



AHEAD BY A CENTURY


*CKUA RADIO NETWORK
STRATEGIC PLAN*

2016 - 2019

MUSICSTORYCONNECTION

WE ALL WISH WE COULD PREDICT THE FUTURE.

FOR MEDIA ENTERPRISES AROUND THE WORLD,
IT HAS BECOME EXTRAORDINARILY HARD TO
ANTICIPATE THE NEXT SOCIETAL CHANGE THAT WILL
RESHAPE OUR INDUSTRY.



FORTUNATELY, over nine decades, CKUA has demonstrated its ability to respond and adapt to changes in broadcasting. The future may be unpredictable, but we believe it holds great potential, if CKUA continues to do what it has done for many years: work hard, embrace change and take calculated risks.

To best position CKUA for the future CKUA's Board and Management have extensively examined trends in media and society. The result is a Strategic Plan and Vision that identify key opportunities for growth. We believe that this Strategic Plan will keep CKUA strong, relevant, and responsive, ensuring that it serves future generations of Alberta audiences and artists.

OUR STRATEGIC PRIORITIES

1

GROW AUDIENCE AND NET DONATION REVENUE

To continue to provide Albertans with free access to the benefits of our programming, we need to raise several million dollars a year. Over 60% of CKUA's funding comes from voluntary listener donations. Audience growth, and in particular cultivating a younger demographic of supporters, is vital to CKUA's long-term sustainability.

- **MAINTAIN** income from current sources, while diversifying donation revenue with an emphasis on Major Gifts, Grants and Planned Giving.
- **LEVERAGE** our investment in Calgary as a focus area for audience growth.
- **DEVELOP** new content to attract and keep younger audiences (35-50 years of age) without detracting from service to our core audience.
- **PROVIDE** curated musical content that enhances listener knowledge.



OUR STRATEGIC PRIORITIES

2

EXPAND PARTNERSHIPS

CKUA enthusiastically embraces collaboration with community partners. When we work with like-minded organizations, we serve the province better, reach new audiences faster and provide unique content more affordably. Together we can create a stronger music ecosystem in Alberta. By working collaboratively, CKUA enhances its value to more people.

- **FOCUS** on developing our partnership with the National Music Centre to build a strong physical presence in the Calgary market as well as build content that can be delivered across multiple platforms.
- **WORK WITH** like-minded organizations who contribute to the music ecosystem in Alberta to develop a set of metrics to measure our collective impact on improving the lives of Albertans and artists through music, arts and culture.
- **DIVERSIFY** revenue streams through partnerships that offer new business opportunities or collaborations.



