



CBC, Here for Canada

2025-2030 Strategy

Vision: Creating Public Value for Canadians

CBC/Radio-Canada is dedicated to public service. It belongs to the public, and speaks to people as citizens. It ensures that services are discoverable, accessible, affordable and relevant in a modern Canada with shifting media habits. It strives to inform people through verified and reliable news, provided with accuracy, impartiality, integrity and independence. It offers content that stimulates the imagination with entertainment and enlightens with a wide range of opinions and perspectives. It helps citizens better understand the world, its opportunities and challenges. It is a place for citizens to find and debate their common purpose.

CBC/Radio-Canada is an essential *national* public service media organization that serves and listens to the people across Canada. We are committed to:

- Bringing people together and fostering connections across communities, perspectives and generations.
- Fostering dialogue, strengthening democratic life and promoting cultural ties that bind the nation together.
- Increasing connections to local communities, supporting talent and different perspectives by being where people are and reflecting who they are.
- Evolving and adapting to ensure services are discoverable and relevant in a modern Canada with shifting media habits.
- Engaging audiences not often reached by investing in new content and formats on the platforms used by target audience segments (youth; newcomers; divergent opinions and perspectives).
- Choosing collaboration over competition in the industry, and seeking to spark and share innovation for a strong and vibrant media ecosystem.

This is the core purpose and mandate of CBC/Radio-Canada:

- To “contribute to shared national consciousness and identity”;¹ strengthen democratic life; foster connections and counter polarization; promote and preserve culture; protect, promote and foster the strength of minority language communities; reflect communities across the country; support the independent production sector; and partner with others to maximize resources.

¹ *Broadcasting Act*, Section 3(1)(m)(vi).



- To create public value; provide verified and reliable news and information to combat disinformation; provide compelling, entertaining programming; foster talent across the country; and reflect and broker a wide range of opinions and perspectives.

Being inclusive and reflective of Canadian society, and the special place of Indigenous Peoples within that society, is essential to CBC/Radio-Canada's mandate to serve *all* Canadians. Over the past few years, the Corporation has developed tailored action plans to improve its services with specific peoples, communities and groups. As these plans are renewed, they will draw upon the pillars and guiding principles in the corporate strategy, so that the Corporation's commitment to truth and reconciliation with First Nations, Inuit and Métis, accessibility, diversity and environmental responsibility continues to be clear into 2030.²

Success is based on showing the value of CBC/Radio-Canada for individuals, society, the economy, and the creative sector. Success is measured by the use and the trust Canadians have in their national public broadcaster.

What the Strategy Aims to Achieve

The Corporation commits to a bold, multi-year strategy that accentuates its public value and demonstrates its essential role for everyone. The national strategy is focused on a five-year horizon as this will take many years to implement.

The Corporation must always set priorities, and look to allocate resources to address gaps in its service delivery. It cannot afford to rely solely on existing users and fans as confirmation of its value to the public. The Corporation needs to focus on segments of the population who currently under-value or do not use its services. It should build for the future with an emphasis on areas of growth, in audience segments that are currently underserved. To be a more inclusive and sustainable public service media organization, CBC/Radio-Canada needs to listen to these audiences and address their needs, program and market to them, and deliver services where they consume media.

The Corporation should do all of this by being distinctive in the media ecosystem, and recognized as such. Distinctiveness means doing things differently than others, in all genres. It means being innovative in technology and business practices. It means collaborating with actors in the system, as partners; being a "market-helper" as much as a

² Notably the [National Indigenous Strategy](#) (2024); the Accessibility Plan, [Breaking Barriers](#) (2023), the Equity, Diversity and Inclusion Plan, [Progress in Progress](#) (2022); and the environmental sustainability plan, [Greening Our Story](#) (2021).

“market-shaper.” In some cases this means filling gaps in service, in regions and for groups that private or community media cannot or will not service. But gap filling is insufficient to be a service for everyone in Canada. The Corporation should be a better instrument to strengthen and support those parts of the media ecosystem, public and community, that struggle. Otherwise, the plurality of voices will disappear.

