



Strategic Plan

CKUA Radio Foundation
2018/19, 2019/20, 2020/21

Alberta, Canada

March 2018

Vision Mission Values

Vision: Forever inspire and connect people through the power of music, arts, culture and story.

Mission: CKUA, your hub, connecting you to music, arts and culture.

Tag Line: Music. Story. Connection.

Core Values: CKUA is guided by and committed to:

- Fostering a sense of place and belonging
- Diversity and respect
- Creativity and discovery
- Individuality and authenticity
- Relevance and sustainability

Core Services and Outcomes

The role of a non-profit organization is to provide service to its community. For CKUA, that service brings value to its primary beneficiaries: our audience; music listeners; musicians; music producers; artists; and the music, arts and culture industry.

1. CKUA serves the community by presenting music and creating opportunities for music discovery for the pleasure, enjoyment and enrichment of our audience and their lives.
2. CKUA personalities, by curating specific programs and activities, further formal and informal music education and discovery for the benefit of the music community and audiences alike.
3. CKUA provides a connection, and a sense of place and belonging built on a set of values shared with our audience.
4. CKUA supports the local music community by showcasing musicians and their music to audiences, and by celebrating the excellence and diversity of music offerings.
5. CKUA provides the local music, arts and culture community with avenues to discuss and promote their work.
6. CKUA preserves over 90 years of Albertan history in its archive of music and recorded audio library holdings.
7. CKUA provides a gathering place for the community to meet, create and exchange ideas by operating the historic Alberta Hotel in Edmonton and the Calgary Foundation Studio at Studio Bell in the National Music Centre.

While CKUA is working on continuous improvement of our current offerings, we will expand services to establish ourselves as the go-to arts and culture hub in Alberta by providing multi-channel access to programming, and the artists and organizations with whom we work.

Our creative contribution to the arts and culture ecosystem is the work we do to foster music discovery. With broadcast and digital infrastructure at our disposal, we also play an essential role as a convener and promoter for the ecosystem.

Community Definition

People generously give us money for something they can get for free because we create value in their life. It is a powerful reality and something from which we must never lose sight.

Current Audience:

CKUA provides a service that is free to access, 24/7 for anyone across the province of Alberta, and around the world through digital channels.

While demographics are often used to define the audience, CKUA's audience is more likely to be brought together by shared values and diversity of interests. The most common values are related to the joy of music and artistic discovery; the power of formal and informal learning; individuality and independence; authenticity; quality; a non-commercial experience; the importance of community and human connections; and an appreciation for 'made in Alberta.'

This is the essence of our brand.

Current Customer:

CKUA's current primary customers are those who support the services we provide by making donations to us as a registered, charitable non-profit organization.

Our current secondary customers include our advertisers; music, arts and culture partners; tenants; and rental clients.

Future Audience and Customer:

Our future audience and customers are increasingly diverse reflecting the changing landscape of our communities.

While everyone is welcome in the CKUA community, we must strategically focus on growing a specific audience segment with the resources we have. The term 'aspirational audience' defines this group. They share the same values as our current audience and are in their early 30's to 50's with their own generational characteristics and influences that will inform some of the incremental changes we will make over time.

We will also find future benefits in our association with local, national and international institutional partners. These partners include organizations with music, arts and culture mandates, heritage and research mandates, economic diversity and impact mandates; and media outlets with whom we share strategic goals and objectives.

No matter the stakeholder, no matter the relationship, everyone we reach is a CKUA community member. Community is that which we hold most dear.

Strategic Priorities

CKUA is a charitable non-profit organization that runs a radio station. Moreover, in that sense, it exists to provide a service to the community. It is our social contract.

