



# CORPORATE PLAN — SUMMARY

2023-2024 TO 2027-2028



HER MAJESTY

*The Queen*

1926 - 2022



CBC  Radio-Canada

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## EDITORIAL NOTE

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

## NOTE REGARDING FORWARD-LOOKING STATEMENTS

The Corporate Plan 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 Canada's public broadcaster, we put Canadian perspectives first with news from every corner of the country, as well as from around the world, and through the stories and talent we present across all our platforms.

This year, our footprint in communities ensures we can better cover local, national and international news. In Canada, new bureaus have strengthened our regional presence, including in Grande Prairie and Lethbridge in Alberta, and in Cranbrook and Nanaimo in B.C. Overseas, our correspondents continue to closely follow the stories important to Canadians, including the war in Ukraine, inflation and climate change. With the addition of a Radio-Canada correspondent in Taipei, Taiwan, and the opening of a CBC bureau in Mumbai, India, we will bring new perspectives on Asia. We are also committed to standing up for independent journalism and protecting our journalists from online or physical harm.



Three-quarters of Canadians consider the public broadcaster to be a source of trusted news.<sup>1</sup> This trust depends on credible, impartial and balanced journalism. It also rests on our ability to reflect contemporary Canada and bring new perspectives to Canadians in all of our programming. We continue to follow the course set out by [Progress in Progress](#), our 2022-2025 Equity, Diversity and Inclusion Plan. And we will soon launch our first National Indigenous Strategy and our first National Accessibility Plan. The impact of these efforts is already evident on screen. The CBC series [Sort Of](#) won a much-coveted Peabody Award, and Radio-Canada's [Pour toi Flora](#) was named the best miniseries at Content London, beating Netflix, Disney+ and BBC productions for this award. Our authentic, diverse storytelling resonates with Canadians and with audiences around the world.

Canadians have high expectations for their public broadcaster. They want us to be socially and environmentally responsible. In response, we launched our first environmental sustainability plan, [Greening Our Story](#), which celebrates its second anniversary in June. This ambitious plan complements what we've been doing for years — offering the very best journalism on climate and the environment, from CBC's *The Nature of Things*, *What on Earth* and *In Our Backyard*, to Radio-Canada's *La semaine verte*, *Feu vert* and *Carbone*.

The national public broadcaster exists to serve Canadians. We work to earn and safeguard their trust so that they continue to count on CBC/Radio-Canada when it matters most. Every day, public broadcasting strengthens our democracy and showcases the best in Canadian culture, here in Canada and around the world.

A handwritten signature in black ink that reads "Cath Tait".

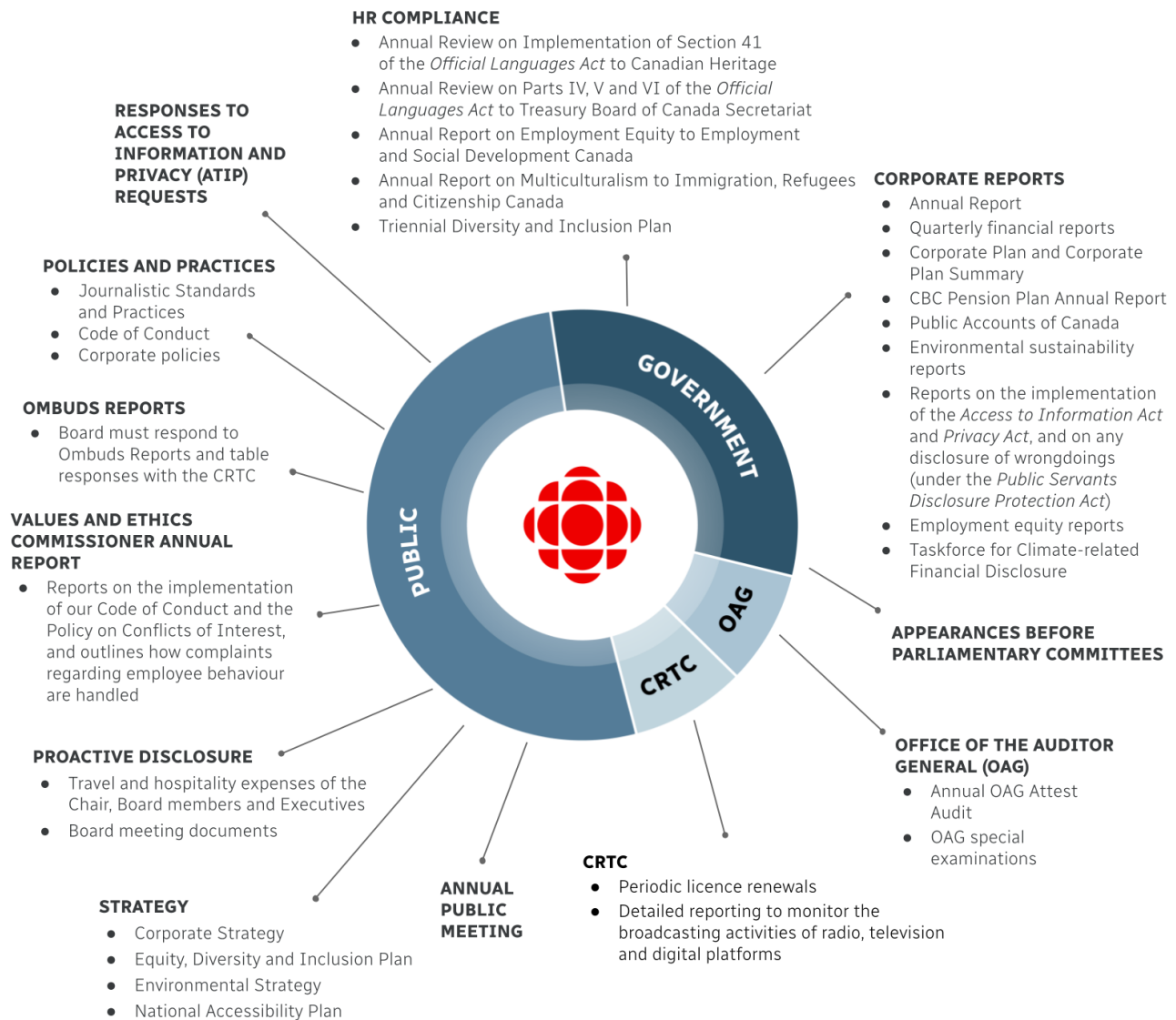
Catherine Tait  
*President and CEO*

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<sup>1</sup> Source: Mandate and Vision Perception Survey, fall 2022 - Leger.

## 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. [Our corporate website](#) provides information about our activities and the way we manage our public resources.



### 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 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 five permanent foreign bureaus, and we have the capacity to set up pocket bureaus in other locations as needed.

Listeners across North America can access both CBC Radio One and ICI Première through SiriusXM Satellite Radio. We also partner with other francophone public broadcasters to broadcast French-Canadian video content internationally through TV5MONDE.

As of March 31, 2023, we employed 6,597 permanent employees, 2,065 temporary employees<sup>2</sup> and 767 contract employees. Our people 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. These values 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 are and how we want to be recognized by Canadians, and they guide the implementation of our strategic plan and initiatives.



<sup>2</sup> Starting this fiscal year, temporary employees also include short-term employees (i.e., employees hired for a period of less than 13 weeks) due to the change in data reporting of our new Human Resources solution.

