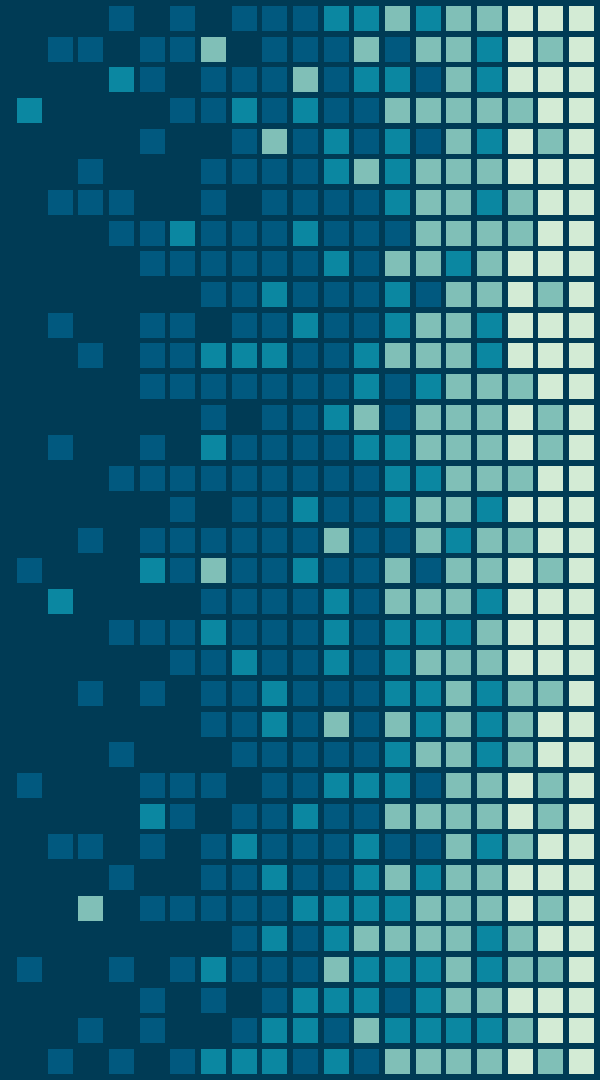


Radio Queen's University Strategic Plan



2022-2027

101.9fm

Developed by Dinah Jansen, Executive Director, March 2022

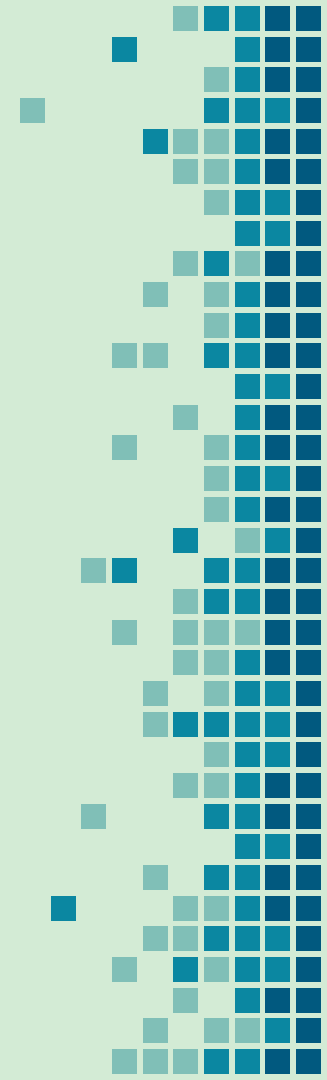


RQU Strategic Priority 2022-27

RQU's primary strategic priority over the next five years is to ***grow and diversify our audience to reflect, serve, nurture and inspire our Queen's University and Kingston area communities.***

Radio Queen's University will expand CFRC's audience to reflect diversity in our communities to attract a sustainable stream of new talent on all platforms, and to attract more listeners to and investment in our journalistic and cultural programming and content.