Going forward, change at CKUA must be strategic, intentional, and responsive to the needs of our community. To achieve our mission, we will focus our efforts in five strategic areas:

1. **Vision Creation** – Clarity and consensus on CKUA’s vision are critical for stakeholder engagement, strategic fundraising and revenue generation, and focused, creative and relevant programming. We need to create and sell our vision, internally and externally communicating it clearly, concisely and consistently.
2. **Program Quality, Creativity & Relevance** – Through our program offerings, we realize our vision to connect our audience to their music, arts and culture communities. To accomplish this, we have to be actively engaged in current areas of music and cultural interest.
3. **Channel Diversification** – We live in a multimedia world where choice is CKUA’s most significant challenge and opportunity. While radio is our current core product and delivery method, adopting new program delivery channels and forms of digital content that support, diversify and enhance our offering are essential to reaching a new audience and creating more value for those who already know us.
4. **Leadership and People** – Any formula for success depends on having the right people, at the right time, with the right skill sets. We will need skills and leadership in every corner of our organization - board, staff and volunteers – to support our plan. It is the leadership and support that we will receive going forward that will make the difference. Moreover, that leadership must begin with a vision.
5. **Financial Sustainability** – A sustainable business plan is necessary to support the vision. Our semi-annual fundraisers and monthly donors are a vital element of our annual operations, however, to position CKUA for the future they must be augmented by other streams. We will seek growth in revenue from our audience through corporate program sponsorship, individual major donor support, and legacy and planned giving. We will also engage in other forms of revenue generation such as government investment, monetizing our physical assets, and social enterprise.

1. Vision

Context

One of the most significant elements fostering our growth and sustainability as a charitable non-profit serving our community is our vision for CKUA.

One of the most significant motivations of our vision is to uniquely position our services in the real and competitive environment in which we operate.

We will become the hub for the music, arts and culture community in the markets we serve. We are undeniably determined to realize our mission and at the same time to realize our vision to:

“Forever inspire and connect people through the power of music, arts, culture and story.”

We do not lack creativity in Alberta or Canada. We need to be better at disseminating it. Creative expression is flourishing, and CKUA has been on the forefront of disseminating and promoting emerging and established artists for decades. However, with the disruption of traditional media business models, community-wide conversations about arts and culture have been dramatically diminished. As part of a healthy and prosperous society, it needs to be heard. We can help fill this gap.

CKUA’s ability to articulate our vision and gain support and consensus for that vision stems from our desire to uniquely position ourselves and our work to fill an identified need within our community. Today we know where we stand.

Positioning Statement

With music as a primary focus, CKUA showcases the best in culture, connecting our audience to important music, arts and culture communities, both local and global. We offer access to a unique, diverse, high-quality selection of music and artists – the world’s best playlist, curated in Alberta – enriched with informed and illuminating information. Radio is our core format and product, part of a growing variety of engagement channels for audiences and stakeholders in a digital world. Our 90 years of history in supporting the arts means we hold a unique position to become the hub for Alberta’s music, arts and culture community in a digital era.

CKUA personalities are professional content and production experts, deeply connected with the community they serve and charged with an independent curatorial mandate. They are supported by our expansive music library which encompasses a history of recorded sound, including 90 years of local music history.

We combine exemplary musical knowledge and curation with intelligent storytelling to create a one-of-a-kind community in which audiences feel that they belong.

Strategic Direction:

We will actively promote and pursue a vision that positions CKUA as the hub for Alberta's music, arts and culture community, and one that aims to offer music discovery to its audiences anywhere, anytime, anyplace.

2. Programming

Context

Disruption has become the theme of the decade. It applies as much to radio as to any other medium or any other sector of the economy. The context in which we operate CKUA has changed. Moreover, it has changed dramatically. We too have to change or be left behind. And it all begins with program design.