# SERVING CANADIANS

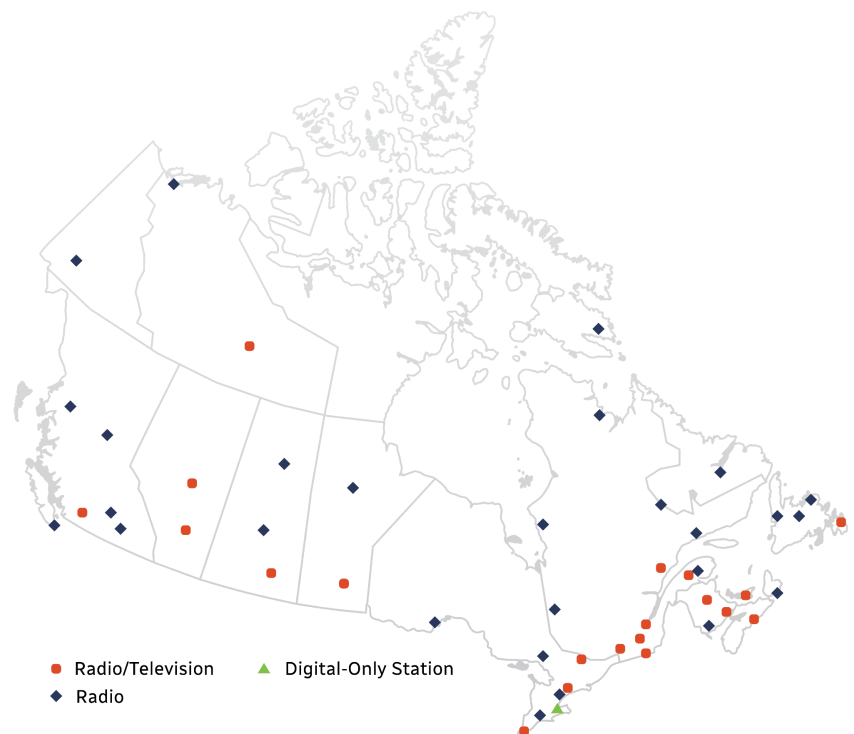
Our legislated mandate is to inform, enlighten and entertain all Canadians. *The Broadcasting Act* further states that our programming should:

- 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 the Indigenous Peoples in Canada. We offer programming in eight Indigenous languages (Chipewyan, Cree, Gwich'in, Inuktitut, Inuvialuktun, Sahtu Got'ine Godi, Dehcho Dene Yati and Tlicho) via CBC North.<sup>3</sup>

We are required by section 46(2) of the *Broadcasting Act* to provide an international service, Radio Canada International (RCI). RCI ([rcinet.ca](http://rcinet.ca)) is currently available in seven languages: English, French, Spanish, Arabic, Chinese, Punjabi and Tagalog.

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.



<sup>3</sup> This map shows the locations of our CRTC-licensed radio and television stations across Canada, and our stand-alone digital station, as of August 2021. 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

Every year, CBC/Radio-Canada produces an overview of the Canadian media industry that identifies key shifts and emerging trends. This allows the Corporation to adjust strategies and tactics to best meet its mandate to serve all Canadians. Key highlights of the [2022 Enviroscan](#) are summarized below.

### INCREASING DIGITAL MEDIA CONSUMPTION

Audiences are engaging with media in a multitude of ways and are maintaining high levels of interest and demand for audio and audiovisual services in Canada. Younger Canadians are embracing mobile platforms, streaming services and other digital platforms. Overall, audiences continue to move to digital services.

After decades as the most popular and lucrative audiovisual medium, linear TV is in decline as consumers continue to move to streaming services. And while AM/FM radio is still used by most Canadians as an audio source in-car, people have access to a near limitless amount of online audio content. Consumption of digital video and audio continues to rise, as do the number of digital streaming services and subscription options available to our audiences. Additionally, it is clear that the trend toward a mobile-first society continues, with four out of five Canadians using their phones to access the Internet in 2022. The bottom line is that Canadians are increasingly choosing digital platforms for their viewing and listening needs.

In June, the CRTC recognized, for the first time ever, the significant contribution of our digital streaming services – CBC Gem, ICI TOU.TV, CBC Listen and Radio-Canada OHdio – to the Canadian regulated system. And while we have no intention of abandoning linear services, the reality is that a growing number of Canadians now choose to consume content exclusively on digital platforms. These audiences are the future, and we are committed to growing our digital content offer in order to put CBC/Radio-Canada front and centre.

### THE CHANGING WORLD OF WORK

It is no secret that the world of work is changing. We're all learning as we go, but we know two things for sure: flexible work is here to stay and the talent landscape has fundamentally shifted. Overall, the industry's workforce dynamics are constantly changing, and CBC/Radio-Canada is committed to evolving to remain competitive and attractive in the marketplace for talent. CBC/Radio-Canada continues to offer all employees support in a transitioning world. Our workforce support, which includes mentoring and training programs, actively seeks out, encourages and prepares employees to learn, adapt and perform at their very best.

## FOSTERING AN OPEN AND INCLUSIVE SOCIETY

The media industry has been changing to adopt more inclusive, diverse and equitable representation in Canada. Media plays a critical role in helping to build and support Canadian identity in all its forms, and CBC/Radio-Canada is at the forefront of this change as we continue our work to improve the reflection and representation of equity-deserving groups: Indigenous Peoples, racialized people, persons with disabilities and members of the LGBTQ2+ communities. Our 2022-2025 Equity, Diversity and Inclusion (EDI) plan, [Progress in Progress](#), has targets to spur action to ensure everyone has the same access to opportunities at CBC/Radio-Canada. With its guidance, we will share regular highlights and lessons learned along the way. We have been rolling out an Inclusive Newsrooms training program to help leaders understand what inclusion means, how to implement it in production and storytelling, and how it can reflect and connect with diverse audiences. By 2025, all new original scripted and unscripted series commissioned from independent producers will require at least one of the key creative roles to be held by those who self-identify as Indigenous, racialized persons or persons with disabilities. Furthermore, CBC/Radio-Canada is committed to the realization of a Canada without barriers by 2040. We aim to be a public service media organization that is a world leader in accessibility, propelled by the contributions of people with disabilities. We launched our first three-year National [Accessibility Plan](#) on May 29, 2023. We are also working on developing a National Indigenous Strategy to deepen our relationships with Indigenous Peoples, creators, journalists, suppliers, communities and employees across the country. The work has involved leaders in areas across the organization and dialogue with Indigenous communities across Canada.

## BUILDING TRUST AND COMBATting ONLINE HARM

Recent surveys from numerous sources around the globe indicate that trust in governments, some select institutions and even some professions is in decline. Trusted sources of news and information for Canadians are vital to our democracy. News and current affairs are one of the core competencies for public service media, informing citizens with independent, impartial, accurate and relevant news and helping them to better understand the world. This critical trust relationship is something CBC/Radio-Canada strives for in all its interactions with Canadians. For example, CBC News and Radio-Canada Info services are the first Canadian broadcast media to be awarded the Journalism Trust Initiative (JTI) certification by Reporters Without Borders (RSF). JTI scrutinizes a news service's transparency and editorial practices and makes its compliance public.

The ongoing rise of online harm targeting media professionals – particularly women and racialized Canadians – remains a serious concern. In addition to its emotional toll, such harm threatens to drive out the very voices and perspectives we need for a well-informed, democratic society. This last year, CBC/Radio-Canada's successful [#NotOK](#) campaign launched the publicly available [Newsroom Guide for Managing Online Harm](#), which provides advice on how to support news media professionals who experience incidents of online harm. We stand firmly together with media organizations across the country to condemn the threat of online harm, and continue to work to ensure the safety of our journalists as they do their important work for Canadians.



## **5. YOUR STORIES, TAKEN TO HEART: STRATEGIC INITIATIVES 2019-2024**

### **PUTTING AUDIENCES FIRST**

Our strategic plan, *Your Stories, Taken to Heart*, was launched in May 2019. Three years in, this plan continues to build on the success of our existing services and aims to increase and deepen audience engagement. Most importantly, it is focused on our audiences, who deserve our best. And our best means taking Canadians' stories to heart. Doing so with creativity and integrity. And 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 them.

### **A CHAMPION OF CANADIAN CULTURE**

We are committed to ensuring that Canadian culture thrives in the future:

- We are a champion for Canadian voices and stories in a world where the proliferation of foreign content could all too easily drown these out.
- We are a beacon for truth and trust against disinformation and algorithms that put democracy and the respect for different perspectives at risk.
- We continue to support policy changes that look to ensure that those same companies that profit from Canadians' love of content also contribute to the creation of content that is relevant to Canadian culture, as traditional broadcasting companies do in their respective countries.