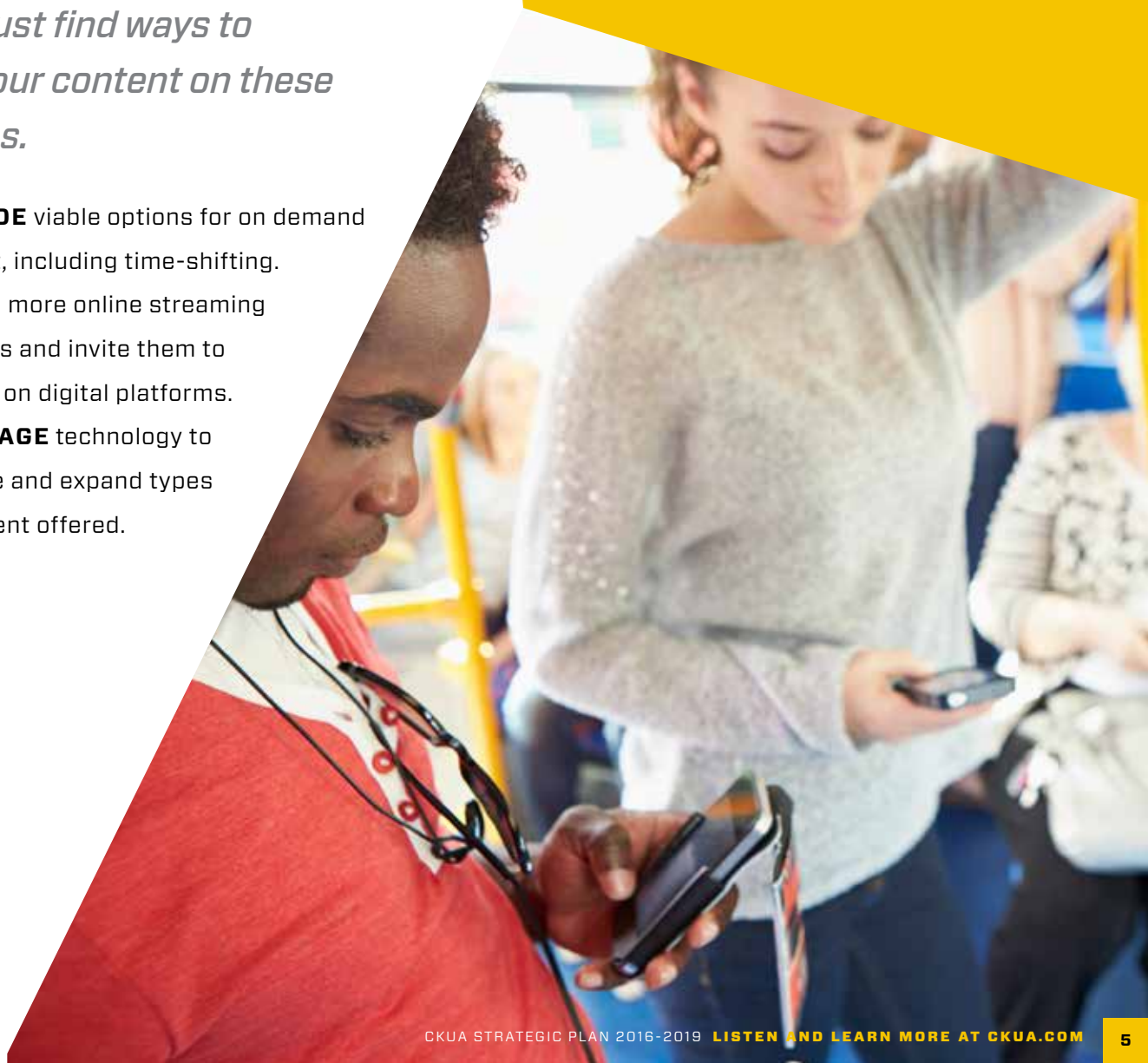
OUR STRATEGIC PRIORITIES

3

Media analysts predict that by 2024 only half of all AM/FM radio stations will remain viable. Digital systems will become the dominant mode of content distribution. To continue to serve and grow our audience, CKUA must find ways to provide our content on these platforms.

- **PROVIDE** viable options for on demand content, including time-shifting.
- **REACH** more online streaming listeners and invite them to engage on digital platforms.
- **LEVERAGE** technology to improve and expand types of content offered.

ADOPT DIGITAL DELIVERY



FOR ALMOST 90 YEARS
CKUA HAS EMBRACED
CHANGE AND TAKEN RISKS.
WE ARE A CANADIAN
PIONEER IN MULTI-
CULTURAL BROADCASTING,
PARLIAMENTARY
BROADCASTS, AND EVEN
FM RADIO!



THAT KIND OF
LEADERSHIP HAS
MADE CKUA THE
MOST SUCCESSFUL
DONOR-FUNDED
BROADCAST
SERVICE IN
CANADA.



*To continue into our next
century of service to the
community, through music and
cultural education, we must
continue to lead.*

We believe this strategic plan will help CKUA survive and thrive into a second century of service by building partnerships, building community, building audience and building revenue.

OUR GUIDING PRINCIPLES



SUPPLIED BY EDMONTON FOLK MUSIC FESTIVAL

ckua
radionetwork

VISION

Music.
Story.
Connection.

MISSION

CKUA is Alberta's cultural network that celebrates music, engages communities, and makes life worth listening.

VALUES

Knowledge, Respect,
Creativity, Integrity, Fiscal
Responsibility, Relevance,
Collaboration.

PURPOSE

CKUA makes Alberta a better place to live by contributing to a richer culture and quality of life, for the greater good.

ALL ARE WELCOME IN THE CKUA
COMMUNITY - PEOPLE WHO EXPERIENCE
MUSIC, FEEL MUSIC, VALUE MUSIC IN
THEIR LIVES, AND WANT TO LEARN MORE
ABOUT MUSIC.

We cultivate this community by presenting unique music playlists, which our announcers develop, and then enhance them with the stories behind the music and the artists. We champion independent and local music and we are proud to introduce new artists and new music to the world.

MUSIC STORY CONNECTION

CKUA MAKES ALBERTA A BETTER PLACE TO LIVE.