

CBC/RADIO-CANADA



CORPORATE PLAN SUMMARY

2020-2021
to 2024-2025

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EDITORIAL NOTE

In the Corporate Plan Summary, “we”, “us”, “our” and “the Corporation” mean CBC/Radio-Canada.

NOTE REGARDING FORWARD-LOOKING STATEMENTS

The Corporate Plan Summary contains forward-looking statements regarding objectives, strategic initiatives, and expected financial and operational results. Forward-looking statements are typically identified by words such as “may,” “should,” “could,” “would” and “will,” as well as expressions such as “believe,” “expect,” “forecast,” “anticipate,” “intend,” “plan,” “estimate” and other similar expressions. Forward-looking statements are based on the following broad assumptions: CBC/Radio-Canada’s government funding remains consistent with amounts announced in the federal budget, and the broadcasting regulatory environment will not change significantly. Key risks and uncertainties are described in the Risk Management section in Appendix C. However, some risks and uncertainties are by definition difficult to predict and are beyond our control. They include, but are not limited to, economic, financial, advertising market, technical and regulatory conditions. These and other factors may cause actual results to differ substantially from the expectations stated or implied in forward-looking statements.

NOTE REGARDING PERFORMANCE MEASUREMENT

We rely on data from both internal tools and third parties to measure our performance metrics. While these data are based on what we believe to be reasonable calculations for the applicable periods of measurement, there are inherent challenges in collecting this information, particularly as the media industry undergoes a digital transformation. For example, Canadians now consume media content on multiple devices from an ever-growing array of content providers. As media consumption habits change, we are, together with audience measurement suppliers, refining methodologies and introducing new measurement technologies to ensure the accuracy and completeness of data gathered. As a result, changes in the way data are collected could result in certain information provided in future periods not being comparable with information disclosed in prior periods. Since some of these data are used to measure our strategic and operational indicators, we may be required to make adjustments to targets and historical results to enhance comparability of the data and follow industry best practices.

1. PRESIDENT'S MESSAGE

As I write this, Canadians are dealing with the coronavirus pandemic. It is challenging us all. At CBC/Radio-Canada, we have mobilized every platform to deliver what Canadians need: the latest news and information; special programs to keep people connected; and kids and entertainment shows when people are looking for a bit of a break.

CBC/Radio-Canada has taken critical steps to ensure it can keep its services running and provide essential news and information to all Canadians during this crisis. Like most businesses, we have contingency plans and have been putting them into place.

This is a constantly evolving situation. We are monitoring the effect on our revenues, additional programming costs and expenses necessary to ensure our employees who must come to work are safe.

We must also plan for the future.

Canada is at a pivotal moment in its history. The digital age opens up new global horizons for our content and creators. Foreign audiences are now discovering Canadian stories – and they love them and want more. In February, the Radio-Canada TV series *C'est comme ça que je t'aime* (*Happily Married*) became the first Canadian production to be selected for the prestigious Berlinale Series program at the Berlin International Film Festival. Meanwhile, the CBC podcast *Hunting Warhead*, co-produced with the Australian Broadcasting Corporation (ABC) and Norway's *Verdens Gang* newspaper, has been downloaded over 2.3 million times worldwide since its launch in fall 2019.¹ As the public broadcaster, we aspire to do more to take Canadian content and values to the global market.

An innovation leader in Canada, CBC/Radio-Canada is transforming its business to reach audiences wherever they are. Last year, we stayed ahead of the curve in the digital audio market with the launch of the CBC Listen and Radio-Canada OHdio apps. The results of those innovations speak for themselves: this past year, CBC's podcasts were downloaded 10 million times and Radio-Canada's, 3 million times.¹ We now engage with an average of over 21 million Canadians each month across our digital platforms.²

We are developing new platforms and original digital content, while continuing to serve Canadians who depend on our conventional services. True to our public service mandate, we strive to appeal to all Canadians, in all parts of the country and across all generations. The public broadcaster's diversified revenue model continues to be essential in meeting this challenge.

We are committed to ensuring a thriving Canadian media industry. To this end, we are working with our private-sector partners to build a strong, diverse media ecosystem that provides access to trusted sources of news. As we embark on a public process to renew our television and radio licences with the CRTC, we will seek a regulatory framework that builds a bridge to the future between our linear and digital services. We are also working with government to strengthen public broadcasting in a digital world and modernize the legislation governing our industry.

At CBC/Radio-Canada, we have a presence in more than 60 communities across the country. We create content in English, French and eight Indigenous languages, and we have made ambitious commitments to promote diversity and gender parity on screen and in our workforce. Our proximity with Canadians is our strength.

Looking ahead, the public broadcaster must reflect contemporary Canada if it is to be relevant to future generations. We are committed to greater diversity in our workforce and across all our programming as well as to a culture of inclusion. If we act boldly and realize these ambitions, we can make the 2020s Canada's decade.



Catherine Tait
President and CEO

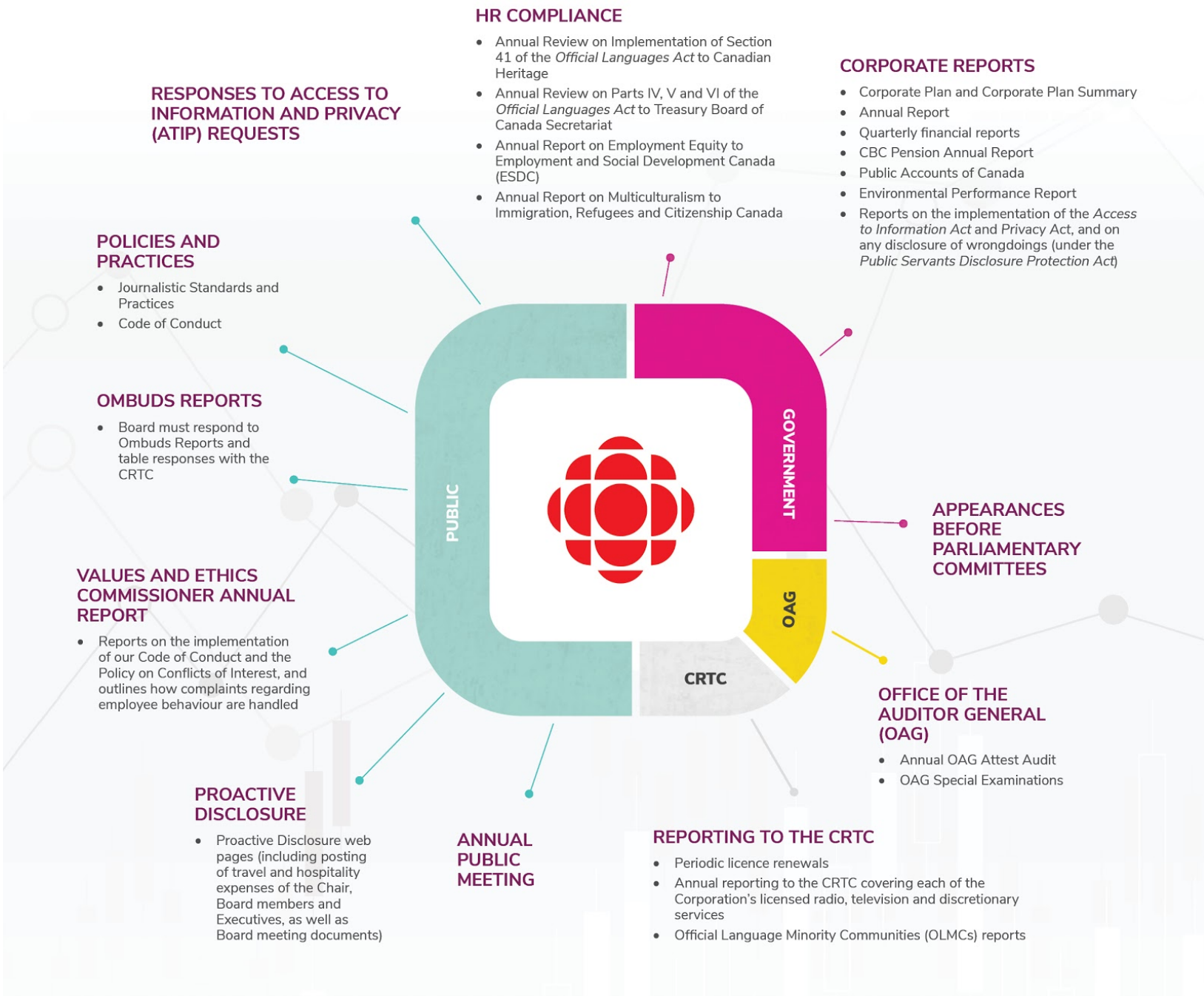


¹ Source: SumoLogic for Radio-Canada (April 2019-March 2020) and Triton for CBC (September 2019-March 2020).

² Source: Comscore Media Metrix® Multi-Platform, Total Audience (desktop 2+, mobile 18+), Average of Monthly Unique Visitors, April to March, Canada.

2. OUR COMMITMENT TO TRANSPARENCY AND ACCOUNTABILITY

As Canada's national public broadcaster, we take very seriously our obligation to be transparent and accountable to Canadians. To meet our responsibilities, we provide access on [our corporate website](#) to information about our activities and the way we manage our public resources. In addition to these activities, we are currently developing an environmental sustainability plan that will be released during the next fiscal year.



3. WHO WE ARE AND OUR SERVICES

WHO WE ARE

We are Canada's national public broadcaster and we are guided by the Broadcasting Act.

OUR MISSION

CBC/Radio-Canada celebrates Canadian culture and supports democratic life through a wide range of content that informs, enlightens and entertains.

OUR VISION

Your Stories,
Taken to Heart

OUR VALUES

Integrity
Creativity
Relevance
Inclusiveness

As Canada's national public broadcaster, we are inspired daily by our mission, vision and values to connect all Canadians and to showcase our stories, culture and news to Canada and the world. Our head office is based in Ottawa. Our two main networks are based in Toronto (English) and Montreal (French), with community-based locations across the country, including 27 television stations, 88 radio stations and one digital-only station. We have five discretionary television channels and four Canada-wide radio networks, two in each official language. Internationally, we have six permanent foreign bureaus, and we have the capacity to set up pocket bureaus in key locations as needed.

We offer six channels of audio content across North America through a partnership with SiriusXM Satellite Radio. We also partner with other francophone public broadcasters to broadcast French Canadian content internationally through TV5MONDE.

As of March 31, 2020, we employed 6,636 permanent employees, 384 temporary employees and 653 contract employees. Our employees come from a multitude of backgrounds and cultures. They are an integral part of our success in reflecting contemporary Canada.

