CORPORATE PLAN SUMMARY

2019-2020 to 2023-2024

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NOTE REGARDING FORWARD-LOOKING STATEMENTS

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

NOTE REGARDING PERFORMANCE MEASUREMENT

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

1 MESSAGE FROM THE PRESIDENT AND CEO

Since joining CBC/Radio-Canada as President and CEO in July 2018, I've had the pleasure of engaging with employees, stakeholders, partners and Canadians across the country about what Canada's national public broadcaster means to them, and what our role should be in the future.

CBC/Radio-Canada is the place where Canadians share their interests, their voices and their perspectives; where they discover new things about their community and their country. But today, Canadians are flooded by a wave of content and information. We have, at our fingertips, some of the best programming the world has to offer. We live in a world of global news and entertainment; our job is to secure a place for Canada and Canadian stories on an international stage.

In a digital world of limitless choices, we believe a strong public broadcaster is vital to supporting Canadian culture and democracy. In January, we made that case in our submission to the Government of Canada's panel reviewing the *Broadcasting, Telecommunications and Radiocommunication Acts*. We are concerned about the health of the Canadian media ecosystem and its ability to meet the needs of all Canadians given the growing dominance of foreign digital companies that do not necessarily have Canadians' interests as their priority.

We are focused on three key themes: strengthening trust in news and democracy; building a lifelong relationship with all Canadians; and promoting and supporting Canadian culture and values at home and around the world. The launch of our new three-year corporate strategy, *Your Stories, Taken to Heart*, puts these themes into action and ensures that our audiences remain at the very heart of everything we do.

As we mark the last Corporate Plan Summary focused on *Strategy 2020*, you will find many concrete examples of the great progress we have made in becoming more local, more ambitious in our Canadian programming and more digital.

We are excited about the future. Canadians are embracing our new digital services, and younger Canadians are discovering their public broadcaster through our mobile services and podcasts. While there are significant challenges in the digital world, we believe there are tremendous opportunities for Canada to build a strong cultural system for Canadians.

Catherine Tait
President and CEO

2 CBC/RADIO-CANADA'S COMMITMENT TO TRANSPARENCY AND ACCOUNTABILITY

As Canada's national public broadcaster, we take very seriously our obligation to be transparent and accountable to Canadians. To meet our responsibilities, we provide access on our corporate website to information about our activities and the way we manage our public resources.

HR COMPLIANCE

- Annual Review on Implementation of Section 41 of the *Official Languages Act* to Canadian Heritage
- Annual Review on Parts IV, V and VI of the *Official Languages Act* to Treasury Board of Canada Secretariat
- Annual Report on Employment Equity to Employment and Social Development Canada (ESDC)
- Annual Report on Multiculturalism to Immigration, Refugees and Citizenship Canada

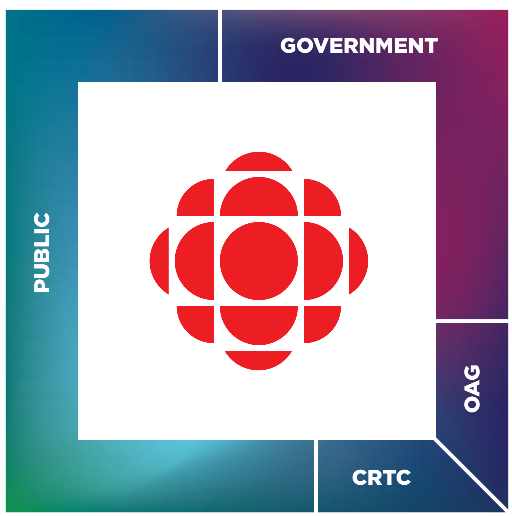
CORPORATE REPORTS

- Corporate Plan and Corporate Plan Summary
- Annual Report
- Quarterly financial reports
- CBC Pension Annual Report
- Public Accounts of Canada
- Accountability Plan
- The *Strategy 2020* Performance Report
- The Mandate and Vision Perception Survey
- Environmental performance reports
- Reports on the implementation of the *Access to Information Act* and *Privacy Act*, and on any disclosure of wrongdoings (under the *Public Servants Disclosure Protection Act*)

