

**PRIORITY - ORGANIZATIONAL VITALITY**

Goal: To be a sustainable organization that is a desirable place to work, that balances revenues and expenses, and that has a strong Board of Directors.

No.	Objective	Year 1 23/24	Year 2 24/25	Year 3 25/26	Progress
1.1	Enable an <b>immediate shift to a 3-staff model and continue to expand staff benefits</b> (e.g., professional development, retirement contributions).				Continuing to evaluate & develop sustainable job descriptions for 3 permanent employees. Work on staff benefits is pending.
1.2	<b>Create a financial plan</b> to move to a 4-staff model by 2027, invest in our equipment and facility, and create an operating reserve.				Invested \$110,000 in interest-bearing investments. Work with financial plan is ongoing, 4-staff model will require more revenue.
1.3	Continue to <b>develop our Board</b> and make the most of student leadership.				Board orientation in January was successful, now part of annual routine. Student Outreach committee is a new opportunity for student leadership that has been very successful.
1.4	Explore a <b>formal fundraising model</b> .				Trent Radio Fundraiser was very successful, will continue regular community fundraisers. Further research to be done in year 3
1.5	<b>Engage members and volunteers</b> to reinvent their roles and provide meaningful connection.				In process, always in our yearly plan. In person engagement continues to grow, at Trent Radio House, at socials and with radio project days.
1.6	Consider ways to <b>articulate, demonstrate, and communicate our values</b> .				On-going work. Journalism continues; Radio from the Stage expressed our values & looking to continue it.
1.7	Promote the development of Trent Radio as a <b>highly desirable employer</b> among Trent University students and in the broader Nogojiwanong/Peterborough community.				This work is never done fully, continuing as a living wage employer.

**PRIORITY - ACCESSIBLE AND SUPPORTIVE ORGANIZATION**

Goal: To be a welcoming environment that allows our community to amplify their voices, interests, and skills.

No.	Objective	Year 1 23/24	Year 2 24/25	Year 3 25/26	Progress
2.1	Continue to examine how to <b>minimize physical and other barriers to participation</b> .				Continuing to allow programmer participation from home & more remote opportunities. Any required upgrades planned as part of larger renewal of Trent Radio House
2.2	<b>Expand training and educational opportunities</b> for programmers and operators, including methods to connect with listeners if desired.				Planning to host workshops starting in 2025, at Trent Radio House and on campus.
2.3	<b>Foster mutual learning, feedback, and mentorship</b> among volunteers.				On-going work, fostered by more staff & volunteers in person at Trent Radio House
2.4	Continue to <b>support in-studio programming, while enabling more remote broadcasting</b> by training volunteers.				On-going work, fostered by more staff & volunteers in person at Trent Radio House. More remote programming this year, especially from campus (The Dugout)
2.5	<b>Invest in renewal</b> of Trent Radio house, its studios, and equipment.				Any required upgrades planned as part of larger renewal of Trent Radio House, new studio A equipment a priority (35 year old equipment)
2.6	Explore current and new <b>digital opportunities and digitization</b> to augment our analogue radio operation.				Not started yet, may mesh with the renewal of Studio A equipment.

**PRIORITY - DEEPENED CONNECTIONS**

Goal: To be thoughtful and deliberate about our outreach to diverse communities, particularly those who are under-represented in radio, to encourage participation and ownership.

No.	Objective	Year 1 23/24	Year 2 24/25	Year 3 25/26	Progress
3.1	Continue and, where possible, <b>strengthen existing outreach practices</b> .				On-going work. Building on success with more broadcasts from campus this year.
3.2	Continue to <b>focus on relationship-building</b> with Indigenous peoples, new Canadians, international students, and the arts community.				On-going work, student staff (Indigenous Producer & International Student Correspondent) work towards this. More engagement with First Nations communities needed.
3.3	Continue to explore innovative ways and partnerships to <b>engage students</b> .				Broadcasts from campus promote this, on-going, more student staff leadership, students doing programs on students (athletics, international students, Indigenous students)
3.4	<b>Develop an engagement strategy</b> to encourage listeners to deepen their involvement as members, volunteers (including Board members), and donors.				Developed survey for membership, to inform plan to be developed in 2025
3.5	<b>Develop an integrated, multi-media approach</b> to building and enriching Trent Radio's connection and outreach to the Nogojiwanong/Peterborough community and our global digital communities.				We always strive to do this, these are very long-term goals and never fully completed. C-18 (Online News Act) has been a hurdle. Journalism at Trent Radio works towards this.