### **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 lifespan of this strategy is being made with the following principles in mind:

### **PUTTING AUDIENCES, INDIVIDUALS AND COMMUNITIES FIRST**

More than ever, we are creating 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 strengthening our commitment to Canadians of all ages. That means 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 TRUSTED BRAND**

Trust is our most precious asset. We're building on that trust and using it to support better-informed communities and enlightened exchanges of ideas and perspectives.

## **BUSINESS PRIORITY**

We will continue to develop ways to earn commercial revenue in order to fund the content and services that are important to Canadians. This focus ensures greater financial sustainability for the Corporation.

## **2019-2024 STRATEGIC INITIATIVES AND ACCOMPLISHMENTS**

We are implementing the following strategic initiatives for each priority as part of the *Your Stories, Taken to Heart* strategy, and have accomplished much in 2022-2023. For more information on our strategic plan, see our [corporate website](#). For our 2021-2022 strategic accomplishments, see last year's [Corporate Plan Summary](#).





# 1. CUSTOMIZED DIGITAL SERVICES

We are creating 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.

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**Strategic Goal:** In 2024, 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.

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## Strategic Initiatives CBC and Radio-Canada

Give Canadians the option of customizing our digital products for an enhanced experience tailored to their interests and to drive deeper engagement.

Make ICI TOU.TV and CBC Gem leaders in Canadian on-demand video.

Catapult our leadership in Canadian on-demand digital audio services.

## 2022-2023 Accomplishments

Continued to harmonize our back-end and audience-facing systems to provide a seamless and enjoyable experience to audiences accessing content on our digital platforms while taking steps toward implementing more effective recommendation algorithms.

Furthered the development of audience-facing client applications with the goal of making our digital platforms more widely accessible to Canadians ([ICI TOU.TV](#) now available on Hélix Télé).

Launched [CBC News Explore](#), a free 24/7 streaming channel offering audiences a new way to discover original news-focused shows, along with the best news, current affairs and documentary videos by CBC journalists across the country and around the world.

Grew our selection of exclusive, first-run content on [ICI TOU.TV](#) and [CBC Gem](#) with new programming like season 2 of [Cerebrum](#), [Larry](#), [Zarqa](#) and [Lido TV](#).

Introduced fresh audio content on our [CBC Listen](#) and [Ohdio](#) platforms, including [The Outlaw Ocean](#), [Kuper Island](#), [Les grandes œuvres top chrono](#), [Les pires moments de l'histoire](#) and [Les amours extraordinaires](#).

Provided described video, subtitles and Quebec Sign Language (LSQ) options on the [Radio-Canada.ca](#) site and the [Radio-Canada Info YouTube page](#) as a part of our 2022 Quebec provincial election coverage.

The Canadian Radio-television and Telecommunications Commission (CRTC) renewed our five-year broadcast licences in a [landmark decision](#) that recognized, for the first time ever, the contributions of our digital streaming services to the Canadian content ecosystem.



## 2. ENGAGING WITH YOUNG AUDIENCES

We are becoming a leader in bringing the best content to our children and youth to enrich their lives and help them engage with their country.

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**Strategic Goal:** In 2024, CBC/Radio-Canada will forge lifelong relationships with children of all ages by offering a wide range of programming on multiple platforms.

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### 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.

### 2022-2023 Accomplishments

Collaborated as lead partner in [a new exhibition on children and youth programming](#) at the Canadian Museum of History in Gatineau.

Focused on our strategic priority to engage with young audiences at [CBC/Radio-Canada's 2022 Annual Public meeting](#), where we hosted a panel discussion on the theme of "News for the Next Generation."

Met with members of our younger audiences via interactive installations as part of the [Zone Jeunesse](#) tour for elementary schools and the [Les ateliers dans ton école](#) tour for high schools, which included awareness workshops about disinformation and the zero-waste movement.

Continued to add enlightening and inclusive content to our linear lineups and digital platforms, including [L'île Kilucru](#) and [Barbada](#) on [ICI TOU.TV](#), [CBC Kids Anti-Racism Special](#), [Proud To Be Me Song](#) (which won the 2022 MIP Diversify TV Award for Preschool) and [Silly Paws](#), an ASL series for preschoolers created by the [Studio K](#) team to celebrate the International Week of the Deaf and International Day of Sign Languages.

Built on our range of informative programming and online content through offerings such as MAJ's [IPCC's recommendations on how to save the planet](#), [Reconciliation in the Classroom](#) by Kids News, a special for the National Day for Truth and Reconciliation, and the TikTok-based [Street Cents](#), which has garnered over 30 million views, 5.1 million likes and over 190K followers since launching in February 2022.

Won the [2022 Banff Festival Rockie Award](#) for Best in Interactive Content in the Children's category for CBC Kids' Tokyo 2020 website, and Radio-Canada picked up top honours in seven out of 15 categories at the [Youth Media Alliance Awards of Excellence](#).

Radio-Canada welcomed elementary and high school students to the New Maison de Radio-Canada (NMRC) to work in teams to record a podcast, produce a news report or create a TV commercial.

CBC solidified its commitment to kids programming by launching [CBC Kids Reads](#), an invitation for a new generation of book lovers to participate in the literary celebration that is Canada Reads.





### 3. PRIORITIZING OUR LOCAL CONNECTIONS

Local connections are at the heart of our relationship with Canadians. We are strengthening these connections with significant local and regional content that is relevant to people in their communities and that brings those communities to the rest of the country.

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**Strategic Goal:** In 2024, 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.

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#### 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.

#### 2022-2023 Accomplishments

Continued building on the success of the Library Partnership Program, the goal of which is to develop a partnership network with public libraries across the country where CBC/Radio-Canada can engage more deeply with Canadians in under-represented and under-served communities. We also launched [CBC Corner](#), which is a digital space developed for public libraries that brings together the wide variety of CBC and Radio-Canada program offerings.

We proudly announced the opening of permanent bureaus in Cranbrook and Nanaimo in British Columbia and Grande Prairie and Lethbridge in Alberta as part of our efforts to strengthen local connections. We also expanded our coverage with pop-up bureaus in Quebec and the Atlantic, including the communities of Laval, Rouyn-Noranda, Sheshatshiu and Lituguj.

Offered comprehensive, on-the-ground coverage of significant events across Canada like the Quebec election, the municipal elections in BC, ON and MB, and the impacts of Hurricane Fiona, one of the most devastating in the country's history.

Made impressions with regionally focused interactives such as CBC Edmonton's [The History of Treaty 6 Territory in Alberta](#), developed in partnership with the Edmonton Public Library to commemorate Indigenous History Month; [Empreintes](#), about Colten Sloan, Canada's first Indigenous strongman; and [Comment ça va, le Nord?](#), about the making of Simon D'Amours' documentary series of the same name that investigates the impacts of climate change in northern Quebec.

Amplified regional storytelling with the production of podcasts such as CBC North's [Giant: Murder Underground](#) (the first "made-in-the-North" CBC podcast) and the OHdio podcast series [Limoilou Hood](#), which invites listeners to explore the neighbourhood of Limoilou in Quebec City's Lower Town.



## 4. REFLECTING CONTEMPORARY CANADA

We reflect the range and richness of this country's diversity, celebrating our different perspectives and all the things that bring us together. We are doing this in our workforce and in our content choices.

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**Strategic Goal:** In 2024, CBC/Radio-Canada will reflect the socio-demographic realities of Canada in everything it does, from our workforce to our programming.

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### 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 Peoples, including through content and training commitments.

### 2022-2023 Accomplishments

To build a [National Accessibility Plan](#), we held 27 consultations with over 900 people around the country, each one an opportunity for Canadians facing accessibility barriers to express their concerns and ideas.

Continued the development of a [National Indigenous Strategy](#) to engage First Nations, Inuit and Métis Peoples at CBC/Radio-Canada, in the media and content creation industry, and in communities across Canada.

Supported efforts toward creating and maintaining greater diversity in our workforce, Canadian content and beyond by forging and deepening connections and partnerships with organizations like the Youth Media Alliance, Télé-Québec, TFO, APFC, AQPM, CFM, the Canadian Film Centre, the Black Academy and APTN.

Aired [dedicated programming](#) and held [a special in partnership with APTN](#) for the National Day for Truth and Reconciliation.