RESPONSES TO ACCESS TO INFORMATION AND PRIVACY (ATIP) REQUESTS

POLICIES AND PRACTICES

- Journalistic Standards and Practices
- Code of Conduct



OMBUDS REPORTS

Board must respond to Ombuds Reports and table responses with the CRTC

APPEARANCES BEFORE PARLIAMENTARY COMMITTEES

OFFICE OF THE AUDITOR GENERAL (OAG)

- Annual OAG Attest Audit
- OAG Special Examinations

PROACTIVE DISCLOSURE

Proactive Disclosure web pages (including posting of travel and hospitality expenses of the Chair and Executives, as well as Board meeting documents)

ANNUAL PUBLIC MEETING

REPORTING TO THE CRTC

- Periodic licence renewals
- Annual reporting to the CRTC covering each of the Corporation's licensed radio, television and discretionary services
- Official Language Minority Communities (OLMCs) reports

3 WHO WE ARE AND OUR SERVICES

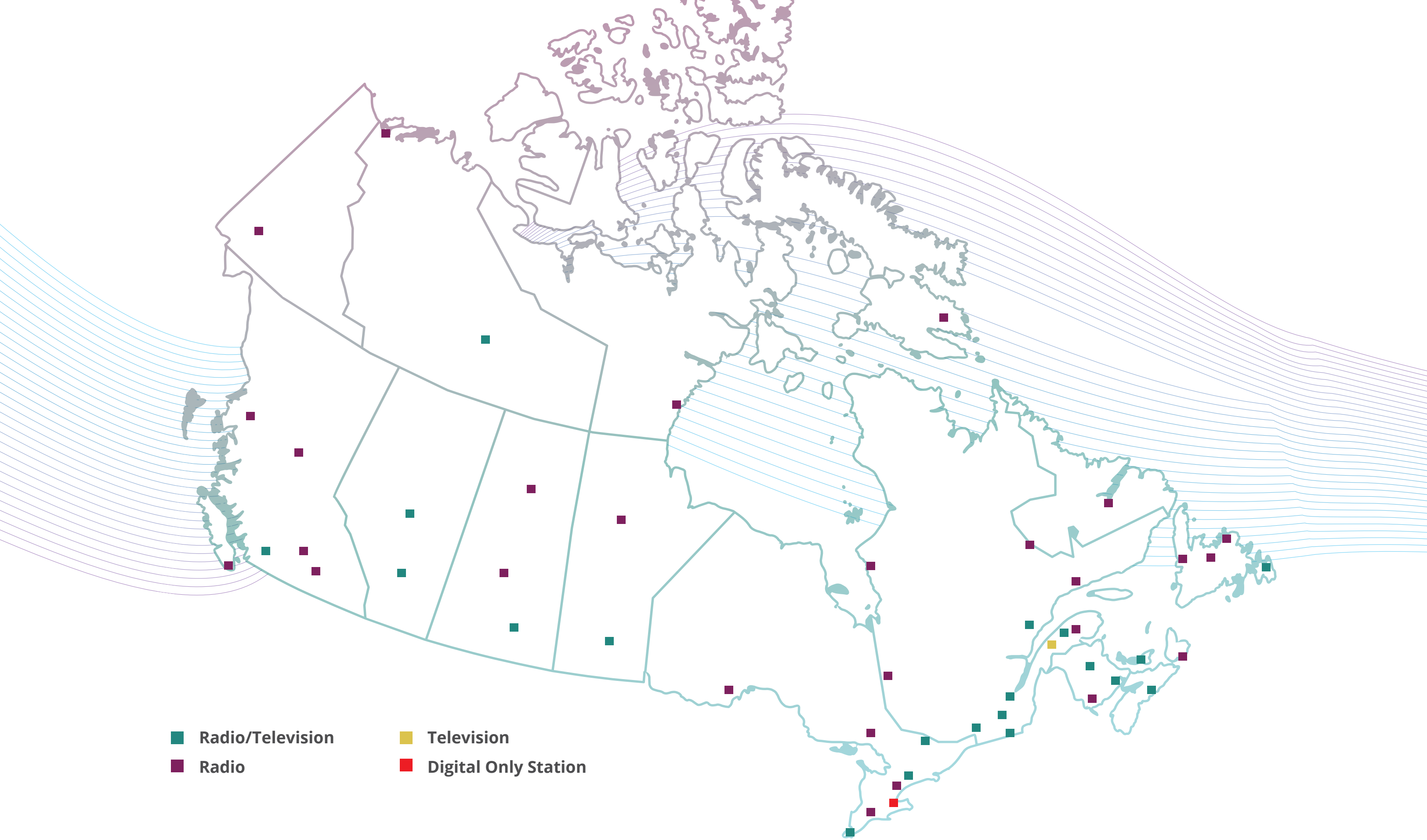
WHO WE ARE	OUR MISSION	OUR VISION	OUR VALUES
We are Canada's national public broadcaster and we are guided by the *Broadcasting Act*.	CBC/Radio-Canada celebrates Canadian culture and supports democratic life through a wide range of content that informs, enlightens and entertains.	*Your Stories, Taken to Heart*	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 to the world. Our head office is based in Ottawa. Our two main networks are based in Toronto (English) and Montreal (French), with community-based locations across the country, including 27 television stations, 88 radio stations and one digital-only station. We have five discretionary television channels and four Canada-wide radio networks, two in each official language. Internationally, we have seven permanent foreign bureaus and have the capacity to set up pocket bureaus in key locations as needed.

