

CKCU Strategic Plan 2025-2028



Introduction

CKCU FM has been part of Ottawa-Gatineau's community since 1975. As Canada's first campus-based community radio station, we've always believed that people can build stronger communities, create and share ideas, and celebrate local culture when they have a platform to speak and be heard.

This plan sets out how we will grow that work over the coming years. It is a roadmap for strengthening CKCU's programs, partnerships, and place in the community. It reflects our commitment to supporting people, amplifying diverse voices, and continuing to make radio that is inclusive, creative, and relevant.

Community radio is a powerful platform. It brings people together, creates space for local expression, and helps people develop essential job skills and confidence. At CKCU, people from across communities and cultures come together to create and share content that matters—music, interviews, conversations, and stories that reflect the full range of experiences in our region.

This plan builds on that foundation. Over the next few years, we will focus on these priorities:

- Deepening our relationships with Carleton University and community partners
- Expanding the quality and diversity of our programming
- Improving how we support and train volunteers
- Strengthening our financial sustainability
- Investing in our governance and physical space to better serve our mission

CKCU is a place where people learn, connect, and contribute. We choose to build forward with this plan—with clarity, care, and purpose.

We invite everyone who shares these values to be part of CKCU's next chapter.

Vision

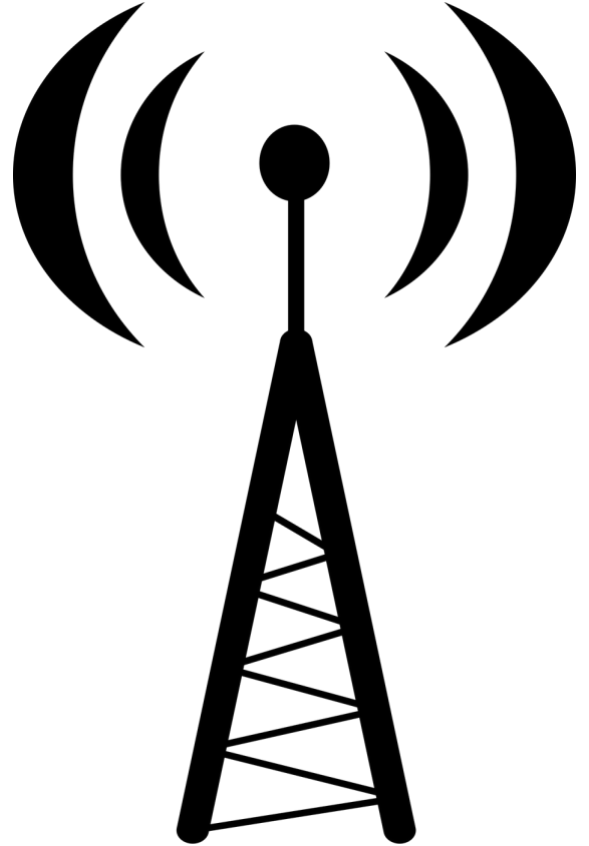
CKCU brings to Ottawa-Gatineau high-quality radio content produced locally and independently – meaningful, diverse, and inclusive – that supports and empowers the region's interconnected communities to stay informed, engaged, entertained, and connected.

Mission

Our mission is to offer a diverse and independent radio experience that showcases, connects, entertains, and strengthens our local communities while developing future generations of broadcasters.

Organizational Values

- **Committed to Diversity, Equity, Access, and Inclusion:** CKCU embraces and celebrates the unique perspectives and voices of all individuals, actively promoting a culture of respect and diverse representation in its programming and within its organization.
- **Growth & Opportunity:** We believe in creating opportunities for people to build skills, confidence, and creativity through meaningful participation in radio. CKCU is a hands-on learning space for volunteers, community members, and students alike. Our relationship with Carleton University plays a key role in this work, helping us support the next generation of media makers while remaining open and accessible to all.
- **Community-Powered:** CKCU is built by and for the community. Listener-supported and volunteer-driven, our strength comes from real human connection and collaboration - people bringing their voices, time, and passion to everything we do.
- **Passionate about Music and Culture:** CKCU celebrates the power of music and the arts to bring people together, consistently showcasing a diverse range of genres, supporting local artists, and preserving Ottawa-Gatineau's unique culture.
- **Adaptable:** CKCU embraces needed change and continuously seeks opportunities to evolve, adapt, and grow in response to the shifting media landscape, emerging trends, and the needs of its community.



Strategic Priorities

1. Successful Volunteer Engagement

Goal: To establish ongoing and mutual engagement between volunteers and the station

- Develop and implement a comprehensive volunteer recruitment strategy that targets diverse demographics, including Carleton University students, prioritizes inclusivity, and advances CKCU's programming.
- Create and implement effective engagement, recognition, stewardship, and retention strategies that ensure volunteers feel valued, connected, and celebrated.
- Expand and enhance volunteer training programs by offering clear volunteer development paths in content production, station operations, and engagement activities.
- **Create a clear training and best-practices framework** for volunteers to ensure alignment with CKCU's high-quality programming. Create a process for volunteers to give feedback on training programs.
- Develop, update, and integrate volunteer policies, guidelines, and documentation of processes.
- Consistently evaluate recruitment, volunteer engagement and retention, training impact, and alignment with CKCU's programming through feedback, surveys, and regular reviews of policies and guidelines.