Core values that RQU holds true and that inform our strategic plan include: ***Inclusivity, Relevance, Integrity, Teamwork, and Imagination.***





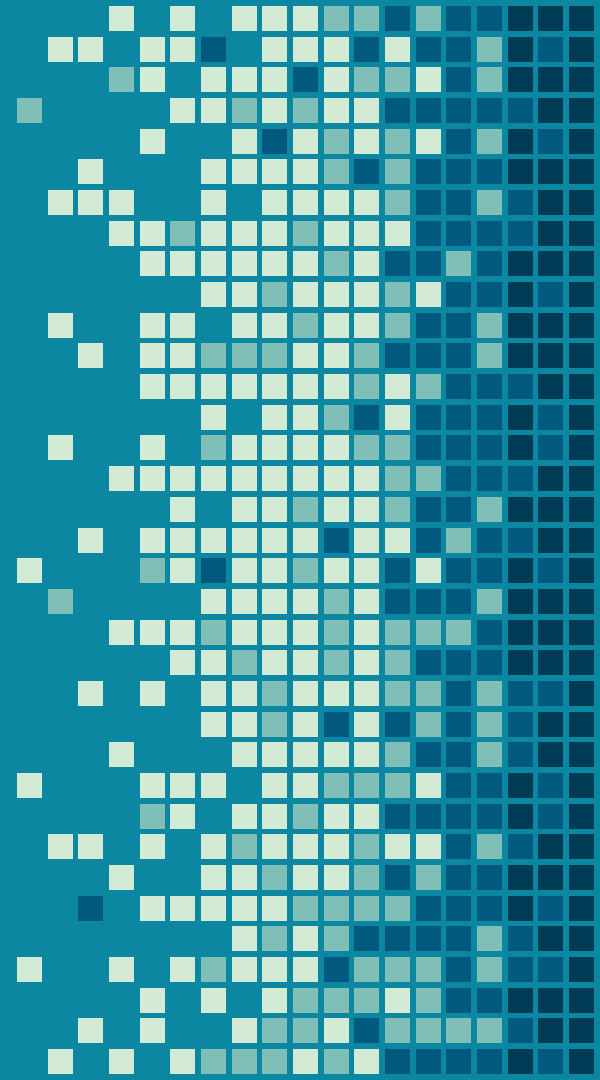
Five Pillars to Realize our Strategic Priority

- Optimizing accessible physical and digital assets
- Diversifying and growing revenue streams
- Realizing the power of community and campus networks and collaboration
- Optimizing programming, content and products to meet audiences where they are
- Engaging and empowering youth talent and audiences



Optimizing accessible physical and digital assets

Radio Queen's University must catch up with the modern era in terms of accessibility requirements and also to ensure we can attract talent and partnerships to our airwaves seeking to learn on and to take advantage of modern, accessible equipment and software in an attractive, accessible space. RQU must experiment and innovate in the face of current physical plant realities and also the modern digital standards audiences, partners, and clients demand. RQU physical plant space, equipment and digital assets must meet the needs of all users and be accessible to them in order to grow a sustainable talent stream alongside the cultivation of our audience and partnership bases.



To optimize use of our assets we must complete:

Accessibility Plan

Complete and implement the RQU Accessibility Plan as required by Summer 2022

Asset Refreshment

Complete asset refreshment in our primary recording studio CR1 by Summer 2022

Complete the renovation of physical space in primary recording studio CR1 and Studio A by Summer 2022

Renovation

Rebuild CFRC.ca website to meet Accessibility standards by Summer 2024

Digital Presence



Diversifying and growing revenue streams

Radio Queen's University's near total dependence on optional student fees leaves station operations in an uncertain financial situation year-over-year while the threat of a loss of student fees through failed referenda occurs for both levels of student government triennially. RQU must continue to earn its funding from our majority stakeholders -students- through not only service to them, but also renewed active encouragement of their participation on our airwaves through programming, social media support and PSAs. At the same time, we have various unrealized and unexploited assets and revenue opportunities that can be mobilized to augment current revenue streams. Diversifying and expanding our revenue streams ensures CFRC can sustainably continue to grow and diversify our audience and to reflect, serve, nurture and inspire our Queen's University and Kingston area communities into its second century of broadcasting.