Radio-Canada launched its new dramatic series [Pour toi Flora](#), broadcast on [ICI TÉLÉ](#) in prime time, which was directed and produced by Indigenous creators.

Launched the [Indigenous Pathways Project](#) with a cohort of seven Indigenous people from across Canada who aspire to learn more about journalism, with the intention of preparing them for candidacy for future roles with the organization. A second cohort will launch in December. Further increased representation in our content with shows such as [Le Village : meurtres, combats, fierté](#), the [15th Révélations](#) emerging artists showcase, [The Legacy Awards](#), [Bollywed](#) and [Push](#).

Launched several new internal programs designed to increase representation and build a more inclusive workplace, including EDI plans for each department, [a paid internship program](#) for racialized and Indigenous professionals, and the workplace culture action plan Devenir, which will focus on working groups, workshops, talks and co-learning labs.

Built on the success of internal programs designed to promote and celebrate workplace diversity and inclusion such as the DEL (Developing Emerging Leaders) program, the CAPE (CBC Abilicrew Placement for Excellence) program and the Inclusive Newsrooms project. Expanded the On-Air Talent Program for broadcast professionals living with a disability into a nine-week paid placement in Vancouver, Winnipeg and Toronto.

## 5. TAKING CANADA TO THE WORLD

Anyone who watches Netflix or uses Spotify knows that we live in a global market. For Canadian culture to thrive, it must be an integral part of the global market from which Canadians now consume content. To that end, we are ensuring our country and Canadian creators are seen and heard the world over.

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**Strategic Goal:** In 2024, CBC/Radio-Canada will promote Canada's culture, creative talent and perspectives through internationally appealing programming and news offerings in all formats.

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### 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.

### 2022-2023 Accomplishments

Continued to address the serious issues and challenges facing public media worldwide through membership in the Global Task Force (established in 2020) with the ABC, the BBC, France Télévisions, KBS, ZDF, RNZ and SVT, and chaired by CBC/Radio-Canada CEO and President Catherine Tait.

Secured the exclusive broadcast rights in Canada for the following Olympic and Paralympic Games: Milano Cortina 2026, Los Angeles 2028, Winter Games 2030 and Brisbane 2032, taking us well beyond Paris 2024, for which we have already been awarded the rights.

Renewed or initiated key partnerships that allow for content sharing and collaboration, including with Belgian public broadcaster RTBF, the ABC, Radio France, Arte, the BBC and the LA Times, creating opportunities for co-productions and expanding our content library on [OHdio](#), [ICI TOU.TV](#) and [CBC Gem](#).

Promoted diversity perspectives internationally. CBC's Inclusive Newsrooms program was implemented in the US through Gannett and NPR, and we continued to share EDI best practices with broadcasters across the world like the ABC, RNZ and the BBC. Radio-Canada's dramatic series [Pour toi Flora](#), which was directed and produced by Indigenous creators, took home the award in the category Representation of Race and Ethnicity – Scripted at the [MIPCOM CANNES Diversify TV Awards 2022](#).

Established a deal with Amazon, making our English-language podcast slate available ad-free to Amazon Prime subscribers around the world.

Received international recognition at the [2022 New York Festivals Radio Awards](#), where CBC/Radio-Canada podcasts and audio content won a total of two golds, five silvers and five bronzes.

In partnership with international public service media organizations RTBF (Belgium), SRG SSR (Switzerland) and ZDF (Germany), launched the new [Public Spaces Incubator](#), an initiative that will develop and test innovative solutions that encourage accessible and meaningful online conversations on issues of public interest.

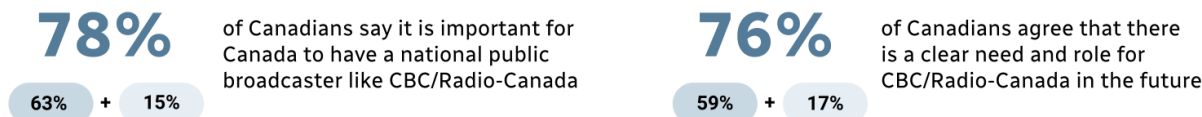
# 6. MEASURING OUR PERFORMANCE

## 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 Canadians.

Highlights based on the 2022-2023 survey results follow.

### 70% of Canadians use at least one of our services in a typical month

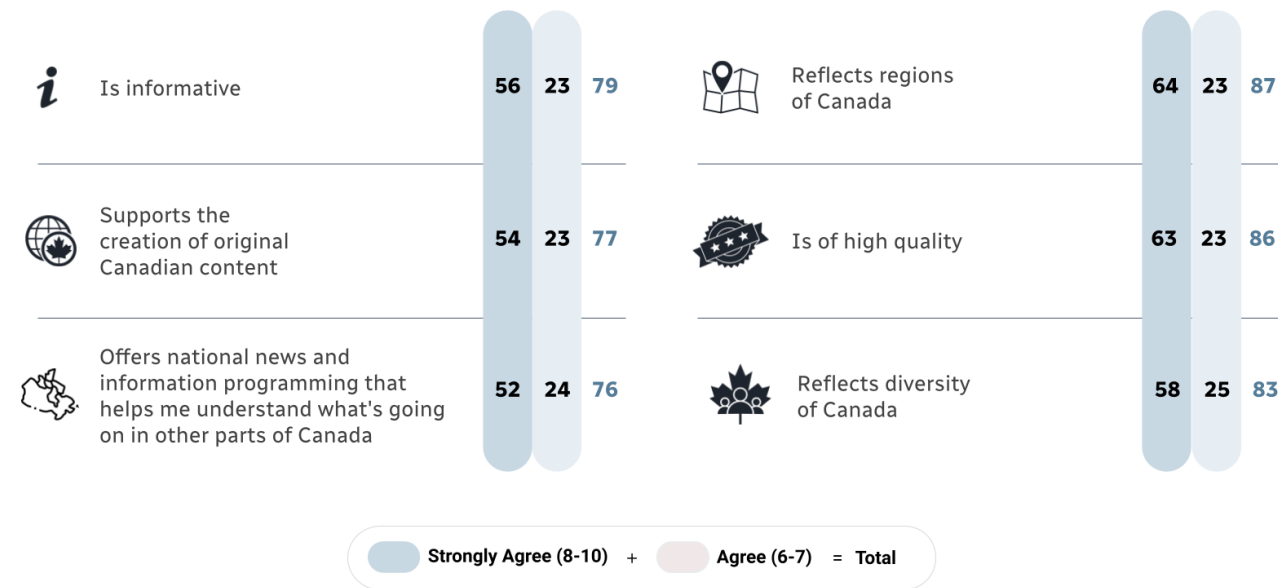


#### Our Overall Strengths

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

#### Our Programming Strengths

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



Source: The Mandate and Vision Perception Survey, 2022-23 – Leger. 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 CBC/Radio-Canada's main services (i.e., CBC Television, 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 that measure and track our progress with respect to our strategic plan, [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.<sup>4</sup> These priorities continue to shape our strategic initiatives until 2024. Targets are specific to the markets we operate in and consider a number of factors such as market realities, competition and service penetration rate. In 2022-2023, we aimed to sustain the growth in digital engagement and reach achieved during the pandemic. Instead, some of our metrics and targets were only partially met due to continued fragmentation of audiences in an ever more competitive media environment combined with news fatigue after two years of the COVID-19 crisis.<sup>5</sup>

### CBC/RADIO-CANADA 2022-2023 RESULTS

INDICATORS	RESULTS 2022-2023	TARGETS 2023-2024	EXPLANATION
CUSTOMIZED DIGITAL SERVICES			
Digital reach (Monthly average unique visitors) <sup>6</sup>			
CBC/Radio-Canada	21.4M	19.7M	This year, the target for digital reach was partially met. This is because the forecast for the target under-estimated both the number and the competitive threat of new entrants to the market, in particular foreign streaming and gaming services.
CBC	17.4M	16.5M	
Radio-Canada	5.2M	4.9M	
Digital engagement (Monthly average minutes per visitor) <sup>7</sup>			
CBC/Radio-Canada	40 min/vis	37 min/vis	Digital engagement partially met the target. High engagement that we saw from audiences during the pandemic was not sustainable; and intense competition in the digital space has contributed to lower than anticipated engagement.
CBC	28 min/vis	27 min/vis	
Radio-Canada	50 min/vis	45 min/vis	
ENGAGING WITH YOUNG AUDIENCES			
Digital visits to kids content (Monthly average visits) <sup>8</sup>			
CBC/Radio-Canada	2,858K	2,463K	While still above pre-pandemic results, digital visits to kids content were lower than projected. Increased competition for kids' attention among digital giants, social platforms and gaming are contributors.
CBC	2,450K	2,145K	
Radio-Canada	407K	318K	
Digital engagement with News/Regions (Monthly average minutes per visitor) <sup>8</sup>			
CBC	20 min/vis	19 min/vis	CBC fell below target for digital engagement with News/Regions as interest in news was lower than anticipated and has decreased since the pandemic. Radio-Canada partially met its target for the same reasons noted above.
Radio-Canada	12 min/vis	12 min/vis	

*Our performance data is 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.*

<sup>4</sup> Our fifth strategic priority – Taking Canada to the World – is measured via an internal KPI.