We offer six channels of CBC/Radio-Canada content across North America through a partnership with SiriusXM Satellite Radio. We also join forces with other francophone public broadcasters to broadcast French Canadian content internationally through TV5MONDE.

As of March 31, 2019, we employed 6,497 permanent employees, 383 temporary employees and 579 contract employees. Our employees come from a multitude of backgrounds and cultures. They are an integral part of our success in reflecting contemporary Canada.

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



SERVING CANADIANS[1]

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

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

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

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

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

1 Source: Map of CBC/Radio-Canada stations (including our affiliate) (March 2018). This map shows the locations of our CRTC-licensed radio and television stations across Canada, as well as our designated digital station. Note that digital services are also offered in the other stations. The map does not include our additional newsgathering locations and international news bureaus, whether permanent or pop-ups.

4 OUR STRATEGIC CONTEXT: THE ENVIRONMENT IN WHICH WE OPERATE

Technology enables Canadians to consume media content on multiple devices – television, radio, tablet, smartphone and laptop – from an ever-growing array of domestic and foreign content providers. By all accounts, competition for the attention of audiences is intensifying.

Rapid technological evolution impacts every aspect of the value chain from production to distribution to consumption. Media companies must continually innovate to capture the attention of audiences to maintain their relevance.

HOW AUDIENCES ARE ACCESSING CONTENT

Consumers have more options than ever when it comes to accessing TV and video content. Rather than a decline in usage, we are seeing a shift in how audiences are accessing that content. Understanding audience segments in the market is critical for media companies as they fight to reach and retain audiences over time.

NEARLY HALF OF ALL CANADIANS WATCH A COMBINATION OF TRADITIONAL AND ONLINE CONTENT[1]

45%

	TRADITIONALS	TESTERS	HYBRIDS	HAVE IT ALLS	ONLINE FIRST
	28%	18%	11%	16%	24%
	These viewers mainly watch TV and video content on TV sets through a paid TV subscription service (e.g., cable, satellite). This segment has decreased drastically over time (from 59% to 28% between 2011 and 2018 – a decrease of 53%).	These viewers still rely heavily on traditional platforms, but are starting to access some of their content on OTT services and online. This segment has remained relatively stable over time.	These viewers will choose the platform that best suits their needs at the time. This segment has nearly doubled over time (from 6% to 11% between 2011 and 2018).	The vast majority (8 in 10) of these viewers subscribe to a paid TV service and to an OTT service. This is one of the fastest-growing segments. It has tripled over time (from 5% to 16% between 2011 and 2018).	These viewers mainly watch TV and video content online or through an OTT subscription (e.g., Netflix). It's the fastest-growing segment. It has quadrupled over time (from 6% to 24%).
MORE LIKELY TO	be older – average age 61	be middle aged – average age 50	be middle aged – average age 47	be younger – average age 39	be in the youngest age category – average age 37

Younger Canadians pose a particular challenge. They are more connected, more mobile and more likely to consume content from around the world than any previous generation. To satisfy these younger Canadians, media organizations must continually innovate: that means creating video and TV content targeted to them; developing new content formats on new platforms; developing and producing compelling audio content for podcasts and streaming audio; and engaging with them in as many ways as possible.