Diversifying Revenue Streams

Recording Studios

Rental of CFRC recording studios and services to campus and community artists and organizations

Ads & Sponsorships

Redevelopment of on air, podcast, web and social media advertising and sponsorship packages in areas of news and sports broadcasting

Airspace & Podcasts

Sale of program length air-time and podcast space packages for campus and community organizations

DJ Services

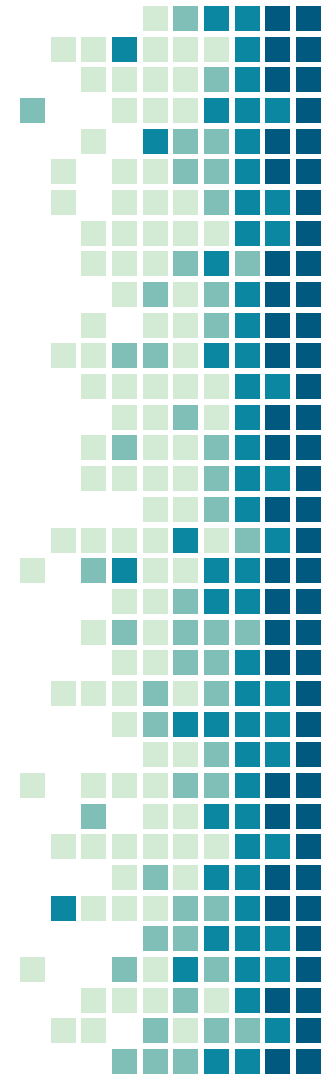
DJ Training and Event Services-DJ Camp

Fundraising

Develop sustainable fundraising strategies beyond stand alone funding drive

Referenda

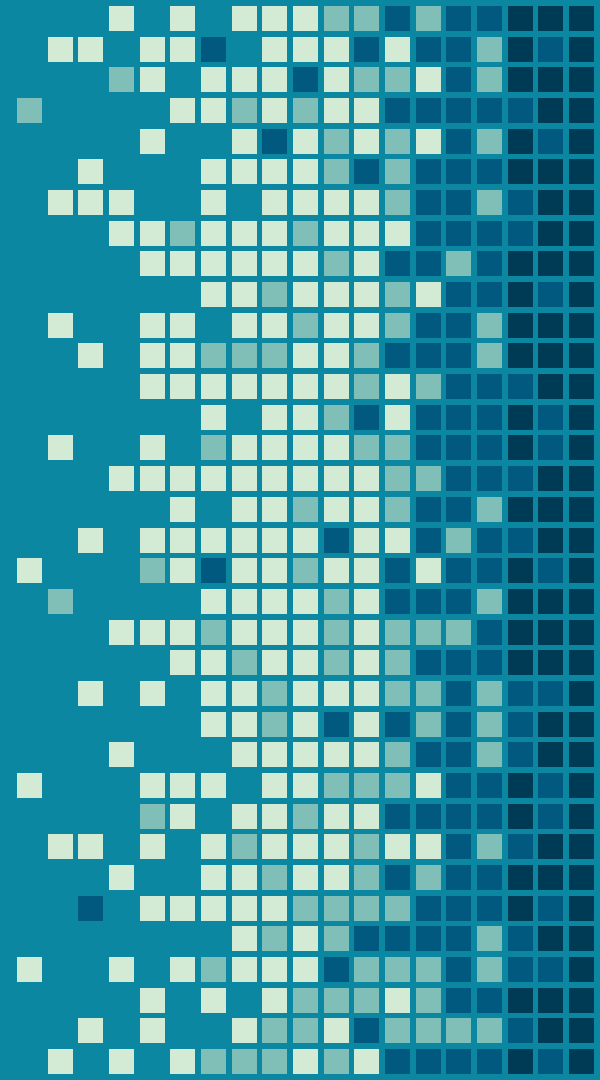
Revision 2023 AMS optional fee campaign; pursue mandatory fee 2024 or 2025





