

Copyright Board of Canada 2024–25 Departmental Plan

The Honourable François-Philippe Champagne, P.C., M.P.
Minister of Innovation, Science and Industry





Copyright Board
Canada

Commission du droit
d'auteur Canada

Canada 

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Copyright Board of Canada’s 2024-25 Departmental Plan at a glance

A departmental plan describes a department’s priorities, plans and associated costs for the upcoming three fiscal years.

- [Vision, mission, raison d’etre and operating context](#)

Read the full departmental plan

 Print this page

Key priorities

Over the past four years, the Board undertook Phase I of its *Modernization Initiative* which resulted in a complete overhaul of its processes and internal policies with a view to increase the efficiency and transparency of its operations. In 2024-25 and 2025-2026, the Board will continue its transformation with the second phase of its *Modernization Initiative*. Specifically, the Board’s priorities for the next two years will be to:

- Grow the Board’s capacity as a marketplace facilitator;
- Continue sound management of the Board’s case inventory;
- Maintain healthy organizational practices.

For more information on the Board’s key priorities, see the “Plans to achieve results” section of this plan.

Refocusing Government Spending

In Budget 2023, the government committed to reducing spending by \$14.1 billion over the next five years, starting in 2023–24, and by \$4.1 billion annually after that. While not officially part of this spending reduction exercise, the Board will respect its spirit by doing the following:

- Reducing office space needs, which will allow the Board to diminish the cost of its lease by releasing one of its two office building floors;
- Increasing the efficient use of its hearing room and related resources through partnerships with other organizations; and
- Acquiring specialized translation software that will enable the Board to decrease its reliance on external translation professional services.

The financial data included in this departmental plan reflect these reductions.

Highlights

A Departmental Results Framework consists of an organization's core responsibilities, the results it plans to achieve, and the performance indicators that measure progress toward these results.

Copyright Tariffs and Licences

Departmental results:

- Efficient and Transparent Issuance of Tariffs and Licences

Planned spending: \$ 3,564,988 in fiscal year 2024–25

Planned human resources: 21 in fiscal year 2024–25

The Board's plans to support its core responsibility over the next two years are:

- Growing the Board's capacity as a marketplace facilitator;
- Continue sound management of the Board's case inventory;
- Maintaining healthy organizational practices.

More information about [Copyright Tariffs and Licences \(hyperlink to section\)](#) can be found in the full departmental plan.


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Expand all

Collapse all

On this page

- [From the Minister](#)
- [Plans to deliver on core responsibilities and internal services](#)
 - [Copyright Tariffs and Licences](#)
 - [Internal services](#)
- [Planned spending and human resources](#)
 - [Spending](#)
 - [Funding](#)
 - [Future-oriented condensed statement of operations](#)
 - [Human resources](#)
- [Corporate information](#)
- [Supplementary information tables](#)
- [Federal tax expenditures](#)
- [Definitions](#)

 Print this page

From the Minister

It is my pleasure to present the 2024–25 Departmental Plan for the Copyright Board, which lays out the key priorities the Board is working to advance for the benefit of all Canadians.

In 2024–25, the Copyright Board will continue working with the Innovation, Science and Economic Development Canada (ISED) Portfolio and other federal partners to bolster Canadian innovation by fostering competitive, sustainable and inclusive economic growth.

The copyright marketplace affects a wide range of industries and businesses. A number of creative industries, including music and publishing, rely on royalties paid



through Copyright Board-approved tariffs. From online music services to radio and television, airplanes, bars, arenas and hotels, decisions made by the Copyright Board cover activities in which most Canadians engage. As a result, the Copyright Board's economic footprint as a regulator is significant and growing. In this context, the Copyright Board plays an essential role in balancing the remuneration of copyright owners with providing user access to works, while preserving public interest and market competitiveness.

Last year, the Copyright Board completed the first phase of its *Modernization Initiative* to increase the efficiency and transparency of its operations, better manage its case inventory, and ensure the sound stewardship of resources. The Copyright Board has now initiated Phase II of its *Modernization Initiative* to consolidate the achievements of the first phase and focus on developing its capacity to act as a facilitator in the copyright marketplace, while increasing access to justice.

I invite you to read this report to learn more about how the Copyright Board and the ISED Portfolio are working with Canadians of all backgrounds and in all regions - urban and rural - to position Canada as a leader in the global economy.

