was.

During the Summer of 2022, CKUA ran our first 50/50 raffle to help diversify funding and to create excitement for our community. By the end of August the total jackpot surged up to \$243,370.

What an achievement and testament that the community supports CKUA in all kinds of ways. The lucky winner walked away with half of the jackpot to the sum of \$121,685. The other half after expenses went to CKUA, and these funds will be used to continue our work in community-based broadcasting and programming, throughout Alberta and beyond.

*Congratulations to Jana J and thank you everyone who purchased tickets.
Your support of music, arts, and culture in Alberta is so important and so appreciated.*

"Everyone loves a 50/50!!"
~ Betty Jo, Alberta

**"I was excited when I saw this
new fundraising opportunity.
What a great idea!"**
~ Karen, Edmonton



Jana J and Tony

LOOKING FORWARD

What's next for CKUA

Our continuing promise to the community is one of evolution and growth.

The work is not yet done, and we are committed to growing and expanding to 100 years and beyond. CKUA invites you to join us on the journey to creating a better world connected through music, arts, and culture.

Together we will...

- **Adapt, innovate, and connect with people in new ways.** CKUA OnDemand is a wonderful example of an idea that became a reality in a relatively short time, due to donor enthusiasm and CKUA innovation. As we look forward to 100, we're excited to take on similar challenges so that there are no barriers for people excited about what we offer.
- **Promote 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 programming and content.
- **Welcome listeners and members of the community with 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.
- **Move from a place of survival mode to a place of strength and continued health.** We will do this through continued diversification of our revenue sources including major giving programs and legacy and endowment programs.
- **Open our doors and welcome the community in ways that better realize the revenue potential of our owned spaces and building.** 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.

DONOR RECOGNITION

We thank you



Scan QR to
learn more
about
partnering
with CKUA

FUNDERS AND FOUNDATION PARTNERS

Thank you to the funders and foundation partners who have contributed through project, operational, or capital funding.



CORPORATE SPONSORS

Thank you to our sponsors and supporters from the corporate and arts and culture sectors.

ABC Benefits Corporation

Acquired Taste Tea

Alberta Ballet

Amadeus Music

APEGA

Arden Theatre

Arts Commons

Bent Stick Brewing

Blackbyrd Myoozik

Blindman Brewing Inc.

Bryan Taylor

Calgary Folk Music Festival

Canmore Folk Music Festival

Citadel Theatre

City of Leduc

Ekko Cabinetry Ltd.

Elements Outfitters

EQUUS

Grant MacEwan University

Horizon Heating Ltd.

Kozak Financial Group

Landmark Group (Services) Inc.

Mount Royal University

One Yellow Rabbit

Park Power Ltd.

PF Manufacturing Ltd.

Servus Credit Union

Surface Rock Products Ltd.

Syncrude

Tonic Records

West Village Marketing Inc.

Winspear Centre

We thank you



Scan QR to
learn more
about CKUA
Foundation
membership

Did you know that CKUA Board members volunteer their time?

This group serves the foundation and its members with representation from across Alberta with directors from all over the province. Thanks to all who have served our community in this capacity by giving of their time and energy and expertise.

Lindsay Hood, *Board Chair*
Bill Roggensack, *Vice-Chair*
Neil Matheson, *Treasurer*
Ken Regan, *Secretary*

Board Members
Adam Rozenhart
Andrew Burdall
Bruce McFarlane
Bud Steen
Greg Harding
Heather Gallant
Kathy Milani
Mary Corbett
Owen Erskine



You too can be a member of the CKUA Radio Foundation

Did you know that you can become a Foundation member and have an inside track on the direction of CKUA, including serving on the board, committees and voting at the AGM?

Visit the [CKUA Foundation](http://ckua.org) webpage to learn more, or email foundation@ckua.com

DONOR RECOGNITION

We thank you



Scan QR to
see a full list
of donors in
the CKUA
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