<sup>5</sup> The most recent data from the Media Technology Monitor (MTM) shows that over three quarters of Canadians report that they actively avoid news at least some of the time. This jumps to over 8 in 10 among those under the age of 50 (MTM 18+, Fall 2022).

<sup>6</sup> **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 | CBC | Radio-Canada digital platforms.

<sup>7</sup> **Source:** Comscore Media Metrix® Multi-Platform, total audience (desktop 2+, mobile 18+), average of monthly minutes per visitor to CBC/Radio-Canada | CBC | Radio-Canada digital platforms | CBC News/Regions | Radio-Canada Info/Régions, April to March, Canada.

<sup>8</sup> **Source:** Adobe Analytics, average of monthly visits to kids content on CBC (CBC Kids sites, CBC Kids News and CBC Gem) and Radio-Canada (Appli des petits, Zone Jeunesse and ICI TOU.TV), April to March. CBC/Radio-Canada is the sum of CBC and Radio-Canada visits.

## REFLECTING CONTEMPORARY CANADA

### Employment equity representation (% of new external hires)<sup>9</sup>

	RESULTS 2022-2023	TARGETS 2023-2024	Due to the transition to our new Human Resource system in February 2023, we have actual results to Q3 2022-2023. The final quarter and year result is a projection based on the results observed in the past three years.
CBC/Radio-Canada	45.2%	41.0%	
CBC	60.2%	50.0%	
Radio-Canada	26.8%	26.0%	

## 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 subscriber data for competitive reasons.

INDICATORS	RESULTS 2022-2023	TARGETS 2023-2024	EXPLANATION
<b>TELEVISION (Audience Share)<sup>10</sup></b>			
CBC Television	4.4%	4.1%	CBC Television fell below target as both CBC audiences and total available audiences across the segment declined.
CBC News Network	2.0%	1.7%	CBC News Network exceeded the annual target, due to a few major news stories in the year, such as the death of the Queen and the war in Ukraine.
ICI TÉLÉ	23.2%	22.8%	ICI TÉLÉ's audience share exceeded its target for the year, driven largely by new offerings such as the first season of <i>STAT</i> .
ICI RDI, ICI ARTV and ICI EXPLORA	5.8%	5.4%	The combined share of our discretionary TV services exceeded its target for the year mostly due to ICI RDI's coverage of major news stories, including the war in Ukraine.
<b>RADIO</b>			
CBC Radio One and CBC Music <sup>11</sup>	14.2%	13.5%	CBC Radio and CBC Music partially met targets in both share and reach as Canadians spend less time listening to terrestrial radio and CBC Music.
CBC Radio One and CBC Music <sup>12</sup>	10.4M	10.0M	
ICI PREMIÈRE and ICI MUSIQUE <sup>13</sup>	23.4%	22.4%	The combined audience share for ICI PREMIÈRE and ICI MUSIQUE is well above the target driven by flagship shows and also new offerings such as <i>La journée (est encore jeune)</i> .
<b>REVENUE (Conventional, discretionary, online)<sup>14</sup></b>			
CBC	\$223M	\$221M	Revenue target was achieved or slightly above target due to sustained post-pandemic demand by advertisers.
Radio-Canada	\$225M	\$222M	

<sup>9</sup> This metric is made up of three groups: Indigenous Peoples, persons with disabilities and racialized people.

<sup>10</sup> **Source:** Numeris PPM, persons aged 2+, CBC Television: September to April (regular season); CBC News Network (April-March). Francophones in Quebec aged 2+, ICI TÉLÉ: September to April (regular season); ICI RDI, ICI ARTV and ICI EXPLORA (April-March).

<sup>11</sup> **Source:** Numeris Radio PPM, persons aged 2+ in the Toronto, Vancouver, Calgary, Edmonton and Montreal-anglophone markets.

<sup>12</sup> **Source:** Numeris Radio PPM, persons aged 2+, total Canada.

<sup>13</sup> **Source:** Numeris Radio PPM, Montreal central francophones aged 2+, September to March (regular season).

<sup>14</sup> Includes advertising revenue, subscription revenue and other revenue (e.g., content sales).

## MEASURING OUR CANADIAN CONTENT<sup>15</sup>

Regulatory requirements for Canadian content on television are specified by the Canadian Radio-television and Telecommunications Commission (CRTC), which sets conditions of licence for ICI TÉLÉ and CBC Television. As shown in the table below, in the previous two broadcast years, ICI TÉLÉ and CBC Television met the CRTC's Canadian content conditions of licence, both over the whole day and in prime time.

	YEARLY CONDITIONS OF LICENCE	RESULTS SEP 1, 2020 TO AUG 31, 2021	RESULTS SEP 1, 2021 TO AUG 31, 2022
<b>ICI TÉLÉ</b>			
Broadcast day	75%	82%	78%
Prime time	80%	95%	94%
<b>CBC Television</b>			
Broadcast day	75%	76%	75%
Prime time	80%	83%	81%

<sup>15</sup> 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 commercial revenue, including advertising, to support the programs and services it provides to Canadians. While we expect the post-pandemic revenue to be sustained in the short-term, the medium-term prospects are subject to market conditions. Advertising revenue will continue to be under pressure as big digital players attract a larger share of this revenue.

### FINANCIAL PROJECTIONS

The Financial Projections in Appendix A present the Corporation's financial picture for 2022-2023 through to 2027-2028. The balanced position presented in the projections 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 that impact, or that could impact, this financial outlook are discussed below.

- Total advertising revenue has surpassed pre-pandemic levels with growth in digital revenue outpacing television revenue decline. The decline of conventional TV audiences is challenging to predict; however, sustaining overall advertising revenue in the long term is dependent on digital revenue.
- On March 28, 2023, the government proposed to phase in a three per cent reduction of eligible spending by departments and agencies by 2026-2027. Additionally, the government announced that they will work with federal Crown corporations to ensure comparable spending reductions. Following this announcement, we will work toward integrating the corresponding changes in our strategic planning as more information becomes available.
- The Government of Canada has committed to modernizing Canada's media legislation: the [Broadcasting Act](#), the [Telecommunications Act](#) and the [Radiocommunication Act](#). Any changes could affect our financial outlook, including new and proposed legislation, such as the [Online Streaming Act](#), and [Bill C-18, Online News Act](#). We are working with the government to ensure a healthy media ecosystem that continues to support the public broadcaster and its ability to serve all Canadians.



## 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 our Corporate Plan. Borrowing to meet working capital purposes is prohibited.

When we sold long-term accounts receivable in 2009 as part of our Financial Recovery Plan, which addressed the impact of the global economic slowdown and declining television advertising revenue, we provided a guarantee to investors to obtain the best possible value for selling the receivables. This guarantee was deemed to be borrowing. The outstanding amounts against the borrowing authority are as follows:

Total borrowing authority	\$220,000,000
Authority used as at March 31, 2023: guarantee on accounts receivable monetization	\$(48,405,000)
Remaining authority	\$171,595,000

Under the *Broadcasting Act*, section 47 (1), we are an agent of the Crown and therefore have the constitutional immunities, privileges and prerogatives that are enjoyed by the Crown. The Crown is also fully liable and financially exposed for all our actions and decisions while we are operating within our mandate. Therefore, our assets and liabilities are the assets and liabilities of the Government of Canada.