Our organizational values are at the core of how we work. They support our strategic plan and underpin the behaviours and culture needed to achieve our mission and vision. Our values articulate the best of what we already are and how we want to be recognized by Canadians, and they guide the implementation of our strategic initiatives.



SERVING CANADIANS³

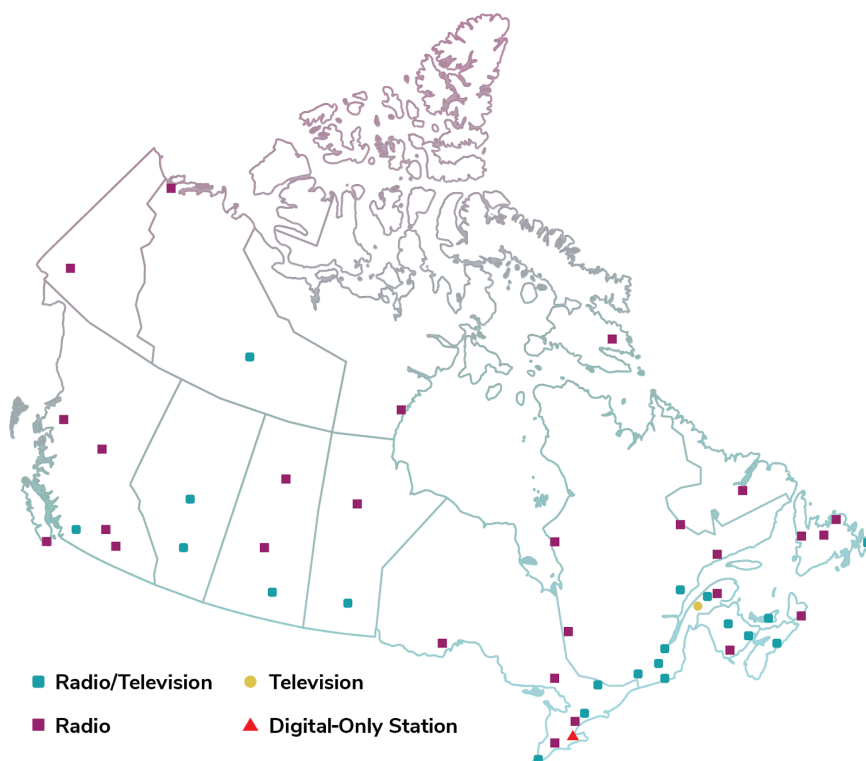
In a world of limitless global content, our mandate – to inform, enlighten and entertain – is more relevant now than ever before. The *Broadcasting Act* states that our programming should:

- Be predominantly and distinctively Canadian;
- Reflect Canada and its regions to national and regional audiences, while serving the special needs of those regions;
- Actively contribute to the flow and exchange of cultural expression;
- Be in English and in French, reflecting the different needs and circumstances of each official language community, including the particular needs and circumstances of English and French linguistic minorities;
- Strive to be of equivalent quality in English and in French;
- Contribute to a shared national consciousness and identity;
- Be made available throughout Canada by the most appropriate and efficient means and as resources become available for the purpose; and
- Reflect the multicultural and multiracial nature of Canada.

We pay special attention to the needs and reflection of Canada's Indigenous peoples. Moreover, we offer programming in eight Indigenous languages (Chipewyan, Cree, Gwich'in, Inuktitut, Inuvialuktun, North Slavey, South Slavey and Tlicho) via CBC North.

We are also required by section 46(2) of the *Broadcasting Act* to provide an international service, Radio Canada International (RCI). RCI (rcinet.ca) is available in five languages: English, French, Spanish, Arabic and Mandarin.

We are required to comply with licensing and other regulatory obligations established by the Canadian Radio-television and Telecommunications Commission (CRTC), as well as any requirements under the *Radiocommunication Act* that may apply to our use of the radiocommunication spectrum.



³ This map shows the locations of our CRTC-licensed and affiliated radio and television stations across Canada, as well as our designated digital station and our affiliate station. Note that digital services are also offered in the other stations. The map does not include our additional newsgathering locations and international news bureaus, whether permanent or pop-ups.

4. OUR OPERATING ENVIRONMENT

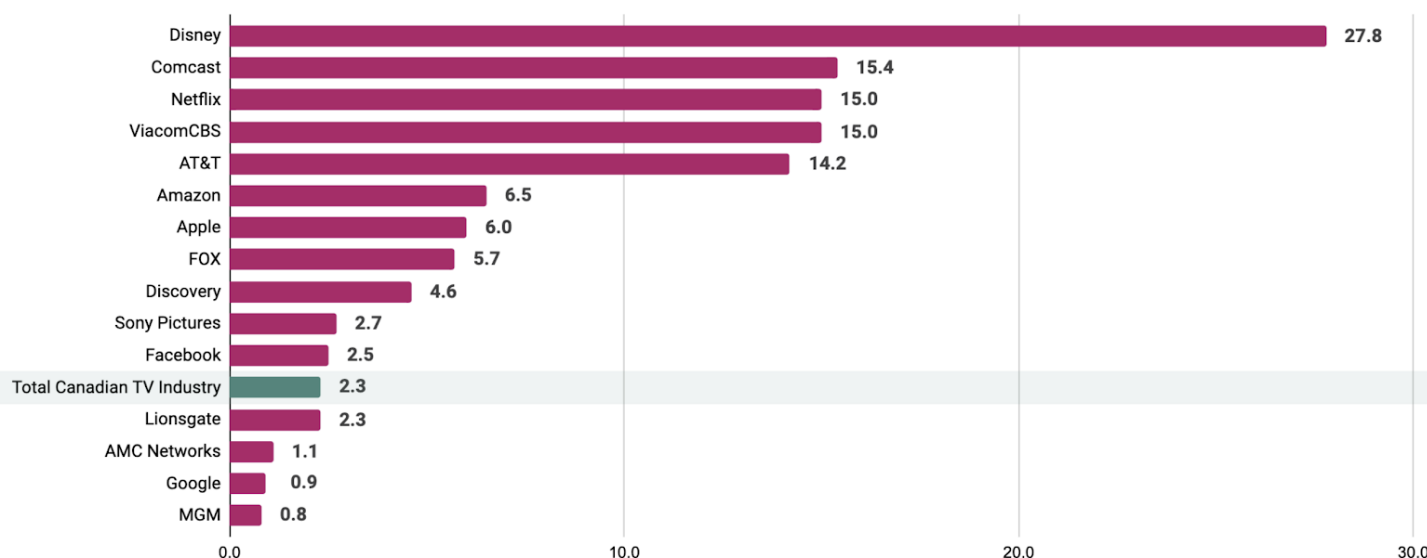
We exist to serve Canadians. As their media habits change, we adapt to reach them where they are, on the devices and platforms they use. While traditional platforms still account for a large share of media consumption, the digital shift is ongoing, accelerating and disrupting the industry. This shift is fragmenting audiences, and is impacting revenue, the cost of content creation and competition for talent, as well as peoples' trust in the content they access online. We are prepared to face these challenges head on.

A major source of distortion in the Canadian media industry comes from digital giants that have captured significant market share, especially in the Subscription Video on Demand market. Global players like Netflix and Amazon Prime Video are dominating the market. New major players like Disney+ and Apple TV+ are also competing for audiences with high-quality global content, as are domestic providers such as Crave and Club illico and our ICI TOU.TV and CBC Gem.

In this environment, Canadians can choose from the best content from all over the world. The success of media players in this crowded field is determined by their content offering. Those who can leverage global subscription bases to monetize content investments and offer expensive and distinctive content have a significant competitive advantage.

2019 Content Spend

In billions of US dollars



Source: 2019 Communications Monitoring Report based on 2018 Canadian Programming Expenditures data and using 2018 Bank of Canada annual conversion rate to US.

Source: 2019 Variety Intelligence Platform.

In 2019, foreign streamers spent tens of billions of dollars on international content made available in Canada, while domestic players, as a whole, invested the equivalent of USD 2.3 billion. This has impacted our ability to compete for the best studios, stories and talent. We can't compete financially at this scale, so we need to focus our efforts where we have an edge: on distinctive Canadian storytelling that appeals to both domestic and foreign audiences.

Countries around the world are also joining forces to respond to global competition in their respective markets. This includes the Alliance joint venture between France Télévisions, Zweites Deutsches Fernsehen (ZDF, Germany) and Rai (Italy), and Britbox, a collaboration between the British Broadcasting Corporation (BBC) and ITV in the UK. We have also partnered with other public broadcasters such as the BBC, France Télévisions, Australian Broadcasting Corporation (ABC) and ZDF to enhance both our international reach and the impact of our content.

Trust in news and information has also been impacted by the digital shift. The rise of news accessed online, and specifically on social media, has increased disinformation. Overall, Canadians continue to trust traditional media over alternative options. Strengthening our role as Canada's most trusted media brand will be key moving forward. A loss of local news media in smaller communities is also of concern. Working closely with our private-sector partners, CBC/Radio-Canada is working to support the news ecosystem and a diversity of trusted Canadian sources.

Today, we serve Canadians on every device they use. However, the regulatory system has not yet adjusted to current viewing and listening habits, nor to the need for Canadian companies to be nimble in an increasingly digital environment. By working with the government to help modernize Canada's legislation and policies, we will have the tools to meet current and future challenges. This year, the Corporation participated in the federal government's Broadcasting and Telecommunications Legislative Review. Our submission, entitled [Our Culture, Our Democracy: Canada in the Digital World](#), put forward recommendations for modernizing Canada's cultural legislation and proposed bold recommendations to ensure a strong public broadcaster that supports Canadian culture and democracy in the digital world and better supports the Corporation's programming mandate.

Our CRTC licence renewal application proposes, for the first time, to account for all of the ways Canadians use our services on traditional and other media platforms. Our innovative new commitments are creating a bridge to the future. We are also proposing to offer more youth and local programming across our platforms; to consult Indigenous communities on content created by and for them; and to better reflect diversity and gender parity on our platforms and in our own workforce. The CRTC's public hearing for our licence renewal, originally planned for May 2020, was postponed to January 11, 2021 due to the COVID-19 pandemic.

CBC/Radio-Canada is a modern, multiplatform media company. With our three-year strategy, we are well positioned to meet the challenges of the evolving broadcasting and communications environment.



5. YOUR STORIES, TAKEN TO HEART - STRATEGIC INITIATIVES 2019-2022

PUTTING AUDIENCES FIRST

Your Stories, Taken to Heart is our three-year strategy. It builds on the success of our existing services and aims to increase and deepen audience engagement. Most importantly, it's focused on our audiences.