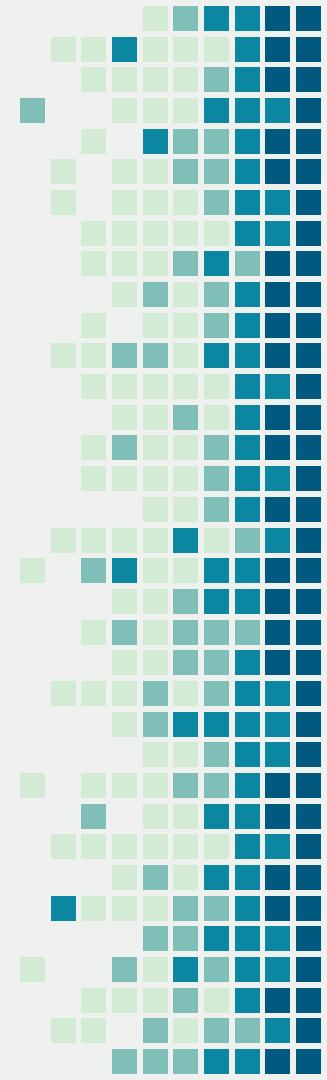
Realizing the power of community and campus networks and collaboration

CFRC has established many informal working relationships with campus and community partners that should be optimized, formalized, and expanded upon to create and increase leverage for our brand while engaging in direct community-building activities and energizing our programming. Strategizing opportunities to share our broadcast content, to freely capture and mobilize external campus & community-made content, and to maximize our presence and outreach capacity will help us to further build community trust, expand our networks, and nurture new opportunities for volunteers to engage and build their community on and off the airwaves. Further, we must attract and mobilize diverse community members' professional talents on our Board to meet strategic needs. These will also help enshrine the station's reputation as a truly inclusive, accessible, community radio station in which its members will continue to invest.





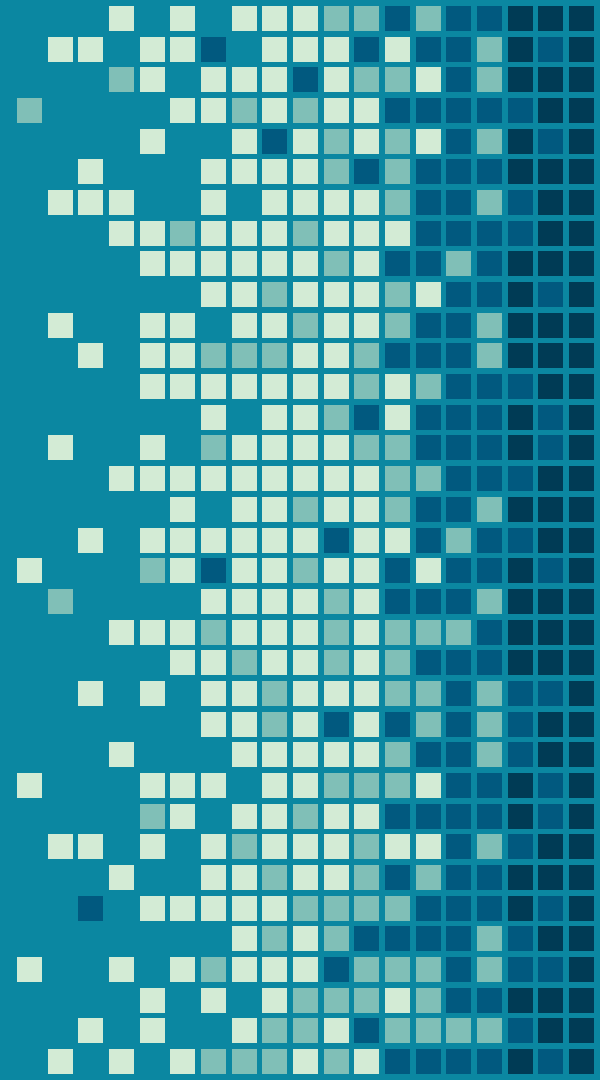
Realizing the power of community and campus networks and collaboration