# APPENDIX A: FINANCIAL PROJECTIONS

## (000)<sup>16</sup>

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.

	2022-2023	Projection 2023-2024	Projection 2024-2025	Projection 2025-2026	Projection 2026-2027	Projection 2027-2028
<b>SOURCES OF INCOME</b>						
Parliamentary appropriation for operating expenditures <sup>17</sup>	1,174,971	1,173,123	1,150,271	1,148,278	1,146,131	1,160,339
Amortization of deferred capital funding and working capital funding <sup>18</sup>	96,875	99,939	103,005	107,004	112,877	106,431
Advertising <sup>19</sup>	288,640	292,322	367,439	385,316	324,956	328,175
Subscriber fees, financing and other income	226,944	209,599	208,939	231,427	191,295	182,595
<b>TOTAL SOURCE OF INCOME</b>	<b>1,787,430</b>	<b>1,774,983</b>	<b>1,829,654</b>	<b>1,872,025</b>	<b>1,775,260</b>	<b>1,777,540</b>
<b>EXPENDITURES</b>						
Television, radio and digital services <sup>20</sup>	1,812,684	1,681,082	1,736,226	1,778,845	1,682,121	1,684,252
Transmission, distribution and collection	60,162	61,967	63,206	64,470	65,759	67,074
Corporate management	11,980	12,339	12,586	12,838	13,095	13,357
Finance costs	21,772	19,595	17,636	15,872	14,285	12,857
<b>TOTAL OF EXPENDITURES</b>	<b>1,906,598</b>	<b>1,774,963</b>	<b>1,829,654</b>	<b>1,872,025</b>	<b>1,775,260</b>	<b>1,777,540</b>
<b>OTHER GAINS AND LOSSES</b>						
Net (loss)/gain on disposal of assets	(8,440)	-	-	-	-	-
<b>TOTAL OTHER GAINS AND LOSSES</b>	<b>(8,440)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Income tax expense (recovery)	(2,499)	-	-	-	-	-
<b>NET POSITION<sup>21</sup></b>	<b>(125,109)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<sup>16</sup> Results are based on International Financial Reporting Standards (IFRS) and exclude Other Comprehensive Income items such as actuarial gains and losses.

<sup>17</sup> Excludes salary inflation funding increases from the Treasury Board that have not been announced for fiscal years 2022-2023 to 2027-2028. It is assumed that salary inflation funding received will match the actual increase in salary expenditures. The 2022-2023 and 2023-2024 appropriation includes one-time funding of \$21M. Base appropriation remains unchanged in all years. 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.

<sup>18</sup> 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.

<sup>19</sup> Reflects advertising revenues from television and digital services and includes revenues from the Paris 2024 and Milano Cortina 2026 Olympic Games (scheduled respectively in 2024-2025 and 2025-2026).

<sup>20</sup> 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 Paris 2024 and Milano Cortina 2026 Olympic Games (scheduled respectively in 2024-2025 and 2025-2026).

<sup>21</sup> 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 520 active transmission sites located throughout Canada (185 of these sites are owned, with the remaining 335 sites leased). We also manage a real estate portfolio of approximately 2.7 million square feet as of March 31, 2023, including 12 owned buildings and 66 leased properties in locations across Canada. In total, we employ \$974 million of net assets for our operations, including our new Maison de Radio-Canada leased premises.

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 His 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 His 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 61 per cent of the \$974 million in net assets as at March 31, 2023, 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.

## 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 2022-2023 Capital Budget was approved by the government on July 13, 2022, for \$109.6 million. A summary of the 2023-2024 five-year Capital Investment Plan follows.

## SOURCES AND USE OF FUNDS (\$ 000)

AVAILABLE CAPITAL FUNDING	Budget	Forecast			
	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Base capital appropriation	85,910	85,910	85,910	85,910	85,910
Capital leases (from operating to capital transfers and operating revenues)	24,136	25,988	27,981	30,128	15,920
Funding from sales of fixed assets	1,852		20,500		
Operating to capital/(capital to operating) transfers of self-generated revenues	(1,689)	441	(754)	(707)	15,519
<b>TOTAL AVAILABLE CAPITAL FUNDING</b>	<b>110,209</b>	<b>112,339</b>	<b>133,637</b>	<b>115,331</b>	<b>117,349</b>



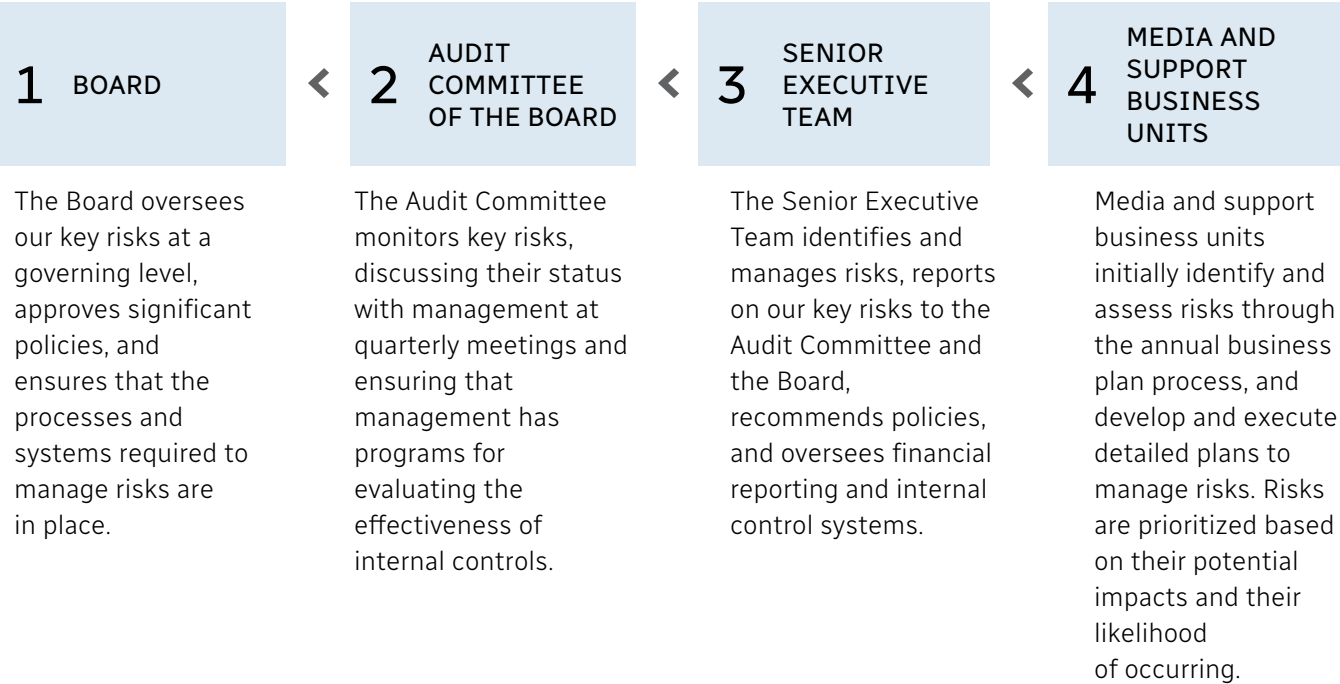
CAPITAL INVESTMENT PLAN	Budget	Forecast			
	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Production infrastructure: digital, television and radio services	24,570	23,595	52,072	42,710	40,154
Enterprise systems and technology infrastructure	17,138	22,653	28,755	19,794	36,152
Presentation, collection, distribution and delivery	23,493	15,441	10,332	7,792	7,984
Property management	39,626	45,894	36,039	39,772	27,730
Fleet and minor capital purchases	5,382	4,756	6,439	5,263	5,329
<b>TOTAL AVAILABLE CAPITAL FUNDING</b>	<b>110,209</b>	<b>112,339</b>	<b>133,637</b>	<b>115,331</b>	<b>117,349</b>

# 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 accelerated technological changes, shifts in demographics, evolving consumer demands, increasing regulatory scrutiny and structural changes in the media ecosystem. We are seeing media professionals confront intimidation and harm, as well as continued sources of disinformation and misinformation. Moreover, 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 Auditor plans its audits in accordance with the results of a risk assessment process and provides assurance that major risks are covered on a rotational basis in its annual audit plan.