The Honourable François-Philippe Champagne

Minister of Innovation, Science and Industry

[Minister of Innovation, Science and Industry Minister of Innovation, Science and Industry Mandate Letter](#)

Plans to deliver on core responsibilities and internal services

Core responsibilities and internal services:

- [Copyright Tariffs and Licences](#)
- [Internal services](#)

Copyright Tariffs and Licences

In this section

- [Description](#)
- [Quality of life impacts](#)
- [Results and targets](#)
- [Plans to achieve results](#)
- [Key risks](#)
- [Snapshot of planned resources in 2024-25](#)
- [Related government priorities](#)
- [Program inventory](#)

- Summary of changes to reporting framework since last year

Description

The Board is an independent administrative tribunal and economic regulatory body empowered to establish the tariffs which set the royalties to be paid for the use of copyrighted works, when the copyright in such works is administered collectively by a society. The Board also issues licences which set the royalties to be paid for the use of copyrighted works when the copyright owner cannot be located. By issuing fair and equitable tariffs and licences, the Board ensures that rights owners are remunerated in a timely manner, while supporting prosperity and innovation in the Canadian economy. Its work also promotes confidence in Canada's tariff and licensing processes.

Quality of life impacts

The Government of Canada developed a Quality of Life Framework that aims to measure what matters most to Canadians in order to help drive evidence-based budgeting and decision-making at the federal level. The Quality of Life Framework is organized into domains, each of which includes a number of indicators. You can find more information on this framework including the domains and indicators on the [Quality of Life Framework for Canada](#) website. This section identifies the Quality of Life Framework domains and indicators that relate most closely to the Board's core responsibility (Copyright Tariffs and Licences).

The Board's core responsibility contributes to the "Prosperity" domain of the Quality of Life Framework for Canada and, more specifically, "Gross domestic product (GDP) per capita" and "Productivity," through all of the activities mentioned in the core responsibility description.

The Board's core responsibility also contributes to the "Good Governance" domain of the Quality of Life Framework for Canada and, more specifically, "Access to fair and equal justice (civil and criminal)" and "Confidence in institutions", through all of the activities mentioned in the core responsibility description.

Results and targets

The following table shows, for the departmental result related to Copyright Tariffs and Licences, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024–25.

Table 1: Indicators, results and targets for departmental result: Efficient and Transparent Issuance of Tariffs and Licences

Indicator	2020–21 result	2021–22 result	2022–23 result	Target	Date to achieve
Percentage of tariff decisions rendered in accordance with legislative and regulatory requirements	90%	100%	100%	At least 80%	March 31, 2024
Percentage of decisions related to works where copyright owner is unlocatable that are issued within the Board’s service standards	100%	100%	50%	At least 80%	March 31, 2024
Number of decisions overturned during judicial reviews on procedural fairness grounds	0	0	0	0	March 31, 2024
Percentage of parties involved in proceedings (for approval of tariffs) who agree that Board processes are transparent*	Not available*	Not available*	Not available*	TBD	March 31, 2025
Percentage of parties involved in tariff proceedings who agree that the Board processes are efficient*	Not available*	Not available*	Not available*	TBD	March 31, 2025

* Note: No data is available for these new indicators. Data collection began in 2023-24. Targets will be established once sufficient baseline data is collected and analyzed.

The financial, human resources and performance information for the Board’s program inventory is available on [GC InfoBase](#).

Plans to achieve results

The Board’s plans, aligned with its key priorities stated above, cover the next two fiscal years (2024-25 and 2025-26).

1. Grow the Board’s capacity as a marketplace facilitator

The Board plays a key role as a facilitator in the Canadian copyright marketplace. Over the next two fiscal years, the Board will launch consultations on its individual cases regime to identify ways to increase its accessibility and efficiency as a marketplace facilitation tool. The Board will also review its unlocatable owner licensing services with the same goal.

The Board will launch a reflection on its role in the future copyright marketplace in line with the second phase of its *Modernization Initiative*. To this end, the Board will extend its reach into creator and user communities to deepen its understanding of their needs and practices. It will also leverage its relationships with other Canadian organizations engaged in market regulation, including its participation in the Canadian Digital Regulators Forum, as well as with international counterparts, to share best practices and specialized expertise on issues of common interest, such as valuation of content and data-driven research in the digital marketplace.

2. Continue sound management of the Board's case inventory

Over the next two years, the Board will continue to work toward reducing its retroactive case inventory. It will continue to provide guidance to parties to increase efficiency and predictability of its proceedings; extend its internal case management capacity; and develop and implement internal service standards for measuring and tracking its own performance.