Optimizing programming, content, and products to meet audiences where they are

We must continue to develop and execute a high quality journalistic and cultural programming strategy and products that support it. We must also continue to experiment and innovate to retain and grow audiences and meet both the challenges and opportunities that digital content platforms present. Further, we must streamline our training strategies and program review processes to ensure consistent high quality programming across the entire broadcast week. Optimization in these areas can help us grow our audiences and community partnership networks through the development of informative and entertaining content with reliable, consistent, professional quality delivery on more platforms to meet audiences through the various ways they consume audio content.



Grow CFRC's Local Newsdesk

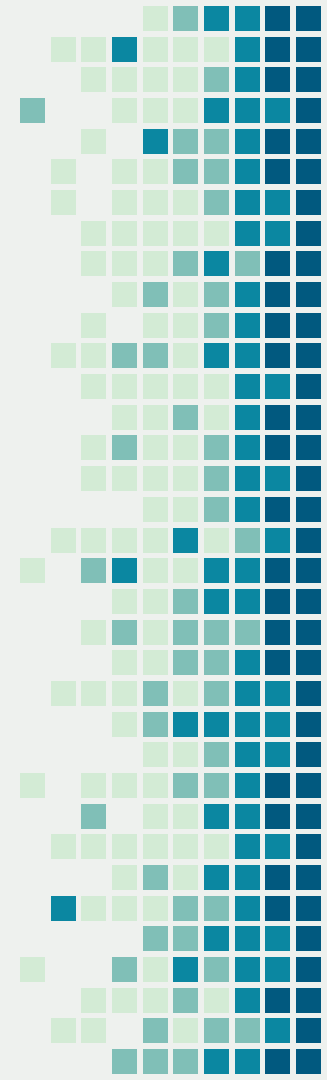
- Grants, sponsorships & volunteer recruitment

Streamline Volunteer Training

- Redesign & standardize training & program reviews

Expand Podcasting & Mobile Apps

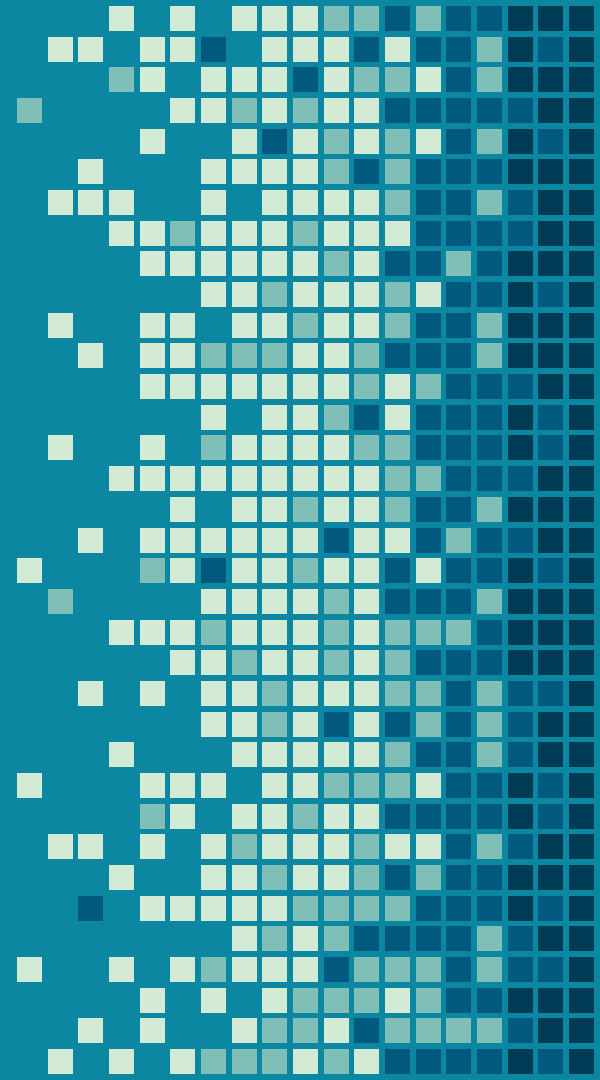
- Make our content accessible anywhere, anytime