1 Source: MTM - Media Technology Monitor. See the report on Canadian Viewing Profiles for more information.
** Over-the-top (OTT) refers to paid streaming video services such as Netflix, Crave, Club Illico and Amazon Prime Video.*

WITH TRANSITION COMES OPPORTUNITY

CBC/Radio-Canada has an opportunity to play an even stronger role in creating and promoting compelling Canadian stories in a digital world. Through collaboration with industry partners, we intend to serve Canadian audiences on the platforms or distribution channels they choose. Our vision is also focused on promoting Canadian culture and voices to the world through international partnerships with other public broadcasters and global players.

There is also an opportunity to strengthen the quality of and access to trusted news and information for all Canadians. As the public broadcaster, maintaining and building trust with audiences is critical to our role going forward. As noted by PwC's Global Entertainment & Media Outlook, "the ability to build and sustain consumer trust is becoming a vital differentiator."[1] In the future, the most valuable media companies will be those that have built trust in their brand.

FOREIGN DIGITAL GIANTS

Today, large, foreign international players (e.g., Facebook, Amazon, Apple, Netflix, Spotify, Google and YouTube, together with emerging OTTs like Disney+ and CBS All Access) compete with domestic players for the attention of Canadian audiences. The globalization of information and entertainment content has fundamentally disrupted the Canadian media landscape. These foreign players are able to leverage the strength of a massive global base to flood domestic markets, including Canada, with appealing foreign content. The challenge is to ensure that Canadian stories and Canadian shared experiences are made available and are discoverable in a sea of foreign content choices.

FUNDING SUPPORTS AND REVENUE STREAMS

Audience fragmentation and the shift of advertising and subscription revenues to digital platforms have negatively affected traditional broadcasters. Digital revenues, though increasing, are not compensating for these declines. Audience consumption patterns, such as cord shaving, have reduced the revenues of cable, satellite and IPTV companies.

Geographical barriers no longer protect the Canadian market. As competition for audiences' attention intensifies, foreign players are investing heavily in original content and driving up the cost to produce quality Canadian content.

Together, these funding pressures have created an urgent need to find new ways to fund the Canadian broadcasting system to ensure the creation of high-quality Canadian programming, including news, for the future.

DISCOVERING DOMESTIC CONTENT

In addition to funding and creating great Canadian content, Canadian audiences need to be able to discover this programming in a great big sea of digital choices. In a world of limitless choice, the challenge is to develop and implement measures that apply to all players operating in the Canadian broadcasting system – traditional, digital, domestic and foreign – to ensure that this content is discoverable to Canadian audiences.

ACCESSING AND USING DATA

Data analytics is a necessary core competency in a digital age. Digital information about Canadians' consumption of content is vital to improving their experience online and developing content that matches their preferences. The goal is to drive interest and user engagement with customized content. Misused, however, it can violate their privacy and undermine their trust.

Today, media organizations must use a variety of digital platforms, such as Facebook, YouTube, Google and Netflix, to distribute their content and reach their audiences. These digital platforms are an effective way to connect with Canadians, but result in the loss of access to information about how that content is used. These data offer valuable insights into content users' preferences and behaviours, and help media companies enhance the consumer experience.

1 Source: PwC, Global Entertainment & Media Outlook 2018–2022.

5 STRATEGIC INITIATIVES – *STRATEGY 2020*

At CBC/Radio-Canada, we have been successfully transforming the way we engage with Canadians since we launched our *Strategy 2020* in June 2014. We've become much more local, more digital and more ambitious in our programming. Here's how. We've developed more Canadian content and expanded it to new platforms; we've formed new industry partnerships to further opportunities for telling Canadian stories; and we've reduced our physical footprint to put money where it best serves Canadians – into our programming. We've done all of this to bring more great Canadian content to our audiences. And Canadians are responding. More of them are engaging with us, and with each other, in ways they could not have imagined a few years ago. Our continued commitment is that CBC/Radio-Canada will remain a vibrant public space for all Canadians. With *Strategy 2020* nearing completion, we are excited by what's coming next.

The following section shows the progress we have made in implementing *Strategy 2020* this past year. Our success is measured against key strategic and operational indicators. For more details on performance reporting, refer to the *Measuring Our Performance* section on page 22. As this year marks the launch of our new strategic plan, the 2019-2020 strategic focus will be based on our new strategy. For more details, see page 30.