It is envisioned that by 2028:

- CKCU will have a varied volunteer base that produces high-quality programming.
- CKCU volunteers will feel valued, connected, engaged and active in the CKCU community.
- CKCU will have strengthened our relationship with the Carleton University community and student body.

2. Diverse Community Engagement

Goal: CKCU will create a media hub that brings together various communities and technologies to produce and deliver high quality, relevant content.

- Identify, establish and continuously refine partnerships with local organizations, artists, businesses, and diverse community groups to increase visibility, resource-sharing, and innovation in programming.
- Develop an outreach strategy that focuses on relational (long-standing) rather than transactional (temporary) partnerships.
- Continuously establish, develop, evaluate and refine CKCU's relationships with the Carleton community, ensuring visibility and engagement with students, staff, and faculty.
- Build and expand partnerships with businesses and organizations to explore new funding opportunities.

- Enhance CKCU's social media outreach and communications strategy to increase engagement, raise awareness, and foster a stronger connection with the community across all platforms.
- Regularly measure, evaluate and adjust CKCU's community engagement efforts to ensure maximum impact and alignment with organizational goals.

It is envisioned that by 2028:

- Carleton students, staff, and faculty increasingly value CKCU as an important part of their university experience.
- CKCU is recognized as a hub that connects varied community groups, organizations, artists, businesses, and more across the National Capital Region.
- CKCU's diversified funding model incorporates contributions from various community partners.

3. Sustainable Funding

Goal: Ensure CKCU operates sustainably by eliminating the deficit and achieving modest savings, setting a solid financial foundation for future growth and stability.

- Strengthen financial sustainability by diversifying CKCU's funding streams. This includes developing a long-term fundraising strategy that optimizes current revenue sources (sponsorships, grants, funding drive) and pursues new funding strategies.
- Improve stewardship of CKCU donors and ensure that supporters feel valued, informed, and necessary.
- Build a culture of transparency and accountability by developing clear processes for sharing financial information and decision-making with the CKCU community - helping everyone understand how CKCU is funded and how their contributions make a difference.
- Ensure continued student-level support by strengthening CKCU's visibility, relevance, and by connecting with Carleton University students.
- Continuously measure, evaluate, and adjust revenue and cost-saving strategies.

It is envisioned that by 2028:

- CKCU will no longer operate in a deficit and is achieving modest savings.
- Funding sources will have become more varied, dependable, sustainable, and diverse.
- CKCU will have revitalized partnerships and developed new relationships with Carleton University and other communities to solidify and cultivate new revenue sources.

4. Innovative Programming

Goal: Develop and expand CKCU FM's programming to reflect its diverse community while fostering innovation, inclusivity, and talent.

- Build on existing programs to improve consistency, quality, and diversity in content. Develop clear and comprehensive guidelines and resources for hosts and producers to ensure a high standard of programming variety and excellence.

- Increase Ottawa-Gatineau-focused content in programs (especially spoken-word), CKCU's website, and social media accounts.
- Conduct a programming review to identify areas for improvement and opportunities for new, diverse content.
- Gather metrics and report on programming changes and improvements.

It is envisioned that by 2028:

- CKCU will have developed a clear identity as a local media hub for information on community news, stories, events, artists, and more.
- CKCU is recognized nationally as a leading force in radio programming for amplifying diverse voices from the Ottawa-Gatineau region.
- CKCU's hosts take pride in creating strong, inclusive programming supported by training and a culture of continuous growth.

5. Responsive Governance

Goal: Implement a responsive governance structure that supports CKCU's ability to achieve its strategic goals.

- Ensure that CKCU complies with applicable laws and regulations.
- Establish clear roles and responsibilities for the board and staff, ensuring that everyone understands their contribution to the organization's overall mission and vision. Implement a training program as needed to ensure staff alignment with CKCU's strategic plan.
- Review staffing needs, current staff roles, and Board composition, taking into account strategic priorities. Identify and implement necessary changes to achieve CKCU's goals.
- Improve communication mechanisms and transparency among staff, volunteers, and board members.
- Conduct a comprehensive needs assessment involving staff, volunteers, members, and community partners to identify requirements for updating CKCU's physical space to foster collaboration, accessibility, and growth.
- Develop and implement a system to track CKCU's governance improvements.

It is envisioned that by 2028:

- The functions, and possibly the composition, of the Board of Directors will be more strategically focused and better connected with key partners and funders.
- Staff roles will be in alignment with and support the strategic goals and objectives outlined in the strategic plan.
- CKCU's physical space is regularly updated and utilized by volunteers, Carleton students, and the broader community.

Looking Ahead: Building Local Voices Together

CKCU's strategic plan sets a course for growth that is intentional, inclusive, and rooted in community. As we look to the future, our success depends on the continued participation of our volunteers, the strength of our partnerships, and the support of our listeners.

We invite everyone who shares our values to take part in CKCU's next chapter:

- **Donate** – Help sustain and grow a commercial-free, listener-supported station that reflects the full spectrum of Ottawa-Gatineau.
- **Volunteer** – Bring your voice, your skills, and your passion to community radio.
- **Partner** – Work with us to amplify your mission, connect across communities, and co-create meaningful content.
- **Join us** – Drop by the station, attend events, or simply tune in—your presence helps keep community radio strong.