The more we can get to know Canadians, the better we can serve them.

Audiences deserve our best. And our best means taking Canadians' stories to heart. Doing so with creativity and integrity. Striving for inclusiveness and relevance every day in the stories we tell and share.

Our promise is to put our audiences first; to prioritize our role as Canada's most trusted media brand; to earn their trust and work hard to keep it every day; and to build lifelong relationships with as many Canadians as we can.

We are also going to address the financial challenges that everyone in our industry is facing. We will find new, innovative ways to increase the revenue we earn so that we counter the decline in revenue and ensure the stability of jobs and services in the future.

A CHAMPION OF CANADIAN CULTURE

Given the growing dominance of global digital companies that threaten to drown out the country's stories, as well as its news and information, we are committed to ensuring that Canadian culture thrives in the future.

- We will be a champion for Canadian voices and stories in a world where the proliferation of foreign content could all too easily drown them out.
- We will be a beacon for truth and trust against "fake news" and algorithms that put democracy and the respect for different perspectives at risk.
- We will offer solutions to the rising dominance of digital global players. We will implement a plan to help make Canadian culture a strong, global business.
- We will continue to call for policy changes so that digital companies – both foreign and domestic – which are profiting from Canadians' love of content, contribute to the creation of Canadian culture, as traditional broadcasting companies already do.

MISSION

CBC/Radio-Canada celebrates Canadian culture and supports democratic life through a wide range of content that informs, enlightens and entertains.



Each and every decision we make over the life of this strategy will be made with the following principles in mind:

PUTTING AUDIENCES, INDIVIDUALS AND COMMUNITIES FIRST

More than ever we will create audience-centric, audience-driven, tailored content and relevant experiences that connect Canadians to their communities, their country and the rest of the world.

BUILDING A LIFELONG RELATIONSHIP WITH CANADIANS

We are going to strengthen our commitment to Canadians of all ages. That starts with more content for children that reflects their experiences and perspectives; that ignites and fuels their dreams and aspirations. It also means strengthening our services in local communities and to traditionally under-represented groups.

STRENGTHENING OUR ROLE AS CANADA'S MOST TRUSTED BRAND

Today we are the most trusted media brand in Canada. That trust is our most precious asset. We're going to build on that trust and use it to support better-informed communities and enlightened exchanges of ideas and perspectives.

BUSINESS PRIORITY

We will increase the revenue we earn and find new revenue opportunities to fund the content that is important to Canadians. This will help ensure greater financial sustainability. This strategy is about applying creative approaches to existing challenges to ensure we can continue to offer Canadians what they need from their public broadcaster.

2019-2022 STRATEGIC INITIATIVES AND ACCOMPLISHMENTS

The following section highlights the strategic initiatives we will implement for each priority over the life of the *Your Stories, Taken to Heart* strategy. It also reports on the progress we have made in 2019-2020. For more information on our strategic plan, see our [corporate website](#).



1. CUSTOMIZED DIGITAL SERVICES

We will create the personal, relevant and engaging experiences that Canadians expect. Our goal is to make sure all Canadians see themselves reflected in our digital services while connecting them to the many communities and voices that make our country great.

Strategic Goal: In 2022, CBC/Radio-Canada’s digital services and content offerings will reflect Canada’s cultural realities, will be easily accessible and will serve Canadians as individuals, as well as members of communities with shared experiences.

Strategic Initiatives CBC and Radio-Canada	2019-2020 Accomplishments
Give Canadians the option of customizing our digital products for an enhanced experience tailored to their interests and to drive deeper engagement.	Invested in personalization capabilities for our digital services, specifically membership infrastructure, data analytics, recommendations and dynamic navigation.
Make ICI TOU.TV and CBC Gem leaders in Canadian on-demand video.	Initiated a project to harmonize the digital infrastructure and capabilities of our Over-the-top (OTT) services: ICI TOU.TV and CBC Gem.
Catapult our leadership in Canadian on-demand digital audio services.	Continued rolling out our exclusive, first-run content on ICI TOU.TV and CBC Gem with new programming like Cerebrum , Fragile , Warigami and Utopia Falls .
	Launched the Radio-Canada OHdio and CBC Listen audio apps, creating single destinations for audiences to stream our talk, music and podcast content.
	Expanded our digital news-related offerings with Décrypteurs , Carbone and Flash info on Radio-Canada, and enhanced CBC News app features for the federal election.

2. ENGAGING WITH YOUNG AUDIENCES

We will become a leader in bringing the best content to our children and youth with the goal of enriching their lives and helping them engage with their country.

Strategic Goal: In 2022, CBC/Radio-Canada will forge lifelong relationships with children of all ages by offering a wide range of programming on multiple platforms.

Strategic Initiatives CBC and Radio-Canada

Become a leading brand for children and youth content.

Spark young people's curiosity and create an emotional bond with CBC/Radio-Canada.

Expand our range of services for children of all ages, with more kids and youth content available across CBC/Radio-Canada and partner platforms.

2019-2020 Accomplishments

Increased the hours of kids programming in original video content, offering new programs like CBC's [Detention Adventure](#) and [Endlings](#) and ICI TÉLÉ's [Alix et les Merveilleux](#) and [100 génies](#), a prime-time show.

Accelerated investments in kids audio content such as Radio-Canada's interactive podcast with [Arthur L'aventurier](#) and CBC's [The Story Store](#).

Engaged directly with kids through initiatives, events and live specials such as the Creator Network, CBC Kids days and the [Zone Jeunesse Tour](#).

Expanded our news content for young audiences with [MAJ \(Mon actualité du jour\)](#), for kids 13 and under on Radio-Canada.ca, YouTube and Instagram, and the [RECAP](#) weekly video summary on CBC Television, CBC.ca and YouTube.

Enhanced our coverage to promote the value of youth sports at events like the [Lausanne 2020 Youth Olympic Games](#) and the 2019 Canadian Little League Championships.

Increased our kids offering during the COVID-19 pandemic [on CBC and Radio-Canada](#) and made Curio.ca available to Canadians for free.

3. PRIORITIZING OUR LOCAL CONNECTIONS

This is the heart of our connection with Canadians. We will strengthen this connection with significant local and regional content that is relevant to people in their communities, and bring those communities to the rest of the country.

Strategic Goal: In 2022, CBC/Radio-Canada will strengthen our connection to Canada's regions by re-imagining our local/regional offerings, across multiple platforms, to better meet each community's needs.

Strategic Initiatives CBC and Radio-Canada

Enhance our service to Canada's regions and to our local communities.

Give our regions a greater presence on our national services through both content and programs.

Deepen our presence and connection in the regions.

2019-2020 Accomplishments

Added new regional content such as [Chant'Ouest](#) and on [Podium](#) on Radio-Canada, and [The Cost of Living](#) and [The Doc Project](#) on CBC Radio One.

Produced more content outside of Montreal and Toronto to showcase communities across the country such as [5 degrés](#) on ICI ARTV and the [Absolutely Canadian](#) documentary series on CBC Television.

Expanded our news offering by extending Radio-Canada's newsgathering presence in key markets like Sherbrooke, Trois-Rivières and Saguenay, and by adding geo-location features on CBC Listen to better enable access to local content.

Collaborated with local communities across the country by partnering with local funding agencies, strengthening the Local Program Development Fund and enhancing the digital journalism training centre in Regina.

Covered the 2019 federal election in every region to inform voters on the issues affecting them in their communities through podcasts like [West of Centre](#) and reports on key election issues such as [la culture forestière à Port Renfrew](#).



4. REFLECTING CONTEMPORARY CANADA

We will reflect the range and richness of this country's diversity, celebrating our different perspectives and all the things that bring us together. We will do this in our staffing, as well as our content choices.

Strategic Goal: In 2022, CBC/Radio-Canada will reflect the socio-demographic realities of Canada in everything it does, from our workforce to our programming.

Strategic Initiatives CBC and Radio-Canada

Reflect the full range of Canadian diversity on air, in our content and within our workforce.

Build stronger connections with Indigenous communities, including through content and training commitments.

2019-2020 Accomplishments

Committed to filling at least one key creative position with a person from a diverse background on all scripted and factual commissioned programs by 2025.

Launched programs to diversify our workforce, such as [Synergies+](#) that helps connect talent with our workforce and partners, and accelerated the implementation of internal diversity initiatives (e.g., Developing Diverse Emerging Leaders program, CBC Abilicrew Placements for Excellence program).

Committed to enhancing the gender parity of our content by launching *Femmes expertes* and by increasing the coverage of women's sports.

Expanded our programming to better reflect Indigenous lives, with a series featuring an Indigenous director and cast ([Trickster](#)), a mobile news unit at Radio-Canada for Indigenous people to create original content, and an online resource to explore Indigenous languages ([Original Voices](#)).

5. TAKING CANADA TO THE WORLD

Anyone who watches Netflix or uses iTunes knows that today we live in a global market. If Canadian culture is going to be strong, it needs to be part of the global market from which Canadians now consume more content. We will ensure our country and Canadian creators are seen and heard the world over.

Strategic Goal: In 2022, CBC/Radio-Canada will promote Canada's culture, creative talent and perspectives through internationally appealing programming and news offerings in all formats.

Strategic Initiatives CBC and Radio-Canada

Develop more international partnerships with other public broadcasters and global players.

Increase the distribution of our content to more platforms for greater impact internationally.

2019-2020 Accomplishments

Established partnerships to collaborate with [ABC](#), the [BBC](#), [France Télévisions](#), TV5Monde and [ZDF](#) to bring Canadian stories to international audiences.

Strengthened business relations with independent producers and global players to co-finance or co-produce our content with high international potential drama series such as [C'est comme ça que je t'aime](#) and [Coroner](#).

Developed our international podcast offering to extend our audience reach and stories internationally by partnering with Médias Francophones Publics members ([Washington d'ici](#)), Radio France, and Norway's Verdens Gang and ABC ([Hunting Warhead](#)). Also announced the television adaptations of [five original CBC podcasts](#).

Led the [Public Media Alliance's Global Task Force for Public Media](#) to address the challenges facing broadcasters around the world.

Joined the [Trusted News Charter](#), a BBC-led initiative, to protect audiences from disinformation through collaborations on source authentication, civic information and media education.

6. MEASURING OUR PERFORMANCE

Our Performance – Mandate and Vision

As Canada's national public broadcaster, establishing metrics to track and assess the perception of our performance is essential to demonstrating our accountability to Canadians. The Mandate and Vision perception survey allows us to monitor Canadians' perceptions of their public broadcaster, and how well they believe our services fulfill the Corporation's mandate. The data are collected via a survey conducted among representative samples of anglophone and francophone Canadians.