To demonstrate its essential value, the Corporation needs a fast pivot and focus on audience segments important to ensure a sustainable media and cultural ecosystem for all Canadians. The Corporation has three areas where it could grow audiences and contribute to its sustainability into the future: children and youth; newcomers; and non-users and dissatisfied users who don’t currently see value or distinctiveness in its services. Some of these segments are easily identifiable given data on current perceptions and usage, and reaching them may require or benefit from partnerships with other players in the ecosystem:

1. **Children and youth.** We know this generation is digital-first and primarily explores global platforms. Our challenge is to capture their attention, inspire them and support them with Canadian content they can easily find, to build a lasting relationship from an early age and during their formative years.
2. **Newcomers.** Canada is evolving through immigration and as a national cultural institution, we are committed to refining our offerings to better serve these diverse communities. We want each newcomer to feel at home, informed, and entertained by content that reflects their realities and aspirations. Where relevant, we will help facilitate the integration of newcomers in official language minority communities, thus increasing our relevance.
3. **Non-users or dissatisfied users.** This segment poses the biggest challenge for the Corporation, in large part because they believe themselves to be under-served or forgotten. We see this challenge as a unique chance for inclusive dialogue, to reflect their realities, and to offer content that informs and entertains them.

Setting a priority on segments 1-3 will mean a redirection of efforts and resources, and an increased focus on audiences using digital and third-party platforms. It will mean stopping or transforming some activities, while being attentive to the needs of separate markets (e.g., linguistic, regional). It will mean a new orientation toward brand building, rather than brand harvesting. It will mean a return to the regions. It will mean removing barriers to collaboration within the organization, an openness and proactive approach to working with external partners. It will mean listening and directing efforts based on usage and perception data, addressing dissatisfied users with different programming and editorial output. Not every content and format has to be suitable for everyone, but everyone should find something that suits them.

With regard to the industry and the Corporation's anchor role, the focus should be on demonstrating collaboration, on partnerships with private and community media, and on supporting a fragile ecosystem. CBC/Radio-Canada's public value is driven both by the content it produces and its contributions to industry and society at large. The Corporation should work to be a pollinator, a helper for the industry.

With regard to society overall, it will mean a new openness and desire to build partnerships with public institutions in the regions (e.g., schools, universities, libraries). The aim should be to increase reach in key audience segments and foster understanding, but crucially, also to build resilience and help social cohesion by fostering connections across differences and finding spaces where the public can come together.



Pillars of the Strategy

The 2025-2030 corporate strategy is built upon three leading pillars, ensuring we are there for you, wherever you are.



Priority 1: Proximity

Current strategic context

- Use of CBC/Radio-Canada services among key demographics is low or declining, especially among youth and newcomers.
- Trust in media and institutions generally is declining.
- The French language is increasingly vulnerable in North America.
- Pressures on commercial revenues are increasing, coupled with rising costs of production.
- Local news and reporting are declining in communities.

- Dominance of foreign streaming platforms is affecting the discoverability of Canadian and Indigenous content.
- What does “Proximity” mean?

As a *national* public service media organization, who we are and what we create will reflect the demographics, expectations, opinions and perspectives of the people we serve. We will increase our presence to become closer to communities: by being *where* they are and by reflecting *who* they are. We will share their stories locally, regionally and nationally, and expand our network of content creators to better represent them. We will engage audiences we do not currently reach by telling the stories that matter most to their communities. We will do this in relationship with First Nations, Inuit and Métis, and as we continue our commitments toward reconciliation. We will encourage collaboration within the organization, and with external partners.

Some opportunities include:

- More resources for news coverage in the regions: The aim is to fund additional coverage and hire sufficient journalists to cover 15-20 communities with a population greater than 50,000, that currently have no or little local CBC/Radio-Canada presence.
- Local media support: Resource sharing and training partnerships with other media and partners to strengthen local news ecosystems.
- More cultural, music and amateur sports: Coverage across the country, with a special focus on official language minority communities (OLMCs) and francophones. This will also help organizations with sponsorships and exposure across the country and internationally.
- Investments in Northern Canada: Increased capacity and resilience to improve service across the North, including partnerships with civil society, public and community media, and educational institutions.
- Expanding the network of content creators and influencers across the country: The goal is to diversify viewpoints and perspectives and increase contributions for digital platforms.