3. Maintain healthy organizational practices

The Board is committed to fulfilling its obligations to deliver high-quality services to Canadians through the sound stewardship of its resources. However, due to the size of its budget and limited human resources (the Board is a federal micro-organization of just over 20 employees), it has had to adopt innovative management tools and systems whenever possible to increase its efficiency. Developing the Board's organizational capacity in this way will continue to be a priority in 2024-2026. Over the next two years, the Board plans to revamp its information management (IM) systems and integrate new IM tools into its practices to increase the productivity, transparency and accessibility of its operations.

Regarding human resource capacity, the Board will continue to prioritize workplace well-being, safety, security, and accessibility. The Board will also strengthen its professional development and retention strategies to minimize the costs of staff turnover. Within these strategies, and more broadly, the Board will seek to promote creative solutions to increasing diversity and inclusion within its organization, in accordance with its commitments under the [50-30 Challenge](#).

Snapshot of planned resources in 2024–25

- Planned spending: \$ 3,564,988
- Planned full-time resources: 21

Related government priorities

Gender-based analysis plus

The Board has not yet formalized a gender-based analysis plus (GBA Plus) plan. However, as a federal administrative tribunal, the Board proceedings, as defined in the *Copyright Act*, are open to all Canadians, and any GBA Plus issues brought forward in that context are duly considered.

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

Although it is a micro-organization with a very small carbon footprint, the Board makes it a priority to fully adhere to the principles of the United Nations 2030 Agenda for Sustainable Development, the UN Sustainable Development Goals, and Canada's 2030 Agenda National Strategy. Specifically, the Board developed its inaugural *Departmental Sustainable Development Strategy* (DSDS) that will be implemented this year, in accordance with the *2022 to 2026 Federal Sustainable Development Strategy* (FSDS), and as required by the *Federal Sustainable Development Act*. Specifically, the Board established new departmental actions, performance indicators and associated targets that will contribute to advancing FSDS goals.

More information on the Board's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in its [Departmental Sustainable Development Strategy](#).

Program inventory

Copyright Tariffs and Licences is supported by the following program in the program inventory:

- Copyright Tariff Setting and Issuance of Licences

Supporting information on planned expenditures, human resources, and results related to the Board's program inventory is available on [GC Infobase](#).

Summary of changes made to reporting framework since last year

No changes were made to the Board's Departmental Results Framework since 2023-2024. At that time, the Board introduced specific changes to: combine the previous two departmental results into one, with modified targets and committing to three new performance indicators. The Board is in the process of collecting data for two of the new indicators, in order to establish targets, before including measures in its annual reporting.

Internal services

In this section

- Description
- Plans to achieve results
- Snapshot of planned resources in 2024-25
- Related government priorities

Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- management and oversight services
- communications services
- legal services
- human resources management services
- financial management services
- information management services
- information technology services
- real property management services
- materiel management services
- acquisition management services

Plans to achieve results

The Board receives timely support from its internal services, namely: finance; human resources; communications; information management, information technology, and facilities management. This activity is critical in supporting the realization of the Board's mandate and objectives. These services are complemented by service agreements with some larger departments, including Innovation, Science and Economic Development Canada (ISED) and Public Services and Procurement Canada (PSPC). In 2024-25, the Board will continue to monitor these service agreements to ensure they meet its needs and remain aligned with Government of Canada policies, regulations, directives and best practices, and will update them as required. The Board will also continue the modernization of its information management framework and tools.

Snapshot of planned resources in 2024-25

- Planned spending: \$ 891,247

- Planned full-time resources: 4

Related government priorities

Planning for contracts awarded to Indigenous businesses

As a micro-organization, the Board awards few contracts, and the contracts it does award are often not of significant value (i.e. translation, graphic design of documents). In the past, the Board has allocated contracts to Indigenous businesses whenever possible.

As an organization identified in Phase 3 of the requirement to comply with the mandatory Indigenous procurement target set out in Appendix E to the [Directive on the Management of Procurement](#), the Board’s commitment to award at least 5% of the total value of its contracts to Indigenous businesses or contractors every year will be in place by 2024-25. With a view to being ready, the Board has recently obtained access to a vendor portal allowing it to identify businesses and contractors based on various criteria, including businesses and contractors that are classified as Indigenous. The Board will use such tools as well as best practices from other micro and small organizations to help it achieve this minimum target on an ongoing basis.