Highlights based on the 2020 survey results follow.⁴

83% of Canadians use at least one of our services in a typical month

87%

of Canadians say it is important for Canada to have a national public broadcaster like CBC/Radio-Canada

72% + 15%

85%

of Canadians agree that there is a clear need and role for CBC/Radio-Canada into the future

69% + 16%

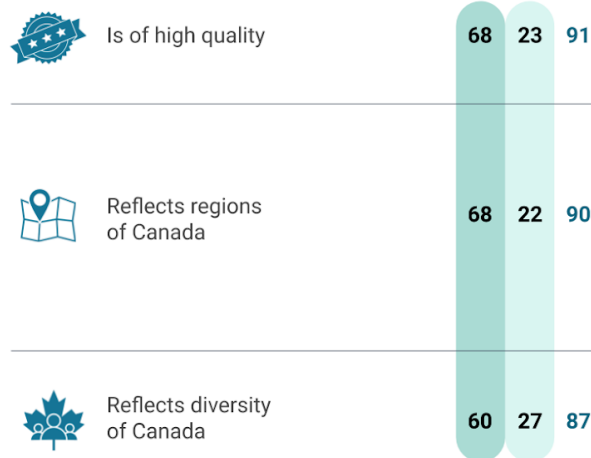
Top 3 overall perception scores

The vast majority of Canadians agree that CBC/Radio-Canada...



Top 3 programming scores

The vast majority of our users* agree that CBC/Radio-Canada's programming...



Strongly Agree (8-10) + Agree (6-7) = Total

⁴ Source: The Mandate and Vision perception survey, Leger's online panel (LEO), Spring 2020. Each perception result represents the percentage of Canadians who agree (i.e., 6 or 7 on a 10-point scale) and who strongly agree (i.e., 8, 9 or 10 on a 10-point scale) with each statement.

*Users of our main services (i.e., CBC TV, CBC Radio One, CBC.ca, ICI TÉLÉ, ICI PREMIÈRE or ICI Radio-Canada.ca).

OUR PERFORMANCE – YOUR STORIES, TAKEN TO HEART

Below are the Key Performance Indicators (KPI) that measure and track our progress with respect to our strategy, *Your Stories, Taken to Heart*, and its five strategic priorities: customized digital services, engaging with young audiences, prioritizing our local connections, reflecting contemporary Canada and taking Canada to the world.⁵ These priorities are shaping our strategic initiatives for the next two years. For more information on the implementation of our strategy, see our *Strategic Initiatives* section on page 8.

Targets are specific to the markets we operate in and consider a number of factors such as market realities, competition and service penetration rate. This year's targets and results outlined below are discussed further in the CBC and Radio-Canada sections on the following pages.

Targets for 2020-2021 have been established using our best estimates of the continued impact of the COVID-19 pandemic. Due to the unknown duration and severity of the pandemic, we are anticipating a greater level of measurement uncertainty and volatility in our performance metrics during 2020-2021. Updates on our performance against these targets will be provided in our quarterly reports.

CBC/RADIO-CANADA 2019-2020 RESULTS

INDICATORS	MEASUREMENTS	RESULTS 2018- 2019	TARGETS 2019- 2020	RESULTS 2019- 2020	TARGET MET OR EXCEEDED	TARGETS 2020- 2021
CUSTOMIZED DIGITAL SERVICES						
1. Digital reach of CBC/Radio-Canada ⁶	Monthly average unique visitors	20.2M	20.4M	21.7M	✓	21.5M
2. Digital engagement with CBC/Radio-Canada ⁷	Monthly average minutes per visitor	N/A	45 min/vis	44 min/vis		43 min/vis
ENGAGING WITH YOUNG AUDIENCES						
3. Digital visits to CBC/Radio-Canada kids content ⁸	Monthly average visits	N/A	1,487K	1,938K	✓	2,066K
PRIORITIZING OUR LOCAL CONNECTIONS						
4. Digital engagement with CBC News/Regions ⁷	Monthly average minutes per visitor	N/A	27 min/vis	25 min/vis		25 min/vis
5. Digital engagement with Radio-Canada Info/Régions ⁷	Monthly average minutes per visitor	N/A	12 min/vis	15 min/vis	✓	16 min/vis
REFLECTING CONTEMPORARY CANADA						
6. Employment equity representation ⁹	% of new external hires	29.8%	30.2%	33.3%	✓	38.4%

N/A = not applicable or not available

Our performance metrics are evolving as the media industry continues to undergo a digital transformation. Canadians consume media content on multiple devices from an ever-growing array of content providers. As media consumption habits change, measurement suppliers and the Corporation are refining and introducing new methodologies to ensure accuracy and completeness of data. Since some of these are used to measure our strategic and operational performance, adjustments to targets and historical results may be required to enhance comparability.

⁵ The KPIs for *Your Stories, Taken to Heart* is the complete measurement framework for the Corporation, and replaces our KPIs and Accountability Plan from the previous strategic plan. Our fifth strategic priority – taking Canada to the world – is measured via an internal KPI.

⁶ Source: Comscore Media Metrix® Multi-Platform, Total Audience (desktop 2+, mobile 18+), Average of Monthly Unique Visitors, April to March, Canada. Unduplicated reach of CBC/Radio-Canada digital platforms.

⁷ Source: Comscore Media Metrix® Multi-Platform, Total Audience (desktop 2+, mobile 18+), Average monthly minutes per visitor to CBC/Radio-Canada | CBC News/Regions | Radio-Canada Info/Régions, April to March, Canada.

⁸ Source: Adobe Analytics, average of monthly visits to kids content on Zone Jeunesse, ICI TOU.TV, CBC Kids sites, CBC Kids News and CBC Gem, April to March. Due to measurement issues, visits to l'Appli des petits were only included from April to December 2019.

⁹ This metric is made up of three groups: Indigenous peoples, persons with disabilities and visible minorities.

Customized digital services – Our digital reach continued to increase in 2019-2020, and exceeded its annual target, as Canadians turned to our digital platforms for compelling programming content and as a source of information, especially during significant news events like the federal election and the COVID-19 pandemic. With 21.7 million unique visitors per month, we continue to reach more Canadians through our digital platforms than ever before. As a result of Canadians spending more time on our digital platforms, digital engagement grew during the year and nearly reached its target.

Engaging with young audiences – Driven by the success of new youth offerings by CBC and Radio-Canada, traffic to our digital kids content significantly exceeded its target this year.

Prioritizing our local connections – Prioritizing our local connections and covering major news events from across the country – such as the provincial and federal elections, flooding, and COVID-19 – was a priority for us this year. Digital engagement for our news, info and regions sections exceeded target for Radio-Canada, but finished the year below target for CBC.

Reflecting contemporary Canada – The employment equity representation of our new employees exceeded target this year, and was the highest annual result we have achieved since launching the initiative. Throughout the Corporation, one out of three new hires came from a diverse group. Our continued implementation of our [Diversity and Inclusion Plan](#) across all of CBC/Radio-Canada's groups contributed to this success.



OUR PERFORMANCE – MEDIA LINES

We use Media Lines reporting to measure performance against our operational targets, which mostly focus on audience reach and share through our various platforms and revenue across all our services. While the Corporation continues to monitor the performance of its discretionary television services, we have not reported our subscribers' results for competitive reasons.

RADIO-CANADA 2019-2020 RESULTS

INDICATORS	MEASUREMENTS	RESULTS 2018- 2019	TARGETS 2019- 2020	RESULTS 2019- 2020	TARGET MET OR EXCEEDED	TARGETS 2020- 2021
CUSTOMIZED DIGITAL SERVICES						
Digital reach ¹⁰	Monthly average unique visitors	4.8M	4.9M	5.2M	✓	5.1M
Digital engagement ¹¹	Monthly average minutes per visitor	N/A	47 min/vis	52 min/vis	✓	47 min/vis
ENGAGING WITH YOUNG AUDIENCES						
Digital visits to kids content ¹²	Monthly average visits	N/A	287K	352K	✓	379K
PRIORITIZING OUR LOCAL CONNECTIONS						
Digital engagement with Radio-Canada Info/Régions ¹¹	Monthly average minutes per visitor	N/A	12 min/vis	15 min/vis	✓	16 min/vis
REFLECTING CONTEMPORARY CANADA						
Employment equity representation ¹³	% of new external hires	N/A	16.5%	17.7%	✓	21.7%
TELEVISION AND RADIO						
ICI TÉLÉ ¹⁴	Prime-time audience share	22.9%	22.9%	23.5%	✓	21.4%
ICI RDI, ICI ARTV and ICI EXPLORA ¹⁴	All-day audience share	4.9%	4.7%	5.2%	✓	5.3%
ICI PREMIÈRE and ICI MUSIQUE ¹⁵	All-day audience share	26.5%	26.5%	25.5%		25.5%
REVENUE						
Total revenue ¹⁶	Conventional, discretionary, online	\$218M	\$216M	\$217M	✓	\$184M

N/A = not applicable or not available

Our performance metrics are evolving as the media industry continues to undergo a digital transformation. Refer to page 16 for more information on our methodologies.

¹⁰ Source: Comscore Media Metrix® Multi-Platform, Total Audience (desktop 2+, mobile 18+), Average of Monthly Unique Visitors, April to March, Canada. Unduplicated reach of Radio-Canada digital platforms.

¹¹ Source: Comscore Media Metrix® Multi-Platform, Total Audience (desktop 2+, mobile 18+), Average monthly minutes per visitor to Radio-Canada | Radio-Canada Info/Régions, April to March, Canada.

¹² Source: Adobe Analytics, average of monthly visits to kids content on Zone Jeunesse on Radio-Canada.ca and ICI TOU.TV, April to March. Due to measurement issues, visits to l'Appli des petits were only included from April to December 2019.

¹³ This metric is made up of three groups: Indigenous peoples, persons with disabilities and visible minorities.

¹⁴ Source: Numeris PPM, francophones in Quebec, aged 2+, ICI TÉLÉ: September to April (regular season); ICI RDI, ICI ARTV and ICI EXPLORA: April to March.

¹⁵ Source: Numeris, fall survey (diary), francophones 12+ in Radio-Canada areas in which a Radio-Canada-owned station is located, all-day audience share.

¹⁶ Includes advertising revenue, subscription revenue and other revenue (e.g., content sales).

Customized digital services – Digital reach exceeded its annual target. The fiscal year featured coverage of the federal election in October and the COVID-19 pandemic in March.

Engagement was up and exceeded the target, driven largely by ICI TOU.TV and Radio-Canada.ca's Régions section. Visitors were increasingly loyal across all platforms (desktop, mobile and tablet).