The following table discusses the key risks we face as at March 31, 2023 and looking forward.

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## 1. CHANGING MEDIA LANDSCAPE

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### Key Risks

The media and entertainment sector remains under pressure from a rapidly changing media ecosystem and changing audience consumption patterns.

- Content will be increasingly prioritized to streaming services over traditional distribution, further accelerating the decline in the traditional distribution model.
- Users are always looking for new features, interactivity and flexibility, which requires sustained investments.
- The development of a scalable and robust platform is costly. Capacity constraints and retention of staff may impact ongoing development timelines.

The impact of major international players on the digital market increases the pressure on our share of advertising spend.

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### Risk Mitigation

Continue our focus on digital content.

Increase discoverability through marketing and cross-promoting content on our own platforms.

Maintain a harmonized over-the-top streaming platform between CBC and Radio-Canada with a single data pool, competitive user experiences and functionalities.

Ensure alignment of objectives for revenue between the digital strategy and the potential revenue monetization.

Adapt our performance measurement indicators to optimize decision making based on audience consumption habits and revenue pacing and trends.

### Future Impacts

Serve audiences on the platforms they want to increase engagement with our content, increase the public value and relevance of our services, and increase advertising and subscription revenue.

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## 2. EMPLOYEE EXPERIENCE AND WELL-BEING

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Key Risks	Risk Mitigation	Future Impacts
<p>The capacity to deliver on our new People Strategy may not align with employees' and candidates' expectations. It could cause disengagement, retention issues and difficulty attracting top talent.</p> <p>There is high demand for the job skills necessary to carry out our strategies and a gap in compensation with the market in certain job categories, impacting our retention and ability to attract top talent.</p> <p>The actions we undertake to ensure the health and safety of our employees, including our continuous monitoring of the physical and online security and online harm of our media professionals, and providing tools and training, can be perceived as insufficient. Stress and workload may further contribute to this issue. This may slow, delay or impact the achievement of objectives.</p> <p>Under-representation of the country's demography in our workforce composition could pose reputational risk and decrease our relevance. Reflecting contemporary Canada is critical to our overall strategy.</p>	<p>Launch and implement the People Strategy framework, which will comprise an Expanded Working Group mobilized to plan the strategy deployment. People and culture's strategy encompasses:</p> <ul style="list-style-type: none"> <li>• Supporting a Future of Work (FoW) Advisory Committee.</li> <li>• Rolling out a well-being roadmap.</li> <li>• Conducting strategic workforce planning.</li> <li>• Implementing a Talent Acquisition (TA) Model, a retention roadmap and a succession planning process.</li> <li>• Conducting the annual engagement survey to monitor engagement levels and address areas of concern.</li> </ul> <p>Monitor the impact of influenza and respiratory viruses in our workplace.</p> <p>Continue to work with the government on including legislative protection for media professionals. The cross-functional operational Committee on Online Harm of Professional Media continues to implement new initiatives to support our media professionals</p> <p>Continue our work related to our EDI Plan, as well as on our new three-year National Accessibility Plan and our first National Indigenous Strategy.</p>	<p>The well-being of our employees, including our media professionals, is an ongoing priority that impacts retention, productivity and our ability to achieve our objectives.</p> <p>The modernization of the employee experience is an important aspect of remaining relevant, meeting our objectives and being an employer of choice, which supports our recruitment and retention initiatives.</p> <p>Reflecting contemporary Canada is critical to advancing our overall strategic plan.</p>

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### 3. LEGISLATIVE, REGULATORY AND FUNDING CONTEXT

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Key Risks	Risk Mitigation	Future Impacts
<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 is defined by the <i>Broadcasting Act</i>, any legislative changes could affect our services.</p> <p>Any legislative changes to our mandate, independence or business model could profoundly impact our future and our opportunity to address our challenged business model.</p> <p>While our CRTC licences were renewed until August 31, 2027, the Governor in Council referred parts of the licence renewal decision back to the CRTC for reconsideration.</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 parliament.</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>Monitor and participate in the various processes launched by the government.</p> <p>Retain flexibility when making operating decisions to enhance agility.</p> <p>Develop, implement or modify strategies and contingency plans, as required.</p>	<p>Continue implementing our strategic plan to ensure that the public media services we provide, and the operating model that supports those services, evolves in parallel with the changing expectations of Canadians and the shifts within our industry.</p>

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### 4. REPUTATION AND BRAND MANAGEMENT

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Key Risks	Risk Mitigation	Future Impacts
<p>CBC/Radio-Canada is among the most prominent and most discussed brands in the country. It is a sign of our importance that Canadians have opinions about their public broadcaster. At any time, our activities can generate public and media attention.</p> <p>There is a risk that negative perceptions of us, if unaddressed, could undermine credibility and public support.</p>	<p>Increase the credibility and trust Canadians have in us by acting responsibly and being accountable to Canadians.</p> <p>Continue to work with other public broadcasters to underscore the importance of public media in combatting misinformation and encouraging democratic debate around the globe.</p> <p>Build a positive work culture by continuing to promote a safe, respectful and inclusive workplace through our Code of Conduct and mandatory training on a variety of topics.</p> <p>Ensure our issues management and crisis management is responsive and responsible, and that it supports transparency and decisive action.</p>	<p>Ensure that our behaviour improves our credibility and public support.</p>

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## 5. FINANCIAL SUSTAINABILITY AND PRIORITIZATION

Key Risks	Risk Mitigation	Future Impacts
Given that our parliamentary appropriations are 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.	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 revenue, inflation and other cost increases that reduce resources available for our strategic priorities.
Our capital funding envelope is insufficient to address all capital demands, such as large infrastructure projects, equipment refresh and leasehold improvements, resulting in the continual prioritizing of key projects and project timelines within our available capital budget.	Develop budgets that reflect the underlying economic trends and incorporate conservative assumptions, and prepare realistic contingency plans for various scenarios and for major capital, operational or production projects.	Adjust our strategic plan as necessary to respond to further advertising weakening and lower subscription revenue.
Our operating environment remains challenged as conventional television advertising and subscription revenues decline.	Continue tight monitoring of revenue targets, control of costs and reallocation of funding to areas of strategic priorities. Monitor revenue pacing and trends to support the revenue optimization strategy.	
Record inflation, interest rate increases and a potential recession may increase the pressure on revenue as advertisers and consumers manage their discretionary spending.	Continue to leverage new partnerships and accelerate our focus on digital revenue opportunities.	
	Continue to demonstrate the value and importance of public broadcasting to parliamentarians and key government decision makers to secure funding.	