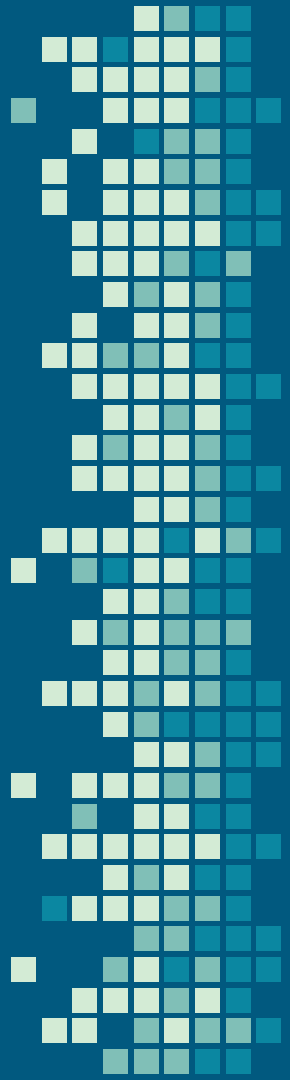
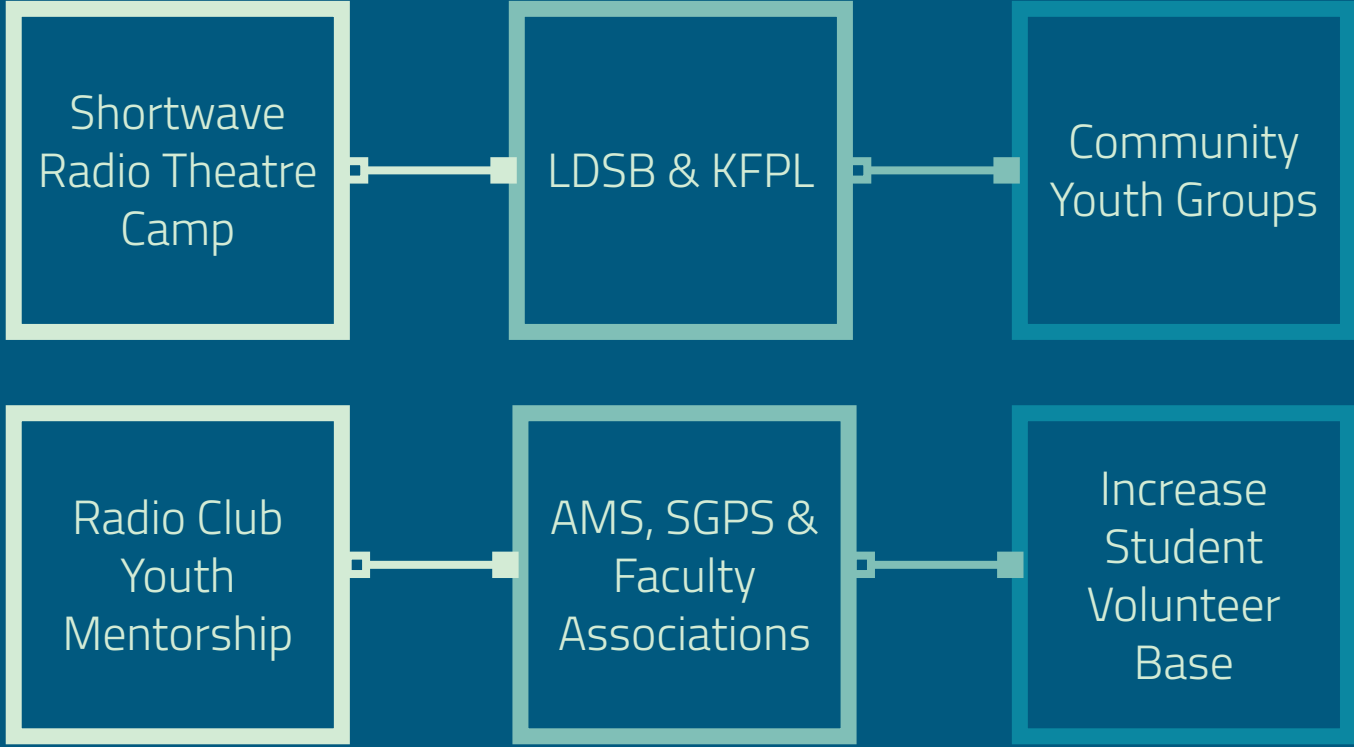