Engaging with young audiences – Visits were up and ahead of target, driven by kids programming on ICI TOU.TV. The month of March built on the strong performance of our kids content throughout the year.

Prioritizing our local connections – Users' digital engagement with News and Regional Services content was up substantially and exceeded the target, thanks to the sustained growth of regional contents and the coverage of major events in 2019 and 2020 (floods in Quebec, the federal election and the COVID-19 pandemic).

Reflecting contemporary Canada – The last quarter's results allowed us to exceed the target, driven largely by new visible-minority hires. The successful communications campaigns and team outreach initiatives held in the fall were contributing factors.

Television and radio – ICI TÉLÉ's audience share was up over last year and exceeded the annual target. The increase in viewing time offset the decrease in reach.

The combined share of our discretionary channels was above our annual target, mostly due to ICI RDI and its news coverage throughout the year. ICI ARTV and ICI EXPLORA met their respective targets.

After posting record results in recent years, radio audience shares in our regional markets held relatively stable across the country.

Revenue – Increased subscription revenue and stable advertising revenue allowed us to achieve our annual target.



CBC 2019-2020 RESULTS

INDICATORS	MEASUREMENTS	RESULTS 2018- 2019	TARGETS 2019- 2020	RESULTS 2019- 2020	TARGET MET OR EXCEEDED	TARGETS 2020- 2021
CUSTOMIZED DIGITAL SERVICES						
Digital reach ¹⁷	Monthly average unique visitors	17.4M	17.4M	18.2M	✓	18.1M
Digital engagement ¹⁸	Monthly average minutes per visitor	N/A	37 min/vis	34 min/vis		35 min/vis
ENGAGING WITH YOUNG AUDIENCES						
Digital visits to kids content ¹⁹	Monthly average visits	N/A	1,200K	1,586K	✓	1,687K
PRIORITIZING OUR LOCAL CONNECTIONS						
Digital engagement with CBC News/Regions ¹⁸	Monthly average minutes per visitor	N/A	27 min/vis	25 min/vis		25 min/vis
REFLECTING CONTEMPORARY CANADA						
Employment equity representation ²⁰	% of new external hires	N/A	39.2%	42.6%	✓	47.7%
TELEVISION AND RADIO						
CBC Television ²¹	Prime-time audience share	5.0%	5.3%	5.1%		5.0%
CBC News Network ²¹	All-day audience share	1.4%	1.4%	1.7%	✓	1.7%
CBC Radio One and CBC Music ²²	All-day audience share in the 5-PPM markets	13.5%	13.1%	15.7%	✓	15.1%
CBC Radio One and CBC Music ²³	Monthly average national reach	N/A	12.3M	12.2M		12.2M
REVENUE						
Total revenue ²⁴	Conventional, discretionary, online	\$212M	\$210M	\$211M	✓	\$184M

N/A = not applicable or not available

Our performance metrics are evolving as the media industry continues to undergo a digital transformation. Refer to page 16 for more information on our methodologies.

Customized digital services – Digital reach exceeded target primarily from the coverage of the fall federal election and a heavy news cycle in the last quarter due to Ukraine International Airlines Flight 752 and the COVID-19 pandemic.

Engagement was up in the last quarter, as a result of improvements made to the overall video experience across all our platforms. These changes resulted in a surge in time spent in late March when CBC News Network was made available for free to all Canadians at the start of the pandemic. Momentum from the launch of CBC Listen earlier in the year meant audio streaming also began to contribute to performance late in the year.

¹⁷ Source: Comscore Media Metrix® Multi-Platform, Total Audience (desktop 2+, mobile 18+), Average of monthly unique visitors, April to March, Canada. Unduplicated reach of CBC digital platforms.

¹⁸ Source: Comscore Media Metrix® Multi-Platform, Total Audience (desktop 2+, mobile 18+), Average monthly minutes per visitor to CBC | CBC News/Regions, April to March, Canada.

¹⁹ Source: Adobe Analytics, average of monthly visits to kids content on CBC Kids sites, CBC Kids News and CBC Gem, April to March.

²⁰ This metric is made up of three groups: Indigenous peoples, persons with disabilities and visible minorities.

²¹ Source: Numeris PPM, persons aged 2+. CBC Television: September to April (regular season); CBC News Network: April to March.

²² Source: Numeris PPM, persons aged 2+, in the Toronto, Vancouver, Calgary, Edmonton and Montreal-anglophone markets.

²³ Source: Numeris PPM, persons aged 2+.

²⁴ Includes advertising revenue, subscription revenue and other revenue (e.g., content sales).

Engaging with young audiences – CBC Kids exceeded its target throughout the year, and also saw increased traffic in March due to the COVID-19 pandemic.

An engaging content strategy and collaboration with our digital product team combined to create an offering that drew loyal audiences to all of our kids sites.

Prioritizing our local connections – Engagement with CBC News/Regions finished just below target. A focus on improving audience experience and having video more broadly available across the CBC News app and CBC.ca enabled us to significantly increase engagement late in the year, primarily from our coverage of the COVID-19 pandemic.

Reflecting contemporary Canada – We exceeded target due to various programs in place to implement and deliver on our Diversity and Inclusion Plan. Some examples of these initiatives included CBC Abilicrew Placements for Excellence (CAPE) and CBC Developing Diverse Emerging Leaders (DEL) program, which provided employees with tools and strategies to skilfully advance their careers.

Television and radio – CBC Television’s prime-time share improved from last year, but did not achieve the target due to softer audiences in the fall, and despite a rebound in the last quarter with a strong winter programming schedule.

CBC News Network’s share exceeded target, driven mostly by one-time major news events and stories such as the federal leaders’ debate and federal election. In the fourth quarter, Canadians devoted more of their time to news programming given significant news events in January (Flight 752, Australian wildfires, Newfoundland and Labrador blizzard) and COVID-19.

CBC Radio saw its audience share exceed its target, driven by the growth in CBC Radio One while CBC Music remained on par with last season.

Revenue – CBC marginally exceeded its revenue target due to digital advertising growth offsetting continued declines in discretionary TV subscribers and conventional advertising. This result was achieved despite a competitive environment and unpredictability in the last quarter.

MEASURING OUR CANADIAN CONTENT²⁵

Regulatory requirements for Canadian content on television are specified by the CRTC, which sets conditions of license for ICI TÉLÉ and CBC Television. As shown in the table below, for the past five years ICI TÉLÉ and CBC Television exceeded the CRTC’s Canadian content conditions of license, both over the whole day and in prime time.

Yearly Conditions of License		Canadian Content Results - Broadcast Year (Sep. 1 to Aug. 31)				
		2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
ICI TÉLÉ						
Broadcast day	75%	82%	84%	82%	79%	79%
Prime time	80%	91%	94%	96%	92%	91%
CBC Television						
Broadcast day	75%	92%	84%	81%	82%	78%
Prime time	80%	87%	85%	87%	87%	84%

²⁵ The broadcast day covers Monday to Sunday, from 6 AM to 12 AM. Prime time covers Monday to Sunday, from 7 PM to 11 PM.

7. FINANCIAL OUTLOOK

CBC/Radio-Canada depends on both its parliamentary appropriation and a range of commercial revenue, including advertising, to support the programs and services it provides to Canadians. This diversified financial model is more important than ever as the continued disruption of the media business and the economic pressures related to the COVID-19 pandemic create challenges for all companies. Advertising revenue from conventional TV will continue to be under pressure as big digital players attract a larger share of this revenue. Digital streaming companies invest billions in quality content, which they can monetize on a global scale. In addition, we do not receive inflation funding on the goods and services portion of our budget.

Without additional funding, program spending in future years will have to be reduced to match available resources, and some services will have to be reduced.

FINANCIAL PROJECTIONS

The Financial Projections in Appendix A present the Corporation's financial picture for 2019-2020 through to 2024-2025. The balanced position presented between 2020-2021 and 2024-2025 is achieved by matching expenditures to expected resources.

The projections are based on a series of assumptions pertaining to key factors (e.g., economy, media industry, rules and regulations) that are difficult to predict and are beyond our control. Any changes to these factors may cause actual results to differ from the projections over the planning period.

Items of interest impacting, or that could impact, this Financial Outlook are discussed below.

- The Government of Canada has committed to modernizing Canada's media legislation: the [Broadcasting Act](#), the [Telecommunications Act](#) and the [Radiocommunication Act](#). As CBC/Radio-Canada's mandate and many of its obligations are determined by the *Broadcasting Act*, any changes could affect our financial outlook. We are working with the government to ensure a media ecosystem that continues to support the public broadcaster and its ability to serve all Canadians.
- On October 21, 2015, the International Olympic Committee (IOC) announced that we had been awarded the Canadian broadcast rights for the Beijing 2022 Olympic Winter Games and the Paris 2024 Olympic Games. We're now Canada's Olympic Network and official broadcaster for the next three Olympic Games, including Tokyo 2020, along with our broadcast partners Bell Media and Rogers Media. Due to the COVID-19 pandemic, the IOC announced that the Tokyo 2020 Olympic Games will be postponed by one year; the Games will now be held between July 23 and August 8, 2021. This will impact planned revenue and expenditures.
- We expect that advertising revenue will be negatively impacted in the coming months as advertisers reduce expenditures to offset declining revenues as Canadian and global efforts are focused on containment of the COVID-19 outbreak. Although audiences are up, the lack of demand from our advertisers is driving an advertising revenue decline. Advertisers are indicating they require a stabilization of their business revenue for at least a quarter before advertising spend can resume. We will monitor revenue and expenditures and, in response, implement cost-containment strategies.

BORROWING PLAN

The *Broadcasting Act*, Section 46.1, confers on CBC/Radio-Canada the authority to borrow up to \$220 million by any means, or such greater amount as may be authorized by Parliament, subject to the approval of the Minister of Finance. Section 54(3.1) of the Act requires that the Corporation's borrowing plan be included in its Corporate Plan for the approval of the Minister of Finance.

When the Corporation sold long-term receivables as reported in the 2010-2011 Corporate Plan, it provided a guarantee to the investors in order to obtain the best possible value for the sale. This guarantee was deemed to be borrowing.

In accordance with the terms of the approval from the Minister of Finance for this borrowing authority, CBC/Radio-Canada hereby provides a status report showing the outstanding amounts against the borrowing authority.

Total borrowing authority	\$220,000,000
Authority used as at March 31, 2020: guarantee on accounts receivable monetization	\$(83,257,000)
Remaining authority	\$136,743,000

Pursuant to the provisions of Sections 46.1(1) and 54(3.1) of the *Broadcasting Act*, the Corporation seeks the approval in principle of the Minister of Finance to borrow money not exceeding the remaining borrowing authority. CBC/Radio-Canada will submit specific borrowing proposals as required by the Minister of Finance for approval.