## 6. INFORMATION & TECHNOLOGY SECURITY AND DATA GOVERNANCE

### 6a) Emerging Cyber Issues

Key Risks	Risk Mitigation	Future Impacts
<p>The number, cost and complexity of cyber incidents for all companies worldwide continue to grow despite increased awareness of and attention to cybersecurity.</p> <p>Recruiting and retaining individuals skilled in cybersecurity is a challenge as demand greatly exceeds supply.</p> <p>The "work from home" paradigm leads to more complexity in controlling remote access to CBC/Radio-Canada information and technology assets.</p> <p>Threat actors are targeting CBC/Radio-Canada media professionals online.</p>	<p>Monitor and assess network security, cloud technologies and system vulnerabilities, and continuously update incident response playbooks based on emerging attack techniques.</p> <p>Ensure vendor security controls remain adequate during the full contract period.</p> <p>Deliver an Identity and Access Management (IAM) roadmap to better control access to information and technology assets.</p> <p>Develop new targeted cybersecurity awareness. Increase the frequency and scope of phishing campaign simulations.</p> <p>Continue to improve cybersecurity training for media professionals. Support the online harm program and online incident reporting process.</p>	<p>Continue to implement and refine identified strategies to minimize disruption to our online services, broadcast operations and the audience experience.</p>

### 6b) Vulnerabilities

Key Risks	Risk Mitigation	Future Impacts
<p>The exploitation of internet protocol (IP) vulnerabilities has the potential to significantly disrupt operations and damage our brand.</p> <p>The growing number of unverified or unapproved end-user cloud and software applications used by employees may lead to data leakage or breach or non-compliance with licensing terms and financial penalties.</p> <p>The refresh/replacement of obsolete equipment or devices is impacted by supply chain issues, which are exacerbated by a surge in demand for consumer devices and digital transformations. Obsolete computers, mobile devices and underlying operating systems may lead to compatibility and security issues.</p>	<p>Monitor, assess and enhance IP vulnerability governance and mitigation strategies, including updating tracking tools and developing contingency plans.</p> <p>Enhance the sourcing initiation process to ensure that new end-user cloud and software applications require Information Security review.</p> <p>Continue to deploy methods or tools to monitor for unverified cloud and software applications or vulnerable softwares.</p> <p>Continue the computer replacement/refresh as a part of asset management activities.</p> <p>Onboard corporate mobile devices into the new Mobile Device Management solution to improve the security on mobile devices and reduce obsolescence.</p> <p>Review vulnerabilities due to obsolete equipment and devices and develop mitigation strategies to minimize impacts.</p>	<p>Continue to implement and refine identified strategies to minimize disruption to our online services, broadcast operations and the audience experience.</p>

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## 6c) Data Management and Governance

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Key Risks	Risk Mitigation	Future Impacts
Data management needs to be properly aligned with the business to efficiently mitigate data risks and support business intelligence. Important aspects of data governance are data integrity for business decisions and reporting, data protection for compliance with regulations and legislation, and the security of data to ensure that it is used and shared appropriately.	<p>Implement the records management policy to support classification obligations that address personal information. Train employees tasked with applying the new policy.</p> <p>Continue to develop data loss protection processes to detect and avoid poor practices mainly in the usage of payment cardholder information and personal information.</p>	Continue to implement and refine identified strategies to ensure our data management practices mitigate risks while aligning with business needs.

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## 6d) Privacy

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Key Risks	Risk Mitigation	Future Impacts
<p>With increased societal vigilance on privacy matters and related ethical considerations, our activities and decisions might see increased scrutiny. Expectations of users with regards to how institutions handle their information and communicate with them are constantly evolving. This, along with a regulatory framework that is in flux, shapes our monetization strategies.</p> <p>There is a risk that personal information is used without appropriate consent or that a breach occurs on information that has been collected.</p>	<p>Continue to assess the risks associated with collecting, handling and storing personal information.</p> <p>Establish guidelines on privacy and processes to ensure our response to digital ecosystem changes do not expose the Corporation.</p> <p>Pursue the Consent Management Platform project.</p> <p>Monitor, assess and develop strategies to implement proposed changes from the Privacy Commissioner to digital rights or powers.</p>	Continue to implement and refine identified strategies to ensure the Corporation's collection, handling and storing of personal information meets stakeholder expectations while supporting the achievement of the personalization pillar of the strategic plan.

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## 7. HIGH-PROFILE PROJECTS

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### Human Resources (HR) System – Workday Project

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Key Risks	Risk Mitigation	Future Impacts
<p>There is a risk that the new HR system, Workday, will not achieve desired objectives to transform the employee user experience, deliver streamlined and value-added business processes, and be agile and flexible to evolve with changing business needs, and that it could be over budget or negatively impact essential payroll functions.</p> <p>Workload and capacity continue to impact the project timeline and uncertainty and stress may increase.</p>	<p>Continue to ensure a strong governance structure is in place to lead the HR system project.</p> <p>Continue to refine mitigation measures to reduce the overall impact on the timeline, costs and/or payroll processing when in production.</p> <p>Implement action plans for deficiencies identified in internal audits conducted to provide an independent assessment of risks and controls of the project.</p> <p>Continue to provide change management activities.</p>	Monitor the pre- and post-implementation activities and refine as needed to minimize the impacts to the People programs and payroll processing and cost pressures while ensuring that the new HR system achieves its desired objectives.

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## 8. LABOUR RELATIONS

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Key Risks	Risk Mitigation	Future Impacts
<p>Conversations are underway with unions to implement and negotiate new collective agreements.</p> <p>There is a risk of disruption to operations due to:</p> <ul style="list-style-type: none"><li>• Jurisdictional claims between bargaining units, resulting in reduced flexibility.</li><li>• Labour stoppage.</li></ul>	<p>Continue transparent communications to employees and unions and involve employees in the development of strategic initiatives.</p> <p>Implement clear negotiation mandates that ensure flexibility in working conditions and reduce the jurisdictional barriers between bargaining units, where applicable.</p> <p>Develop a strategy to address jurisdictional claims by unions.</p> <p>Update contingency plans in case of labour disruption.</p> <p>Work collaboratively with unions, where possible, to better understand the issues and work toward mutually satisfactory solutions.</p>	<p>Continue both ongoing conversations with unions and identified strategies.</p>

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# 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](#).<sup>22</sup>

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 of 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 objectives and in the exercise of its powers.

The *Broadcasting Act* also makes clear that our employees do not work for the Government of Canada; that officers and employees employed by the Corporation “are not officers or servants of Her Majesty.”

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<sup>22</sup> The Government of Canada has committed to modernizing Canada’s media legislation, including the *Broadcasting Act*. As CBC/Radio-Canada’s mandate and structure comes from the *Broadcasting Act*, we are working with the government to help build a media ecosystem that puts audiences first and serves all Canadians.

## REGULATORY REQUIREMENTS

CBC/Radio-Canada's broadcasting licences for its conventional television, radio and discretionary services were renewed by the CRTC in Broadcasting Decision CRTC 2022-165, dated 22 June 2022, with a modern and flexible approach that extends across multiple platforms and promotes diversity. The licence terms runs for a period of five years, from September 1, 2022 to August 31, 2027. Pursuant to section 28 of the *Broadcasting Act*, by Order-in-Council P.C. 2022-0995, dated 28 September 2022, the Governor in Council referred the licence renewal decision back to the CRTC for reconsideration, specifying the elements of the decision to be reconsidered. These elements are local news, children's programming, original French-language programming and programming produced by independent producers.

Since the Governor in Council chose to refer the decision back to the Commission rather than to set it aside, the decision remains in effect from 1 September 2022. The CRTC will ultimately issue a decision setting out its determinations further to the reconsideration process.

## 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 and any 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.

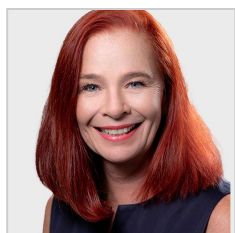
Under the *Broadcasting Act*, the CEO is delegated exclusive authority in respect of the "supervision over and direction of the work and staff of the Corporation." The Board does not have the authority to direct or restrict the CEO in the discharge of this aspect of the CEO's authority.

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*



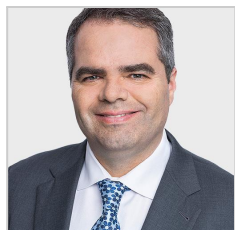
**Daniel Boudreau**

*Executive Vice-President,  
Technology and  
Infrastructure*



**Marco Dubé**

*Vice-President,  
People and Culture*



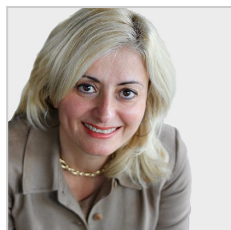
**Miguel Baz**

*Vice-President, Legal  
Services, General Counsel  
and Corporate Secretary*



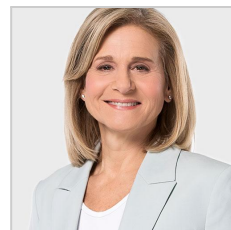
**Claude Galipeau**

*Executive Vice-President,  
Corporate Development*



**Carol Najm**

*Vice-President and Chief  
Financial Officer*



**Barbara Williams**

*Executive Vice-President,  
CBC*