5% reporting field	2022-23 actual result	2023-24 forecasted result	2024-25 planned result
Total percentage of contracts with Indigenous businesses	n/a	n/a	5%

Planned spending and human resources

This section provides an overview of the Board’s planned spending and human resources for the next three fiscal years and compares planned spending for 2024–25 with actual spending from previous years.

In this section

- [Spending](#)
- [Funding](#)
- [Future-oriented condensed statement of operations](#)
- [Human resources](#)

Spending

Table 2: Actual spending summary for core responsibilities and internal services (\$ dollars)

The following table shows information on spending for the Board’s core responsibility and for its internal services for the previous three fiscal years. Amounts for the current fiscal year are forecasted based on spending to date.

Core responsibilities and internal services	2021–22 actual expenditures	2022–23 actual expenditures	2023–24 forecast spending
Copyright Tariffs and Licences	2,922,185	3,196,630	3,564,988
Internal services	728,487	799,157	891,247
Total	3,650,672	3,995,787	4,456,235

Yearly planned spending may not always be fully realized for a number of reasons. As a micro-organization, the Board is not always able to pivot quickly enough when plans or situations change. For example, recruitment challenges often disrupt sudden departures of staff; similarly, reallocation of resources based on changing organizational needs may take time to assimilate into the Board’s financial forecasting. The Board has taken concrete steps to improve its succession planning for staff, and to increase its medium–and long-term financial planning capacity to help address these risks.

Table 3: Budgetary planning summary for core responsibilities and internal services (dollars)

The following table shows information on spending for the Board’s core responsibility and for its internal services for the upcoming three fiscal years.

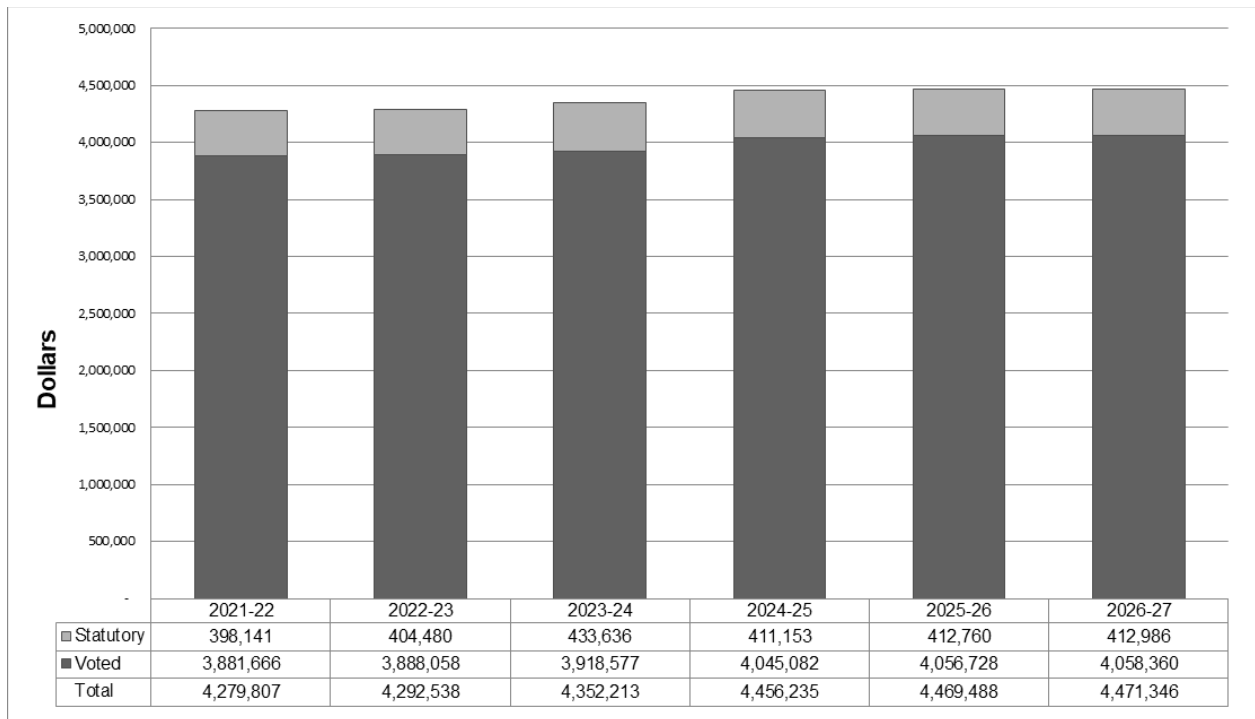
Core responsibilities and internal services	2024–25 budgetary spending (as indicated in Main Estimates)	2024–25 planned spending	2025–26 planned spending	2026–27 planned spending
Copyright Tariffs and Licences	3,564,988	3,564,988	3,575,590	3,577,077
Internal services	891,247	891,247	893,898	894,269
Total	4,456,235	4,456,235	4,469,488	4,471,346

In 2024-25, a portion of the Board’s planned spending will continue to be dedicated to workplace retooling, namely, to complete the plans related to office safety, security and accessibility. Another key spending priority will be to improve the Board’s internal IM to align with the Board’s recently implemented electronic registry services for the Registrar of Copyright Board.