APPENDIX A: FINANCIAL PROJECTIONS (000)²⁶

The financial projections below are based on a series of assumptions pertaining to key factors (e.g., economy, media industry, rules and regulations) that are difficult to predict and beyond our control. Any changes to these factors may cause actual results to differ from the projections over the planning period.

	2019-2020	Projection 2020-2021	Projection 2021-2022	Projection 2022-2023	Projection 2023-2024	Projection 2024-2025
SOURCES OF INCOME						
Parliamentary appropriation for operating expenditures ²⁷	1,098,114	1,101,551	1,100,068	1,098,471	1,096,751	1,094,899
Amortization of deferred capital funding and working capital funding ²⁸	110,944	100,736	100,722	96,504	100,991	105,285
Advertising ²⁹	253,754	208,368	401,090	283,446	282,560	335,482
Subscriber fees, financing and other income	250,659	223,677	233,753	222,161	216,592	216,600
TOTAL SOURCE OF INCOME	1,713,471	1,634,332	1,835,633	1,700,582	1,696,894	1,752,266
EXPENDITURES						
Television, radio and digital services ³⁰	1,669,064	1,541,577	1,744,008	1,609,851	1,606,844	1,662,703
Transmission, distribution and collection	58,989	59,874	60,772	61,684	62,609	63,548
Corporate management	10,801	10,963	11,127	11,294	11,463	11,635
Finance costs	24,353	21,918	19,726	17,753	15,978	14,380
TOTAL OF EXPENDITURES	1,763,207	1,634,332	1,835,633	1,700,582	1,696,894	1,752,266
OTHER GAINS AND LOSSES						
Loss on disposal of property and equipment and intangibles	(9,368)	-	-	-	-	-
TOTAL OTHER GAINS AND LOSSES	(9,368)	-	-	-	-	-
NET POSITION³¹	(59,104)	-	-	-	-	-

²⁶ Results are based on International Financial Reporting Standards (IFRS) and exclude Other Comprehensive Income items such as actuarial gains and losses.

²⁷ Excludes salary inflation funding increases from the Treasury Board that have not been announced for fiscal years 2018-2019 to 2024-2025. It is assumed that salary inflation funding received will match the actual increase in salary expenditures. The small reductions in Operating Appropriations in future years reflect the annual transfer to the Capital Appropriation for bond payments and do not represent a reduction in government funding.

²⁸ Parliamentary appropriations received for capital expenditures are recognized over the average useful life of assets acquired using the appropriations in a given year. The capital budget is discussed in more detail in Appendix B.

²⁹ Reflects advertising revenues from television and digital services, and includes revenues from the Tokyo 2020 Olympic Games (now scheduled for 2021-2022), the Beijing 2022 Olympic Winter Games and the Paris 2024 Olympics Games.

³⁰ Expenditures (including depreciation of property, equipment and amortization of intangibles) related to CBC/Radio-Canada's main services, digital services and discretionary services. Reflects expenditures related to the Tokyo 2020 Olympic Games (now scheduled for 2021-2022), the Beijing 2022 Olympic Winter Games and the Paris 2024 Olympics Games.

³¹ Reflects the net results before Other Comprehensive Income (Loss). IFRS results include non-cash expenses not funded by our operating budget. A break-even position is assumed for future years.

APPENDIX B: CAPITAL BUDGET

CBC/Radio-Canada is highly dependent on technology and technology-based assets in the production and delivery of its various services. In addition, we operate one of the world's largest broadcast transmission and distribution systems, with 529 active transmission sites located throughout Canada (190 of these sites are owned, with the remaining 339 sites leased). We also manage a real estate portfolio of approximately 3.9 million square feet as of March 31, 2020, including 12 owned buildings and 64 leased properties in locations across Canada. In total, we employ \$1,033 million of net assets for our operations.

Capital assets are essential to the production and delivery of our services. We are committed to ensuring that these assets are acquired, managed and eventually disposed of in the most strategic and cost-effective manner possible. Achieving this goal in today's world of rapid technological change, shifting demographics and fast-evolving economic realities calls for new ideas and approaches. The capital budget investment plan is consistent with our strategic priorities.

CAPITAL GOVERNANCE AND PROCESS

To ensure that capital investments are implemented strategically and within available resource constraints, we maintain detailed project planning over a five-year planning horizon. Consequently, from one year to the next, most changes in the capital plan typically represent refinements to project estimates or shifts in the timing for project implementation between fiscal periods.

The governance framework around capital investments is tightly integrated among two management committees:

- **Capital Executive Team** – Responsible for strategic planning and governance of the overall capital process.
- **Capital Round Table** – Responsible for the development, execution and management of an integrated Corporation-wide project plan that responds to priorities within available resources.

Our capital process is based on industry best practices for project management and project portfolio management. As part of this process, all projects are rationalized and approved based on submission of a business case, which includes an in-depth financial analysis and detailed cost estimate. Tools and templates employed in the capital process follow industry best practices.

The volume and size of individual projects can vary from year to year. On average, there are some 300 projects in any single year, with nearly half of the projects running over two or more years. For projects where there is return on investment, net present value or payback analysis is required; these calculations are part of the justification and are included in the business case. For other types of projects, the justification for investment is based on legal and regulatory requirements or mission-critical investments to maintain operations where assets have reached end-of-life and are at risk of failure.

The Corporation is an agent of Her Majesty, except in respect to the Corporation's international service and the Corporation's employees (section 47(1) of the Act). As such, the Corporation may enter into contracts (47(2)) and acquire property (47(3)) in the name of Her Majesty (48(2)(a)), subject to a \$4,000,000 limit with regard to the acquisition of real property or the disposition of real or personal property (other than program material or

rights), as well as a \$15,000,000 (modified by Governor in Council approval) (48(2)(b)) expenditure limit for the lease of real property. Transactions involving greater amounts require the approval of the Governor in Council.

CONTEXT FOR THE CAPITAL INVESTMENT PLAN

Several of the Corporation's larger capital challenges are highlighted below.

METHODS OF PRODUCTION AND DELIVERY OF SERVICE

The broadcast industry assets employed in the production chain for radio, television, Internet streaming and mobile devices are increasingly moving toward integrated solutions and computer- and software-based tools. These tools demand much faster refresh rates than traditional assets of less than a decade ago. At the same time, high-definition television production technology will be implemented in the regions as related assets come up for normal refresh in the production chain.

REAL ESTATE STRATEGY

Representing 64 per cent of the \$1,033 million in net assets as at March 31, 2020, we have developed a strategy to optimize management of our real estate facilities. The real estate asset base is aging and has a growing maintenance deficit. The key goals of the strategy are to reduce operational costs, transfer real estate risk and maximize proceeds from the portfolio. We will also vacate and sell owned facilities and move into leased facilities where appropriate.

MAISON DE RADIO-CANADA (MRC) PROJECT UPDATE

The Governor in Council approval for the MRC project was granted in April 2017. The sale of the existing MRC was closed in July 2017, and construction of the new building started in the fall of 2017. Construction is substantially complete and occupation is planned for 2020. For more information on the project, please see the [new MRC website](#).

CAPITAL PLAN OVERVIEW

With a base capital budget that has remained unchanged since the 1990s, innovative solutions have necessarily been employed to address funding challenges for priority capital investments.

Our capital budget investment plan is an integral part of the long-term strategy. Planned projects support the strategy by ensuring that our production, distribution and other facilities are able to meet our operational requirements. Annual updates will be made to accommodate new investments and unforeseen priorities that will be defined as the strategy is implemented.

CAPITAL INVESTMENT PLAN

Subsection 54(4) of the *Broadcasting Act* requires that CBC/Radio-Canada submit its capital budget to the Minister of Canadian Heritage in its Corporate Plan, and that the Capital Budget for the upcoming year be submitted to the government for approval. As such, the Corporation's 2020-2021 Capital Budget is expected to be approved by the government in summer 2020 for \$130.5 million. This approval delay is due to the COVID-19 pandemic. A summary of the 2020-2021 five-year Capital Investment Plan follows.

SOURCES AND USE OF FUNDS (\$ 000)

AVAILABLE CAPITAL FUNDING	Budget 2020-2021	Forecast			
		2021-2022	2022-2023	2023-2024	2024-2025
Base capital appropriation	92,331	92,331	92,331	92,331	92,331
Capital leases (from operating to capital transfers and operating revenues)	19,916	21,412	26,419	24,136	25,988
Carryover from 2019-2020	15,000	0	0	0	0
Funding from sales of fixed assets	0	0	0	21,600	765
Funding from self-generated revenues	9,643	3,958	2,581	625	0
Transfer to operating budget	(6,421)	(6,421)	(6,421)	(6,421)	(6,421)
TOTAL AVAILABLE CAPITAL FUNDING	130,469	111,280	114,910	132,271	112,663