Priority 2: Digital Agility

Current strategic context

- Media consumption is shifting to digital platforms, with younger audiences and newcomers less engaged with domestic linear platforms and content.
- Foreign streaming platforms continue to disrupt the domestic media industry, and marginalize Canadian services.
- Technological innovations are making digital creation more cost-effective.
- Consumers are using digital services with more interactivity and immersive experiences, from gaming to social media.
- Artificial intelligence (AI) is shaping the connections Canadians make and the content they discover and encounter.
- Generative AI presents opportunities for increased efficiency while raising the risks of misinformation and disinformation.
- Technology helps make content more accessible to Canadians on all platforms.
- Multiplatform media operations (linear and digital) stretch limited resources.

What does “Digital Agility” mean?

As a national public service *media* organization, we will adapt to ensure our services are discoverable and relevant in a modern Canada. We will be online where audiences are, on the platforms of their preference and choosing. We will improve our data capabilities to better understand audience segments and engage those we do not reach, including youth, newcomers and non-users. We will use technology and data responsibly, guided by principles of transparency and accountability. We will remove barriers to internal collaboration and adopt initiatives to increase productivity across the Corporation. We will leverage technology to improve the ease of use and accessibility of our services.

Some opportunities include:

- Expanded content on third-party platforms (e.g., YouTube, TikTok, Twitch, Instagram), especially designed to reach new audience segments (children, youth, newcomers).
- Improved services across CBC/Radio-Canada platforms: An improved user experience on CBC/Radio-Canada platforms; more local video output in regions; partnerships to expand free, ad-supported streaming television (FAST) channels; digital product and platform improvements; use of AI in new products, and to increase accessibility of services; collaboration in digital product development (e.g. Public Spaces Incubator) and open-source sharing.
- Tackling misinformation and disinformation with new digital tools shared with other media. Expanded disinformation programs, including materials for schools and libraries.
- Expansion of FAST channel offerings (e.g. more entertainment channels and additional distribution of existing channels).



Priority 3: Bringing People Together

Current strategic context

- Social and political polarization are on the rise, as are threats to national sovereignty.
- Trust in media and institutions is declining.
- Disinformation and misinformation is spreading and being weaponized by AI.
- The media sector continues to be disrupted by foreign platforms, some of which undermine democracy, social cohesion and cultural sovereignty.
- Risk of defunding of public institutions in a time of social stress and crisis.
- Employee needs and expectations are evolving in a competitive talent market.

What does “Bringing People Together” mean?

As a national *public* service media organization, we will foster connections across different segments of society and generations to create spaces for healthy dialogue and mutual understanding; support cultural expression; and strengthen democratic life. We will create partnerships across the media and cultural ecosystem to connect with new audiences, provide a variety of programming, improve media literacy, and combat disinformation. We will be present for people, wherever they live in Canada, in times of crisis as well as times of celebration. We will bring people together and create shared experiences. We will provide programming that reflects First Nations, Inuit and Métis cultures and First Nations, Inuit and Métis languages in Canada. We will offer an engaging workplace where employees have the space to learn, grow and work together.

Some opportunities include:

- Better reflection of regional perspectives with content showcasing regional realities, including live events and national celebrations. New content to engage children, youth, newcomers, Indigenous Peoples; more diverse viewpoints and perspectives.
- Cross-cultural programming: New programs produced in partnership with CBC, Radio-Canada and other public media and partners (national and international).
- Increased investments in independent production in both English and French, and in Indigenous content.
- International coverage: Increased news budgets to immediately expand coverage with existing correspondents, in anticipation of increased bureaus in the future.
- Accessible archives: New initiatives and partnerships to make the content of CBC/Radio-Canada archives more accessible to Canadians.
- Wider access to nation-building events: Providing CBC/Radio-Canada media pool coverage to industry partners, to reduce costs in covering major events.

Principles

The guiding principles for the strategy include:

- **Collaboration:** Work across the Corporation and across industry to drive support for a vibrant media ecosystem.
- **Productivity:** Create the biggest impact using limited resources across the Corporation.
- **Innovation:** Do things differently.
- **Agility:** Implement new processes quickly.
- **Sustainability:** Be socially and environmentally responsible.

Enablers

Internal resources to marshal for the new strategy include the following:

- **People:** High-performance talent with future-ready capabilities and behaviours.
- **Technology and AI:** Solutions and products that accelerate digital transformation and improve productivity.
- **Data:** Insights to guide content development and distribution.
- **Funding:** Adequate financial resources, both public and commercial.