2018-2019 STRATEGIC FOCUS AND RESULTS

1. CONTENT AND SERVICES: THE CORNERSTONE OF *STRATEGY 2020*

1.1 ENGAGING CANADIANS IN THE PUBLIC SPACE

Smart, unique and distinctly Canadian programming, that's how we're increasing and deepening our engagement with individual Canadians. We must create the conditions that provide our audience with a wide range of high-quality and compelling content that informs, enlightens and entertains on all platforms.

ARTS AND ENTERTAINMENT

RADIO-CANADA

2018-2019 STRATEGIC FOCUS

Drive ICI TOU.TV and ICI TOU.TV EXTRA to the next level with premium content: original or through partnerships.

Deliver a high-performance multiplatform offering that will expand our reach and impact (e.g., with drama series, kids, cultural strategy, Indigenous programming, positioning of ICI ARTV and ICI EXPLORA).

2018-2019 RESULTS

Expanded ICI TOU.TV and ICI TOU.TV EXTRA content through media partnerships, making it the leading destination for French-language content in Canada.

Continued to deliver exceptional drama programming, including the daily sensation *District 31*, the final season of *Unité 9* and *Les pays d'en haut*, drawing increased viewership across platforms.

Rolled out content supporting the first-run/exclusives strategy, such as *Demain des hommes*, *Plan B* and *Le monstre*, and ensuring cross-platform performance (e.g., measured in digital engagement, subscriptions, TV share).

Initiated a new "our stories" positioning, reflected in the organization of the ICI ARTV schedule, the viewing experience and the content recommended to audiences.

CBC

2018-2019 STRATEGIC FOCUS

Maximize the audience use of content on all platforms.

Commission premium scripted entertainment.

Offer documentaries that are bold, risk-taking, thought-provoking, point-of-view programs.

Provide factual entertainment programming that reflects the diversity of Canada and generates conversation.

Grow digital audiences by releasing high-calibre digital original series and social content while diversifying feed content.

2018-2019 RESULTS

Achieved programming success with *Schitt's Creek* (2019 Critic's Choice nominee), *Anne with an E* (the eighth most-binged show globally on Netflix in 2018) and *Coroner* (the highest-rated drama premiere on CBC's prime-time schedule in four years).

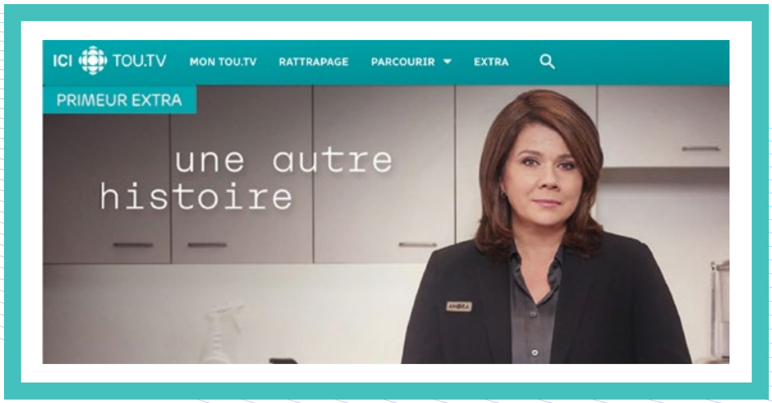
Developed successful short documentaries like *Finding Fukue* (2.5 million views on YouTube) and *Through Our Eyes*.

Showcased Canada's diversity through shows such as *The Great Canadian Baking Show*, *Canada's Smartest Person Junior*, *Kim's Convenience* and *Blackstone*.

Continued investment in digital with 40 commissioned digital original series (totalling over 140 million visits to our digital feeds), expanded the Creator Network to the regions and saw an increase in creator diversity (e.g., 72 per cent are diverse, 50 per cent are Indigenous).

LONG-TERM EXPECTED OUTCOMES

Intensify CBC/Radio-Canada's relationship with Canadians through the delivery of relevant, distinctly Canadian content and services, offered through modern distribution methods, with an emphasis on digital and mobile services.



ICI TOU.TV - Une autre histoire

Canada's Smartest Person Junior

NEWS

RADIO-CANADA

2018-2019 STRATEGIC FOCUS

Accelerate the News and Current Affairs digital shift, leveraging 2017-2018 R&D initiatives such as Rad and mobile application enhancements.

Continue rolling out the two strategic multiplatform thrusts: continuous news and impact journalism.

Increase the profile and impact of *Espaces autochtones*, producing more live-streamed radio shows and themed digital broadcasts on topical stories.