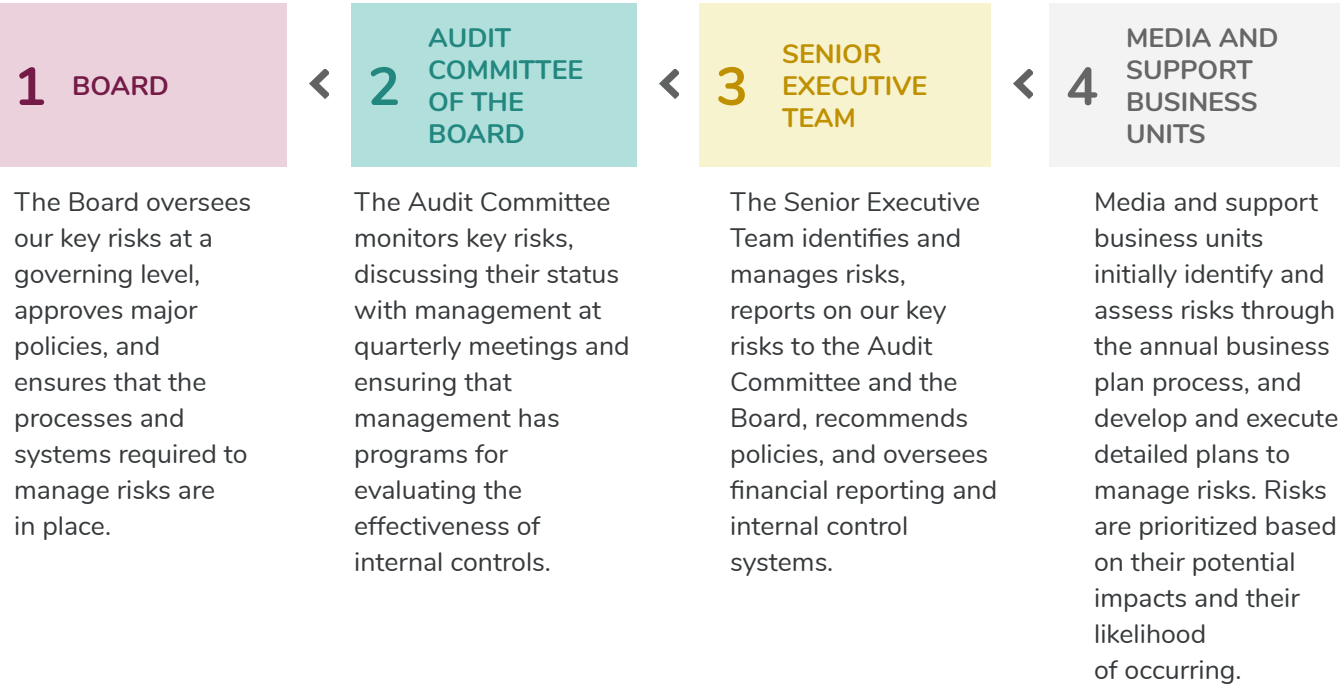
CAPITAL INVESTMENT PLAN	Budget 2020-2021	Forecast			
		2021-2022	2022-2023	2023-2024	2024-2025
Production infrastructure: digital, television and radio services	37,286	53,976	59,651	60,535	48,825
Enterprise systems and technology infrastructure	28,523	18,655	8,255	15,405	10,920
Presentation, collection, distribution and delivery	15,530	10,453	10,100	19,995	8,830
Property management	44,995	25,561	33,769	34,836	44,088
Fleet and minor capital purchases	4,135	2,635	3,135	1,500	0
TOTAL AVAILABLE CAPITAL FUNDING	130,469	111,280	114,910	132,271	112,663

APPENDIX C: RISK MANAGEMENT

We occupy an important place in the Canadian broadcasting system and face a unique set of risks. Like all broadcasters, we must adapt to technological changes, shifts in demographics, evolving consumer demands and structural changes in the industry. However, given our mandate to serve all Canadians, we also face a unique set of public expectations and financial challenges.

We apply effective risk management to ensure risks and opportunities that impact strategies, objectives and operations are identified, assessed and managed appropriately.

Our Risk Management Program is integrated into business processes across the Corporation. Responsibility for risk management is shared among the following groups:



In addition, our internal Audit Team plans its audits in accordance with the results of the risk assessment process and provides assurance that major risks are covered on a rotational basis by the annual audit plan.

The following table discusses the key risks we face.

1. PANDEMIC RISK - COVID-19

Key Risks

Canadians are grappling with the impacts of the coronavirus. Canadian and global efforts are focused on containing the outbreak and preventing further spread, as well as providing financial support during the shelter-in-place orders.

As Canada's public broadcaster, we provide essential services to Canadians including:

- Local, regional and national health and safety news and information.
- Much-needed educational and entertainment programming to families.
- Critical support to the country's creative community.

The health and welfare of our workforce is of utmost concern. Protracted shelter-in-place and teleworking may impact employee mental health and stress, particularly among those employees with younger children as schools and daycares are closed. We continue to operate newsrooms across the country in order to ensure uninterrupted service to Canadians.

Our essential operations and ability to fulfill our mandate may be at risk, as worsening conditions may reduce the number of employees available to continue operations.

The Tokyo 2020 Olympic Games are postponed to July 2021, which is in fiscal 2021-2022. This delay has impacted planned revenue and expenditures for fiscal 2020-2021.

Consumer and corporate demands for some goods and services are in decline due to shelter-in-place or social distancing directives. Advertising revenue will likely be negatively impacted as advertisers reduce expenditures to offset declining revenues.

The planning for the reintegration to work sites phase will be complex. Municipal, provincial and federal jurisdictions may implement a phased removal of shelter-in-place orders and allow different sectors to return to work at different times.

The future costs associated with social distancing in the workplace are as yet unknown.

Risk Mitigation

Continue to mobilize the National Crisis Management Team to steer corporate response to the evolving situation.

Continue to actively monitor and assess the situation and implement any necessary measures as new information becomes available.

Continue updating and communicating detailed guides for all employees, news teams and managers, which include guidance on:

- Procedures around sickness, personal precautions (e.g., self-isolation, teleworking, social distancing) and answers to common questions.
- Procedures and supplies for staff assigned to news coverage, including personal protective equipment and monitoring of symptoms, as required.
- Enhanced Employee Assistance Plan communications and services (e.g., introduction of telemedicine service, webinars for various teleworking topics).

Review and refresh business continuity plans to ensure they cover evolving extended public health emergency scenarios, including a potential second wave.

Continue enhanced cleaning protocols in CBC/Radio-Canada facilities.

Monitor revenue and expenditures and implement cost-containment strategies (reducing discretionary costs, delaying capital expenditures, other cost-saving initiatives).

Create a phased, flexible, adaptable plan for the eventual return to work sites that can evolve as conditions change.

To support Canada's creative industry during the ongoing pandemic, CBC launched **The CBC Creative Relief Fund** on April 1, 2020 to provide \$2 million in development and production funding to Canadian creators. CBC/Radio-Canada and the Canada Council for the Arts announced the creation of **Digital Originals** on April 21, 2020, a new time-limited funding initiative to help artists, groups and arts organizations pivot their work to online audiences during the COVID-19 pandemic.

Future Impacts

Continue to closely monitor the evolution of the virus and assess the impacts.

Continue and refine identified strategies.

Maintain ongoing communication with employees on the latest developments.

2. GOVERNMENT'S CULTURAL POLICIES MODERNIZATION AND CRTC LICENCE RENEWAL

Key Risks	Risk Mitigation	Future Impacts
<p>Our ability to deliver our mandate is challenged by the ongoing shift from traditional television to discretionary services and digital platforms, rapid technology changes, evolving media consumption habits, and industry fragmentation.</p> <p>The government has committed to modernizing the <i>Broadcasting Act</i>, the <i>Telecommunications Act</i> and the <i>Radiocommunication Act</i>. Since our mandate exists in the <i>Broadcasting Act</i>, any legislative changes could affect our services.</p> <p>Elements of the government's mandate letters to ministers may also have implications for CBC/Radio-Canada and our service to Canadians. Competing priorities could lead the government to change our mandate, independence and business model, which could profoundly impact our future and our opportunity to address our challenged business model.</p> <p>Our CRTC licences are due to be renewed. There is a risk that the CRTC could impose additional obligations that would be inconsistent with our strategy.</p>	<p>Promote and share our strategic plan with stakeholders, both internally and externally.</p> <p>Continue to demonstrate our value and relevance to stakeholders and reinforce the need for adequate stable funding with the government.</p> <p>Work with the government on the next steps to help build a media ecosystem that puts audiences first and serves all Canadians.</p> <p>Retain flexibility when making operating decisions to enhance agility.</p> <p>Monitor and participate in the various processes launched by the government.</p> <p>Develop, implement or modify strategies and contingency plans, as required.</p> <p>Monitor the arguments made by the interveners, correct any misinformation and prepare for the CRTC licence renewal hearing, when rescheduled.</p> <p>Reinforce our position that the upcoming licences:</p> <ul style="list-style-type: none"> • Must grant us flexibility as the broadcasting system continues to evolve. • Be consistent with our strategy. 	<p>Continue implementing our strategic plan, which outlines what we need to do to succeed now, as well as in an age beyond traditional broadcasting. It will ensure that the public media services we provide, and the operating model that supports those services, evolve in tandem with the changing expectations of Canadians and the shifts within our industry.</p>

3. CHANGING MEDIA LANDSCAPE

Key Risks	Risk Mitigation	Future Impacts
<p>Competition for audiences is intensifying. Various media groups, domestic and international, have significant financial strength and are investing heavily to capture the attention of audiences with quality content on various platforms.</p> <p>Our digital frameworks must be robust and scalable to withstand the adoption of new distribution methods, evolving audience and partner demands, and disruption in the media landscape.</p> <p>We must adapt to new realities, often outside traditional industry relationships.</p>	<p>Continue our focus on digital content.</p> <p>Create a harmonized OTT platform between CBC and Radio-Canada with a single data pool, competitive user experiences and functionalities.</p> <p>Adapt our performance measurement indicators to optimize decision making based on audience consumption habits.</p> <p>Continue evolving our technology to meet audience expectations.</p> <p>Negotiate rights agreements to ensure access to high-quality content on feasible financial terms.</p> <p>Continue to develop and implement data management tools and strategies to enhance our ability to track and customize content for audiences.</p>	<p>Serve audiences on the platforms they want to increase engagement with our content and increase the public value of our services, advertising and subscription revenue, as well as our relevance.</p>

4. FINANCIAL SUSTAINABILITY

Key Risks	Risk Mitigation	Future Impacts
Our operating environment remains challenging as conventional television advertising and subscription revenues decline and the shift to digital business models continues but not at the same financial pace.	Continue to invest in prime-time television, which is still the biggest driver of earned revenue for the company, while managing the shift from traditional to digital services.	Mitigate the effects of lower revenues and cost increases that reduce resources available for our strategic priorities.
Audience consumption patterns such as cord-cutting and cord-shaving are reducing cable and satellite subscription revenues.	Develop additional compelling, distinctly Canadian programming.	Adjust our strategic plan as necessary to respond to further advertising weakening and lower subscription revenue.
International streaming and continued audience fragmentation negatively impact our earned revenue.	Maximize our multiplatform strategy when broadcasting, acquiring or distributing content.	
Financial performance of the various Canadian media groups is putting downward pressure on prices and leading to a more aggressive approach to advertising volumes.	Continue to leverage new partnerships and accelerate focus on digital revenue opportunities.	
Given that our government funding is not fully indexed for cost increases and traditional advertising and subscription revenues are declining, significant risks are posed to the sustainability of our traditional business.	Play a leadership role in driving the advertising industry transformation around audience measurement and automation, and reinforce the value and effectiveness of television advertising.	
	Monitor and control costs, and reallocate financial resources to strategic priorities.	
	Continue to promote the value and importance of public broadcasting with key government decision makers.	

