

CONTENT

Content is what the listener hears, sees and becomes involved with .. music, spoken word, social media, on-site broadcasting, radio hall events.

Goal	Action	Responsibility	Timeline
Keeping the daytime playlists fresh and relevant	Music additions and deletions, communicating changes to internal audiences	Music Committee	Monthly music committee meetings and volunteer updates
Meeting the goals outlined in our license and CRTC requirements re: CanCon and categories	Internal CRTC compliance audits, report to BoD & volunteers. Stress content requirements	Music and Programming Committees & Station Manager	Semi-annual audits (February and August); education ongoing with volunteers
Make better use of data extruded from DAD and M1	Music Committee to develop questions that can be shared with developers	Music Committee & SM	August 2018
Awareness of competition and possible infringement on our audience	Audits of competition with regards to music & themes of programs Also consider news coverage	Programming Committee	July, November, March reviews
Ensure community involvement in Music & Programming committees	Source community members with relevant experience	Music and Programming committees	As required, end of term for committee members
Program Architecture	Review on an annual basis daytime, specialty and weekend programming	Program Committee	Total review complete by October, annually
Music Platform	Review and establish policy, based on regulations and legal issues, for use of music on the air.	Music	Annual review due in August.

OPERATIONS

The strategic plan for operations will be to maintain and enhance the current technical and physical integrity of the station.

Goal	Action	Responsibility	Timeline
Overcome geographical difficulties within our approved coverage area	Undertake plans for the purchase and installation of a repeater transmitter	Production and Tech Support Volunteers & SM	Pending CRTC approvals establish location, equipment choice for installation in 2019. Launch as feasible.
Improve flexibility for hosts and help deal with winter weather concerns.	Develop broadcast from home capabilities. Determine equipment requirements. Purchase and install necessary tools for approved users	Production & SM	Readiness for winter 2018/19
Broaden use of radio hall. Build listener loyalty to the Canoe Brand	Establish an accessible system and technical process in the radio hall for approved use by program hosts.	SM and Production	Develop and Implement for 2018
Ensure physical integrity of the building and seek to improve working conditions. Improve accessibility.	Audit building interior for renovations, repairs, rejuvenation. Including accessibility ramp/lift for entrance (Trillium?)	SM, Production and a volunteer	Audit by June 30, 2018. Timelines for individual projects will vary according to cost and expert input.
Improve or update equipment. Respond to need for more access to digital recorders by volunteers	Analyze equipment requirements.	Production, SM and Treasurer	Ongoing
Disaster Planning	Create a plan for the station for emergencies pertaining to the station, the tower and the community in general.	SM & Production	Dec. 2018

PERSONNEL

As volunteers, everything they do is valued. The creativity, enthusiasm, commitment and engagement are vital to the fulfillment of Canoe's vision to be a strong partner in the development of the community. One key challenge is volunteer turnover. Attraction and retention are affected by life events and changing interests. A culture of fun, encouragement and openness, together with dynamic training and involvement processes are necessary to ensure we all work toward this mission.

Goal	Action	Responsibility	Timeline
Base for performance evaluation	Review position descriptions for all paid and contract positions	BofD	August, annually
Format and Host consistency	Review On-Air Host position descriptions currently on website	Program Committee, SM, Volunteer Coordinator/Support Staff	June 2018
Enhance skill and confidence	Review training process for On-Air hosts	Program Committee, SM	Ongoing
Employ Peer Mentors for new hosts. Grow skill, confidence and consistency.	Mentors, following the described process establish a feedback process (written and in person.)	Program Committee, SM	Ongoing
Employ Peer Mentors for experienced hosts.	Hosts who have started within the past three years and did not have this opportunity at the outset can access this program.	Program Committee, SM	Ongoing
Fill Morning Show host slots with strong, tenured announcers.	Identify prospects. Build a pipeline.	Program Committee, SM	Ongoing
Ensure office functions are staffed (office, on-air, logging.) Seek to achieve sustainability for the station.	Attract and retain volunteers for all positions.	SM, Production, all volunteers	Ongoing
Information for station sustainability	Exit interviews with departing volunteers	Volunteer Coordinator, SM – reporting to BofD	Ongoing
Board of Directors succession	Recruit a member with tech background to advise on alternative platforms. Recruit member with finance background (Treasurer.)	BofD	September 2018

Staff	Short term succession – identify plans to cover each position on a short-term basis, including backfilling if it means pulling existing staff from their duties. Long term succession -determine annually, intentions from each staff person in order to budget for mentoring new arrivals.	SM and BofD	November, annually
Staff and Volunteer Safety	Develop safety policy that includes emergency protocol: install surveillance cameras, programmable locks for outside and specific inside doors, add fire alarms, CO2 alarms to existing system.	Safety Officer, SM and BofD	December 2018
Technology Anticipation	Grant development for the hiring of a technical consultant. Look into the onset of HD broadcast, and how it'll affect the current standard FM broadcasting.	SM, Production and BofD and Tech volunteers	TBD
Culture of appreciation	Maintain opportunities for formal and informal volunteer recognition	Sm, BofD	Ongoing
Community engagement	Establish a volunteer "PA" team	SM, Production	Ongoing
Higher effectiveness for both BofD and operations mgmt	Review existing committee structures and recommend alternatives if deemed beneficial	Governance	2018, with potential changes ready for AGM in November

REVENUE DEVELOPMENT

The plan for revenue development will be to have a financial goal in which the station has a sustainable but ever-evolving income stream to work from, both short and long-term, and to be fiscally responsible to the Corporation by stay within a reasonably balanced annual budget position.

Goal	Action	Responsibility	Timeline
Know your customer, to ensure good client relations	Ensure salesperson is actively engaged with current clients, including follow-up (meetings, emails, phone calls, mailings.)	Sales, SM	Ongoing
Establish clear communications between sales and Marketing Committee	Ensure that sales is aware of promotional opportunities; made aware of Marketing Committee meeting dates.	Marketing Committee, Sales	Ongoing
Continuous improvement in the sales function, streamline sales & staff work interface	Establish training, as needed, in current sales tools/platforms (social media feeds, station website, in-house sales systems.	Sales, SM, Support Staff, Marketing Committee, Sales Contract Review Committee (ad-hoc.)	TBD
Sales support and content feedback, sales tools for clients	Undertake listener survey and build into budgets, every other year.	Marketing Committee, SM, Pres of BofD, Treasurer	Summer 2018, 2020, 2022 etc.
Mentoring for new staff (see Personnel)	Establish a reserve budget for pairing new staff with staff leaving.	SM, Treasurer, BofD	Annual
Electronic File Security	Consider options: 3 rd party server to back up all computers daily Purchase storage on iCloud, Dropbox or other service Back up individual computers to external hard drives that are taken off-site each day. Develop budget.	Treasurer, SM, Outside Advisors	September 2018
Mine for potential new sponsors	Create a database listing Business, Contact Info, Owner/Sales Rep., known ad activity to date. DB to be accessible to SM and BofD	Sales, SM, Support Staff, Marketing Committee	Ongoing
Potential fundraising revenue increases	Annual review of current and future activities: bingo, draws, dance, special events & radiothon	Marketing Committee, SM, BofD	Ongoing