- Audiences have changed. There are now three generations of digital-first audiences, where their default is not to AM/FM radio, but to digital sources. How they discover music, arts and culture and share it with their communities' means we need to become audience-centric, rather than platform-centric.
- The expectations of our current and future audiences have changed. They now want more flexibility, more options, and more choices. They want to choose when and how they listen to and experience music. To keep them we need to respond and meet them at their convenience and level of interest.
- Technology has changed. While music knowledge and curation may be our primary product, and radio our primary distribution channel, the market now has many multiples of channel offerings more than it did a decade ago. We must respond. We need to provide relevant options and meet listeners where they are, which means adopting other forms of media such as video and podcasting.
- Our future will focus on understanding our *context* and being *present*; setting the expectation and standards of quality and professionalism as we hone our *craft*; being *current* in our music, arts and culture offerings; expanding our *community* audience; broadening and enriching our connections to the *culture and cultures* in our province; and, increasing our engagement internally and externally through *conversations* around the power of music and the arts to change lives.

Strategic Direction:

We will actively pursue new audiences while staying true to the values that connect us with our current audience.

We will add to our team of hosts on-air and in digital format, focusing on gender parity, and regional and cultural diversity. And we will develop new programming reflective of current and aspirational audiences.

We will expand channel offerings in response to our stated organizational values of relevance and creativity.

3. Channel Diversification

Context

Advances in technology mean there has never been a time when radio has been more accessible than now. With those increases, music and audio programming from other sources has also never been so convenient. CKUA is now no longer in a battle for share of an audience; we are now in a battle for share-of-ear and share-of-mind. For us to capture the hearts and minds of our audience, which ultimately is how we generate funds, we must focus on developing compelling and relevant content through radio and other digital channels so that they enhance each other and increase the value we create for our audience and the community.

To be the hub for music, arts and culture in Alberta and tell our collective stories to the greater world, our diversification into digital channels is necessary.

We will develop a dedicated approach to our digital media content creation, and we will learn how to talk about it to ensure shared understanding across our organization. We will explore the limits of copyright concerning making our on-air programming and library holdings available through on-demand channels.

We will develop content specifically for strategic digital distribution focused on promoting CKUA and the organizations and artists with whom we work. We will use this content to add value to current audiences by enhancing their opportunity to discover and share the music and artists they love and to help introduce people to our brand to grow a new audience.

We will leverage the growth in audience numbers via digital content creation to monetize our digital presence through corporate sponsorship and community engagement models.

Strategic Direction:

We will commit to the strategic creation of multi-channel digital content and programming to enhance our service offering to the community.

We will explore the limits of the changing copyright environment for the purpose of developing on-demand channels.

4. Leadership & People

Context:

We are a non-commercial non-profit enterprise operating in a very competitive, commercial marketplace.

From volunteers to staff, we must ensure we have the structure, tools and skills necessary to foster growth and change in the context of new marketplace realities.

Strategic Direction:

We will review our organization structure and culture to ensure we recruit and develop the skills of our team members to take us forward in this new direction. We will communicate change, develop a shared language, and continue our strong relationship with our union partner through a new agreement that equally serves the best interest of its members and the future direction of CKUA.

5. Revenue Model & Sustainability

Context

CKUA has two significant physical assets. The Alberta Hotel is worth approximately \$17M. Our music library/archive is unique, and includes audio recordings that cover 90 years of history in Alberta..

To deliver on our mission, over 60% of CKUA's revenue today is based on philanthropic support from grants and individuals, including monthly donors and donations to our fundraising drives that run twice a year, for ten days each. We have been phenomenally successful in building the revenue stream through this twice-annual event. A further 10% of our revenue comes from advertising sales. The remaining revenue comes from tenants at the Alberta Hotel and transmission site rentals.

We make a considerable investment in these efforts. Despite recent successes in our fundraisers, they are not keeping pace with the realities of increasing budgets necessary to sustain the services we provide or wish to provide in the future. Advertising sales have struggled industry-wide and with the insecurity of the Alberta economy and a shift towards digital marketing. With the addition of our Calgary studio, our mortgage on the Alberta Hotel, and management of Alberta Hotel, our operating costs increase every year.