5. REPUTATION AND BRAND MANAGEMENT

Key Risks	Risk Mitigation	Future Impacts
CBC/Radio-Canada is among the most prominent and most discussed brands in the country. It is a sign of our importance that Canadians do not hesitate to express their opinions about their public broadcaster. At any time, our activities can generate public and media attention.	Increase the credibility and trust Canadians have in us by acting responsibly and being accountable to Canadians.	Ensure that our behaviour improves our credibility and public support.
There is a risk that negative perceptions of us, if unaddressed, could undermine credibility and public support.	Continue to work with other public broadcasters to underscore the importance of public media in combating misinformation and democratic debate around the globe.	
	Build a positive work culture by continuing to promote a safe, respectful and inclusive workplace through the Code of Conduct and mandatory training on topics, including ethics, the prevention of bullying and harassment, and unconscious bias.	
	Ensure our issues management and crisis management is responsive, responsible, and supports transparency and decisive action.	

6. INFORMATION SECURITY

Key Risks

The number, cost and complexity of cyber incidents for all companies worldwide continue to grow despite increased awareness and attention to cyber security.

While we are managing information security risks, evolving cyber threats have the potential to significantly disrupt operations and damage our brand.

There is a risk that personal information is disclosed or used without clear consent.

Risk Mitigation

Monitor and assess network security, cloud technologies and system vulnerabilities.

Enhance our information security rules, guidelines and procedures, and increase staff awareness and training on information security topics and protection of personal information.

Implement a new records management policy to impose classification obligations that address personal information. Train employees tasked with applying the new policy.

Develop protocols and adopt technologies that anonymize personal information.

Future Impacts

Continue and refine identified strategies.

7. IMPLEMENTATION OF HIGH-PROFILE PROJECTS

7a) Maison de Radio-Canada (MRC) Project

Key Risks

There is a risk that:

- The project may not achieve expected operational efficiencies, meet timelines or stay within budget, all of which would increase costs and impact the attainment of strategic objectives.
- Employees may not embrace change, which may erode engagement, morale and retention.
- Negative perceptions over project transparency may undermine credibility and stakeholder support.

Risk Mitigation

Maintain constructive business relationships with partners.

Ensure effective project management: proactively monitor, assess and control risks, and establish realistic schedules, budgets, and contingency plans to minimize changes during execution.

Enhance consultation and coordination with staff to prepare them for the move to the new building.

Ensure transparent communication to stakeholders about the economic benefits of the project.

Future Impacts

Continue to monitor the project and communicate transparently with stakeholders.

7b) Human Resources (HR) System Project

Key Risks

There is a risk that the planned HR system project will not achieve desired objectives, be over budget or negatively impact payroll operations.

Risk Mitigation

Put in place a strong governance structure to lead the HR system project.

Establish strong stakeholder buy-in that supports the change and transformation approach.

Continue with detailed implementation plans (e.g., precise financial, business process and resource planning).

Develop the implementation of a change management plan to align with HR modernization projects.

Future Impacts

Monitor the project and its implementation.

8. TALENT MANAGEMENT

Key Risks

The recruitment, retention and engagement of a strong, diverse workforce are essential to achieve strategic objectives.

There is a risk that workplace culture incidents, controversy and uncertainty may erode gains around staff engagement and morale, and create challenges in recruiting and retaining talent.

Increased competition for digital talent and a gap in our compensation relative to the market impact recruitment and retention.

Risk Mitigation

Roll out our annual engagement survey results and implement action plans to address areas of concern.

Develop an action plan and road map for joint initiatives with the unions on workplace culture to address common issues.

Continue implementation of the compensation strategy to phase in market adjustments to compensation.

Implement Year 3 of the 2018-2021 Diversity and Inclusion Plan.

Future Impacts

Maintain our momentum to engage the workforce, facilitate the transition to this new digital world, train leaders to better support their teams and continue building a strong foundation of business skills across the Corporation.

9. UNION RELATIONS AND NEGOTIATIONS

Key Risks

Conversations are underway with unions to implement new collective agreements.

There is a risk of disruption to operations due to:

- Jurisdictional claims between bargaining units, resulting in reduced flexibility.
- Labour stoppage.

Risk Mitigation

Continue transparent communications to employees and unions, and involve employees in the development of strategic initiatives.

Implement clear negotiation mandates that ensure flexibility in working conditions and reduce the jurisdictional barriers between bargaining units, where applicable.

Develop a strategy to address jurisdictional claims by unions.

Update contingency plans in case of labour disruption.

Future Impacts

Continue with ongoing union conversations and with identified strategies.

10. STRATEGY IMPLEMENTATION PLAN

Key Risks

Our three-year strategic plan, *Your Stories, Taken to Heart*, was launched last year.

There is a risk that:

- We may not effectively implement or achieve our strategic and financial goals.
- We will be prevented from implementing part of our strategy due to accelerated deterioration in our financial realities.

Risk Mitigation

Continue to implement, monitor and refine the strategic plan.

Continue to communicate our plan to stakeholders, both internally and externally.

Monitor the debate on our future and correct any misinformation.

Future Impacts

Implement our strategy successfully as it is critical to driving public support and enhancing our relevance.

APPENDIX D: OUR MANDATE AND GOVERNANCE

CORPORATE MANDATE

The Canadian Broadcasting Corporation/Société Radio-Canada (“CBC/Radio-Canada” or the “Corporation”) was established by an Act of Parliament in 1936. The Corporation’s current legislative mandate and programming requirements, corporate powers, and governance mechanisms are set out in the 1991 [Broadcasting Act](#) (the Act).³²

Section 3 of the *Broadcasting Act* outlines the broadcasting policy for Canada, and includes provisions specifically addressing the role of the Corporation in the Canadian broadcasting system. It states that CBC/Radio-Canada should provide radio and television services, incorporating a wide range of programming that informs, enlightens and entertains. In addition to its domestic mandate, the Corporation is required by the Act to provide an international service.

The Corporation must also comply with licensing and other regulatory requirements established by the CRTC and must meet requirements under the *Radiocommunication Act* that apply to the Corporation’s use of the radiocommunication spectrum.

ARM’S-LENGTH RELATIONSHIP WITH GOVERNMENT

CBC/Radio-Canada’s governance model differs from the traditional corporate model and the model followed by other Crown corporations. This reflects a deliberate policy choice from Parliament to protect and enhance the freedom of expression and the journalistic, creative and programming independence enjoyed by the Corporation as Canada’s national public broadcaster. The *Broadcasting Act* clearly addresses the independence of the public broadcaster. It protects the Corporation from having to provide any information to the government that could reasonably be expected to compromise or constrain the journalistic, creative or programming independence of the Corporation or limit the ability of the Corporation to exercise its journalistic, creative or programming independence. This is key to the public broadcaster in the pursuit of its objects and in the exercise of its powers.

The *Broadcasting Act* also indicates that officers and employees employed by the Corporation are not officers or servants of Her Majesty.

³² The Government of Canada has committed to modernizing Canada’s media legislation, including the *Broadcasting Act*. As CBC/Radio-Canada’s mandate and many of its obligations are determined from the *Broadcasting Act*, we are working with the government to ensure a media ecosystem that continues to support the public broadcaster and its ability to serve all Canadians.

REGULATORY REQUIREMENTS

CBC/Radio-Canada's broadcasting licences for its conventional television, radio and discretionary services expire on August 31, 2021. In addition, CBC News Network and ICI RDI must be distributed on the basic package by licensed Canadian cable and satellite providers in their respective Official Language Minority Communities, and ICI ARTV must be offered to subscribers in English-language markets across the country pursuant to orders issued under section 9(1)(h) of the *Broadcasting Act*. These distribution orders run concurrently with CBC/Radio-Canada's licence term. The CRTC launched the licence renewal process in 2019, including the issuance of a public consultation notice ([CRTC 2019-379](#)) in November 2019. The public hearing was set to begin on May 25, 2020. However, it has been postponed to January 11, 2021 due to the COVID-19 pandemic.

GOVERNANCE

CBC/Radio-Canada has a Board of Directors comprising 12 Directors, including the Chairperson and the President and CEO, all of whom are appointed by the Governor in Council. Directors are appointed for a term of up to five years. The Chairperson and the CEO may be re-appointed any number of times, but all other Directors are limited to two consecutive terms, unless the third term is as Chair or CEO. Directors, including the Chairperson and the CEO, perform their duties until they resign, until the end of their term or until a new Director has been appointed to replace them if they are willing and able to continue. The tenure of Board appointments is "during good behaviour," and Board members may be removed by the Governor in Council for cause.

The Board must hold a minimum of six regularly scheduled meetings each year at which it reviews and approves plans and budgets, and discusses the overall performance of the Corporation, as well as immediate issues facing the Corporation.

In accordance with the *Broadcasting Act*, the Board is responsible for the management of the businesses, activities and other affairs of the Corporation. The role of the Board is one of oversight and, consistent with this principle, the Board has delegated the management of the Corporation's day-to-day business, activities and other affairs to the CEO. The Board also ensures that the Corporation operates at all times within applicable laws and regulations and to the highest ethical and moral standards.

Under the *Broadcasting Act*, the CEO is delegated exclusive authority in respect of the "supervision over and direction of the work and staff of the Corporation." The Board does not have the authority to direct or restrict the CEO in the discharge of this aspect of the CEO's authority.

The CEO and the Senior Executive Team formulate the strategies and plans for the Corporation and present them to the Board for approval. The Board approves the strategic plans, as well as significant projects, transactions and policies, and then, consistent with its oversight role, monitors and evaluates management's performance.

MANAGERIAL AND ORGANIZATIONAL STRUCTURE

As stated in the *Broadcasting Act*, CBC/Radio-Canada's head office is located in Ottawa. Our two main networks are based in Toronto (English) and Montreal (French), and we also have local stations in a number of major cities and smaller communities across the country. Seven components report to the President and CEO through their respective component heads as illustrated below.

The Senior Executive Team is responsible for ensuring that the Corporation delivers on its mandate effectively, efficiently and responsibly by working together to continually assess best practices to ensure that the Corporation serves all Canadians.



Catherine Tait
President and CEO



Michel Bissonnette
Executive
Vice-President,
Radio-Canada



Daniel Boudreau
Executive
Vice-President, Media
Technology and
Infrastructure Services



Marco Dubé
Vice-President,
People and Culture



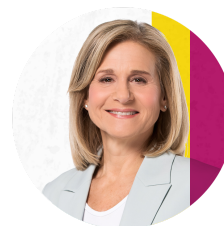
Sylvie Gadoury
Vice-President,
Legal Services, General
Counsel and Corporate
Secretary



Claude Galipeau
Executive
Vice-President,
Corporate Development



Judith Purves
Executive Vice-President
and Chief Financial
Officer³³



Barbara Williams
Executive
Vice-President, CBC

³³ Michael Mooney has been serving as Acting Executive Vice-President and Chief Financial Officer during Judith Purves's absence.