Support conventional platforms and establish targeted positioning of the offering to respond to news consumption throughout the day.

Roll out a documentary strategy, carving out a dedicated space in the ICI RADIO-CANADA TÉLÉ grid for current affairs topics that matter to Canadians.

2018-2019 RESULTS

Released the new Info app and original podcasts (e.g., *Mêlée politique, Ça s'explique*).

Launched an updated Journalistic Standards and Practices.

Delivered high-impact Rad content, resulting in unparalleled reach and recognition.

Unveiled Boussole électorale (an electoral compass) for the Quebec and New Brunswick elections that provided data-driven insights that strengthened our election reporting.

Created a time slot for documentaries in the ICI RADIO-CANADA TÉLÉ schedule.

Expanded our Indigenous offering on *Espaces autochtones* by broadcasting the first Indigenous leaders' debate during the election campaign for the Chief of the Assembly of First Nations Quebec-Labrador region and by producing the weekly current affairs show *Espaces autochtones en direct*.

CBC

2018-2019 STRATEGIC FOCUS

Fortify CBC News as the trusted platform for news, informing Canadians through fearless and independent reporting with a focus on enterprise, original, investigative and in-depth/contextual journalism. Launch new products to engage with younger Canadians.

Support the continued development process of *The National* and the redevelopment work with *the fifth estate* for its new Sunday time. Refresh the CBC News Network channel strategy in light of shifts in the cable news universe.

Build reach and focus on engagement and time spent with Canadians on owned and operated properties. Continue to focus on digital content production and distribution. Innovate and lead in spaces where Canadians are consuming (e.g., voice-activated smart speakers, podcasts).

2018-2019 RESULTS

Bolstered CBC News' position as a trusted provider of daily, enterprise and investigative news by launching an updated Journalistic Standards and Practices and joining the international Trust Project to increase transparency and trust in our journalism.

Continued transforming *The National*, relaunched *the fifth estate* and pivoted CBC News Network towards big-event news (e.g., the 2019 federal election).

Grew our mobile News app audience, relaunched our news websites in all regions, launched CBC News podcasts with millions downloaded (e.g., *Finding Cleo, Front Burner)* and expanded our offer on conversational interfaces (e.g., Amazon's Alexa).

LONG-TERM EXPECTED OUTCOMES

Intensify CBC/Radio-Canada's relationship with Canadians through the delivery of relevant, distinctly Canadian content and services, offered through modern distribution methods, with an emphasis on digital and mobile services.

Annual Public Meeting 2018

LOCAL

RADIO-CANADA

2018-2019 STRATEGIC FOCUS

Continue upgrading digital production capacity at each station.

Implement community-focused social and cultural production capacity.

Continue developing the digital journalism training centre.

Continue developing Radio-Canada's presence in the North so as to be active in all 10 provinces and 3 territories.

Help promote and amplify regional reflection through various content types and on each of Radio-Canada's platforms.

2018-2019 RESULTS

Produced original digital content like the *Tout-l'Ontario* portal, as well as the feature reports *Je suis Gladys* by ICI Ottawa-Gatineau and *Être huttérite en 2018* by ICI Manitoba.

Trained two new cohorts at the digital journalism training centre in Regina, with 50 per cent of admissions from diverse backgrounds.

Created the ICI Grand Nord regional page and hired dedicated staff to expand our presence in the field, connect French-speaking communities in the North and provide content for *Espaces autochtones.*

Enhanced national news coverage with local reporting, including the Humboldt Broncos tragedy and the issue of proposed pipeline routes.

CBC

2018-2019 STRATEGIC FOCUS

Deepen presence in and connection with the communities we serve, including enhancing engagement through community outreach.

Materialize newly developed Local Services vision and strategy with a "full-station" integrated approach to programming and service delivery.

Expand local coverage and impact.

2018-2019 RESULTS

Increased our commitment, range and scope in community engagement activities, including public town halls, pop-up bureaus, live on-site broadcasts, and community-based events in the field and at CBC locations.

Implemented the Local Services strategy across all linear and digital platforms successfully.

Expanded the scope of content and outreach across all platforms within communities (e.g., Nunavut, northern Ontario, lower St. Lawrence), increasing communications with stakeholders and enriching our editorial perspective with Indigenous and non-urban voices, among others.