Engaging and empowering youth talent and audiences

Youth participation in station activities is critical for our financial sustainability and diversity in our programming. We must continue to grow our student volunteer base to help develop enriching spoken word and musical content in which other youth have interest, discover benefits, and to help recruit future generations through peer-to-peer outreach. We must also initiate goal-oriented engagement with youth-facing and youth-run groups on campus and in the community to provide opportunities for their members to engage the community through our airwaves. Further, we must also reinvigorate Radio Club with a new roster of youth membership to fulfil its role in volunteer recruitment, training and mentorship and for developing community-building activities for our entire volunteer base while empowering youth leadership and initiative at the station.



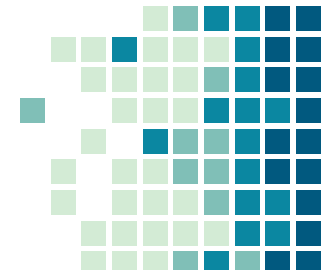
Engaging and empowering youth talent and audiences





TIMELINE

for Plan Deliverables

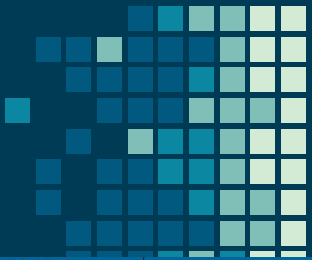


Strategic Pillar	Action Item	MM/YY of Completion	Person/Team Responsible	Task Completed?	NOTES
Optimizing accessible physical and digital assets	Complete, publish and implement RQU Accessibility Plan as required	June 1, 2022	Executive Director (ED) & Accessibility Committee (AC)		
	Complete Asset Refreshment and Renovations in primary recording studio & small studios B&C	August 31, 2022	CFRC Staff and Contractors		
	Complete Rebuild Accessible CFRC website	August 31st 2024	CFRC Staff, AC & Contractors		
Diversifying and Growing Revenue Streams	Develop and implement price scale and marketing plan for recording studio space and services	August 31 2022	ED, Marketing Assistant (MA), Marketing Committee (MC)		
	Restructure and implement advertising & sponsorship packages and marketing plans	August 31 2022	ED, MA, MC		
	Develop airspace and podcast packages + marketing plans for campus & community organizations	August 31 2022	ED, MA, MC		
	Develop 2023 AMS Optional Fee Campaign	Dec 31 2022	ED, MA & PM		
	Onboard local DJ to train staff and volunteers	August 31 2023	Program Manager (PM) and Library and Technical Service Manager (LTS)		
	Develop local DJ roster for bookings	August 31 2023 and ongoing	PM and LTS		
	Develop marketing plan for DJ equipment rental and services	November 31st 2023	ED & MA		
	Develop sustainable fundraising strategies beyond annual funding drive	August 31 2023	ED, PM, MA & MC		
	Research and strategize potential mandatory AMS fee campaign for 2024 or 2025 *pending Board decision to execute	December 31 2023	ED, MA, PM		