Funding

Figure 1: Departmental spending 2021–22 to 2026–27

The following graph presents planned spending (voted and statutory expenditures) over time.



The Board’s planned spending is very stable over time as the Board does not have additional revenue sources and given its size and activities.

Estimates by vote

Information on the Board’s organizational appropriations is available in the [2024–25 Main Estimates](#).

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the Board’s operations for 2023–24 to 2024–25.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available on the Board’s [website](#).

Table 4: Future-oriented condensed statement of operations for the year ending March 31, 2025 (dollars)

Financial information	2023–24 forecast results	2024–25 planned results	Difference (2024–25 planned results minus 2023–24 forecast results)
Total expenses	5,253,986	5,035,754	(218,232)
Total revenues	-	-	-
Net cost of operations before government funding and transfers	5,253,986	5,035,754	(218,232)

In preparing its Future-Oriented Statements of Operations, the Board bases its estimates on internal assumptions about the future, based on past experience and relevant considerations. Factors that could lead to material differences between the Future-Oriented Statement of Operations and the historical statement of operations include: (a) the timing and the volume of acquisitions and disposals of property, plant and equipment, which may affect gains, losses and amortization expense; (b) the implementation of new collective agreements; and (c) other changes to the operating budget, such as new initiatives or technical adjustments later in the year.

Human resources

Table 5: Actual human resources for core responsibilities and internal services

The following table shows information on human resources, in full-time equivalents (FTEs), for the Board’s core responsibility and for its internal services for the previous three fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2021–22 actual full-time equivalents	2022–23 actual full-time equivalents	2023–24 forecast full-time equivalents
Copyright Tariffs and Licences	20	20	21
Internal services	4	4	4
Total	24	24	25

As a micro-organization with very stable planned spending and activities, the Board has very little variation in its FTE numbers over time.

Table 6: Human resources planning summary for core responsibilities and internal services

The following table shows information on human resources, in full-time equivalents (FTEs), for the Board’s core responsibility and for its internal services planned for 2024–25 and future years.

Core responsibilities and internal services	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents	2026–27 planned full-time equivalents
Copyright Tariffs and Licences	21	21	21
Internal services	4	4	4
Total	25	25	25

There is no planned change in the Board’s resources or activities in the future. As a result, planned FTEs are stable over the upcoming years.

Corporate information

Organizational profile

Appropriate minister: The Honourable François-Philippe Champagne, P.C., M.P.
Minister of Innovation, Science and Industry

Institutional head: Nathalie Thériège, Vice-Chair and Chief Executive Office

Ministerial portfolio: Innovation, Science and Economic Development

Enabling instrument(s): [Copyright Act](#)

Year of incorporation / commencement: 1989

Organizational contact information

Mailing address

Copyright Board of Canada
Suite 800 – 56 Sparks Street
Ottawa, Ontario K1A 0C9

Telephone: (613) 952-8621

Email: secretariat@cb-cda.gc.ca

Website: <https://cb-cda.gc.ca/en>

Supplementary information tables

As an administrative tribunal and micro-organization, the Board does not publish any supplementary information tables.

Information on the Board's departmental sustainable development strategy can be found on its [website](#).

Federal tax expenditures

The Board's Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#). This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis plus.

Definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

core responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

departmental result (résultat ministériel)

A change that a department seeks to influence. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA Plus) (analyse comparative entre les sexes plus [ACS Plus])

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet the diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and sociocultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography, language, race, religion, and sexual orientation.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2024–25 Departmental Plan, government-wide priorities are the high-level themes outlining the government’s agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.

horizontal initiative (initiative horizontale)

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

Indigenous business

As defined on the [Indigenous Services Canada website](#) in accordance with the Government of Canada’s commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses annually.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally, a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to

defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within a department and that focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned results.

result (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead, they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The vote wording becomes the governing conditions under which these expenditures may be made.