As a result, overall organizational revenues have been relatively flat for the last several years.

To move our vision forward, we must establish an organizational structure which recognizes that we have become non-profit enterprise that provides multiple services in multiple locations. We will seek support from partners who recognize our willingness and desire as an arts and culture entity to embrace change in a digital world.

To accommodate this, we must diversify our various revenue generating methodologies, to include:

- Corporate sponsorship
- Individual major donor fundraising
- Significant foundation and government fundraising
- Individual legacy and planned giving
- Venue rental programs
- Social enterprise and additional revenue generation activities

We must identify opportunities for strategic use to engage the community, contribute to the cultural story of the province, and generate revenues needed to

maintain these significant parts of the CKUA story for the enjoyment of future generations.

Strategic Direction:

We will establish a new revenue and operating model, which includes optimizing the usage of Alberta Hotel, the library and our production services for the benefit of our non-profit organization and our ability to fulfil our mission.

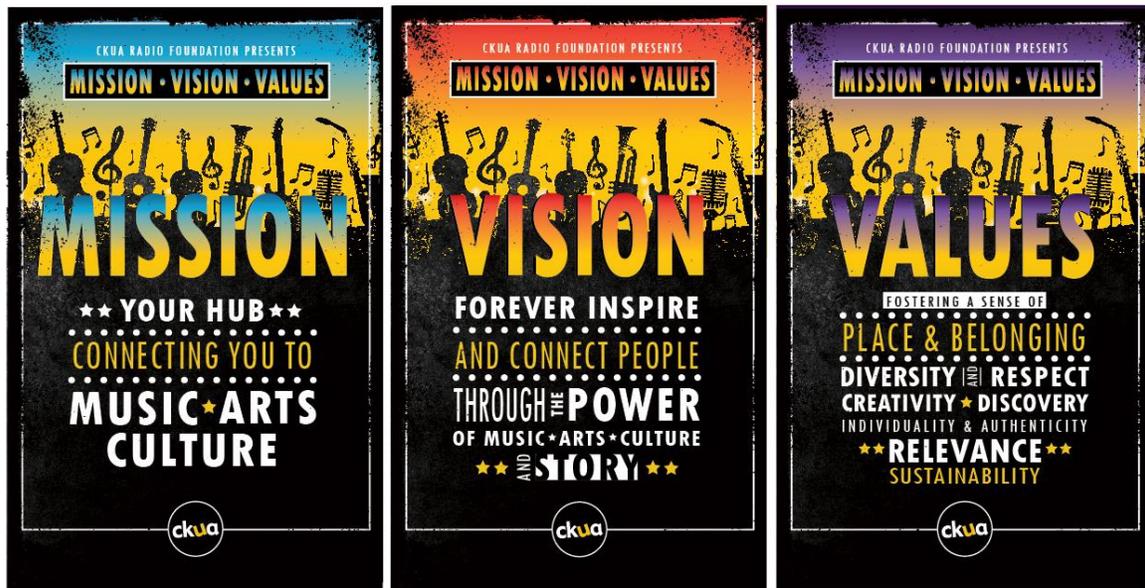
Conclusion

Imagine a world that is more connected, more vibrant, more creative. Where more people can share their diverse artistic and cultural talents with broader audiences, giving rise to communities that thrive and celebrate the arts. At the centre of this is CKUA: an organization with a 90-year legacy of inspiring and connecting generations of audiences through the power of music, arts, culture and story.

To rise to the challenges of today and tomorrow, CKUA must initiate change, articulate the change we want to see, and seek the support and funding necessary to make it happen. We must undertake these critical strategic tasks to secure our future for the benefit of our stakeholders and those who are enriched and sustained by the services we provide.

As we promote a new vision and mission for CKUA, we will seek funding and sustainability to support its transformation, and then execute creative and relevant programming to deliver on that vision over the next three years: 2018/19, 2019/20, 2020/21.

This strategic plan is the beginning.



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