TIMELINE

for Plan Deliverables



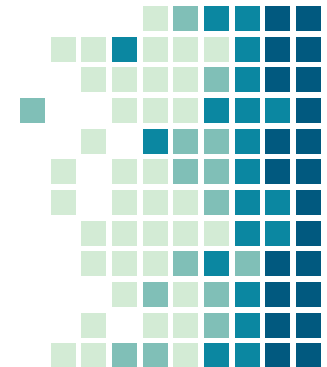
Strategic Pillar	Action Item	MM/YY of Completion	Person/Team Responsible	Task Completed?	NOTES
Realizing the power of Campus/Community Networks & Collaboration	Develop and formalize news collection relationships with campus and community groups to harvest/deploy/leverage available content	August 2022 and ongoing	ED, PM, LJI Journalist (LJI)		
	Promote news, arts and musical programming to regional stations for syndication	August 2022 and ongoing	ED, PM, LJI, ARC		
	Revision in-kind partnerships to further leverage our brand in partner networks	March 2023 and ongoing	ED, MA, PM		
	Develop Governance Committee TOR and strike Committee	July 31 2022	ED & Board Delegate(s)		
	Redevelop and deploy calls for Board Membership reflecting talent & diversity needs	June 1 2022 and ongoing	ED & Governance Committee (GC)		
Optimizing Programming, Content, and Products to Meet Audiences Where They Are	Recruit volunteers to contribute to news programming specifically	October 31st 2022 and ongoing	PM		
	Schedule Program Review and feedback meetings for all programmers	June 2022 and ongoing	PM		
	Develop sponsorship packages specific to daily news briefs and campus/community news programming	January 31st 2023	ED, MA, MC		
	Apply to CRFC for renewal of LJI Grant	February 28 2023	ED		
	Review and Redesign Volunteer Orientation Manual	December 31 2023 and ongoing	PM		
	Review and Redesign Volunteer Training Modules	March 2024 and ongoing	PM		
	Develop and initiate volunteer studio mentorship plan (show shadow training)	April 2024 and ongoing	PM		
	Research and add podcasts to new distro points	January 31st 2025	ED and MA		
	Research and link online stream to new distro points	June 30th 2025	ED and MA		



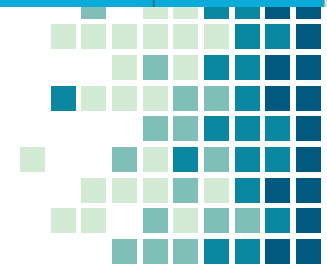


TIMELINE

for Plan Deliverables



Strategic Pillar	Action Item	MM/YY of Completion	Person/Team Responsible	Task Completed?	NOTES
Engaging and Empowering Youth Talent and Audiences	Develop and implement undergraduate student recruitment plan	September 2022 and ongoing	PM & MA		
	Develop and implement graduate student recruitment plan	September 2022 and ongoing	PM & MA		
	Launch first annual Shortwave Radio Theatre Camp	June 1 2023	ED, PM & contracted staff		
	Develop CFRC youth mentorship events and programming	June 2024 and ongoing	PM & Radio Club President		
	Develop and formalize radio field trip opportunities through LDSB	January 30th 2025 and ongoing	PM & LTS		
	Develop and formalize programming relationships with KFPL Children and Young Adult Collections and programming teams	Sept 30th 2025 and ongoing	PM & LTS		
	Develop and Formalize in kind relationships with AMS, SGPS and Faculty Associations	September 2026 and ongoing	ED & MA		
	Develop and implement outreach plan to community youth organizations	January 30th 2027	ED & MA		



THANKS!

Any questions?

Contact:

Dinah Jansen, RQU Executive Director
station@cfrc.ca