LONG-TERM EXPECTED OUTCOMES

Preserve CBC/Radio-Canada's geographic presence, to be even more local, but at a reduced cost.

Lighten CBC/Radio-Canada's technology and real estate footprint across the country, focusing efforts and resources on content rather than infrastructure.

TALK RADIO

RADIO-CANADA

2018-2019 STRATEGIC FOCUS

Roll out the digital audio strategy through original content and innovative formats. Form partnerships and explore monetization opportunities.

Optimize digital distribution and amplify audio content, leveraging new platforms such as voice-activated devices.

Pursue continuous improvement of the network with an eye to audience renewal, creating shows that will be conducive to on-demand listening.

Continue to reflect regions in the radio content, presenting a dedicated themed series on Canada's North.

2018-2019 RESULTS

Added innovative podcasts like *Cavale* (in 3D audio) and *Paul dans le Nord* (an audio comic strip) and continued developing successful podcasts such as *Aujourd'hui l'histoire.*

Produced the major documentary series *L'appel du Nord*.

Launched a number of radio innovation initiatives, including the *l'Accélérateur d'idées* in partnership with Radio France.

Produced content in regional centres, such as the podcast *La marmaille* by ICI Colombie-Britannique-Yukon and the program *360 PM* by ICI Mauricie in La Tuque during an event celebrating Indigenous culture.

CBC

2018-2019 STRATEGIC FOCUS

Launch a consolidated music, talk and podcast offer – CBC Listen.

Maintain leadership in original podcasting.

Continue to position CBC Radio and Audio for a voice-activated smart speaker world (e.g., Amazon Alexa, Google Home).

Complete implementation of metadata strategy to improve information on car dashboards.

Deliver radio content to Digital First and continue to develop cross-skilled and cross-platform teams.

2018-2019 RESULTS

Launched CBC Listen in beta in October 2018, with an official website launched in April 2019.

Sustained our position as the number one podcast publisher in Canada with over 625 million downloads.[1,2]

Experimented with interactivity and voice-activation mediums such as the *Because News'* interactive quiz.

Enhanced CBC Talk by investing in digital talent, resources and interactive long-form programs like the special *One Bullet* series on *The Current.*

LONG-TERM EXPECTED OUTCOMES:

Intensify CBC/Radio-Canada's relationship with Canadians through the delivery of relevant, distinctly Canadian content and services, offered through modern distribution methods, with an emphasis on digital and mobile services.

1 Source: *The Canadian Podcast Listener 2018 (June 2018).*

2 Source: *SumoLogic (April 2016 to March 2019).*

MUSIC

RADIO-CANADA

2018-2019 STRATEGIC FOCUS

Develop and strategically deliver the entire music content offering, leveraging the full range of platforms (e.g., TV, radio, websites, apps, social networks) and musical genres.

Develop and strengthen an effective over-the-air offering, inseparable from our digital presence.

Continue the ongoing and timely enhancement of the digital offering.

2018-2019 RESULTS

Introduced the ICI Musique Classique brand, which became available to listeners via smart speakers and HD radio.

Launched a show dedicated to hip hop to reach new audiences and showcase Canadian artists on the international stage.

Created interactive online features dedicated to major Francophone and Indigenous entertainers (e.g., Gilles Vigneault).

CBC

2018-2019 STRATEGIC FOCUS

Lead strategic thinking as part of the Audio on Demand committee and continue to explore partnerships with third-party aggregators.

Implement interactive live streaming of JUNO Awards.

2018-2019 RESULTS

Signed a one-year deal with Spotify to deliver select CBC audio, including podcasts, to its 200 million subscribers worldwide.

Enabled live commenting on branded social channels, making our JUNO Awards digital offer more interactive.

LONG-TERM EXPECTED OUTCOMES

Intensify CBC/Radio-Canada's relationship with Canadians through the delivery of relevant, distinctly Canadian content and services, offered through modern distribution methods, with an emphasis on digital and mobile services.

Olivier Robillard Laveaux - Vi@Fehmiu

Centre Stage

DIGITAL

RADIO-CANADA

2018-2019 STRATEGIC FOCUS

Drive ICI TOU.TV and ICI TOU.TV EXTRA to the next level with the objective of an enhanced audience experience and the roll out of a strategic partnership approach.

Shape the future by developing our flagship digital services, standardizing the quality of technological developments and honing our knowledge of digital audiences.

Encourage a culture of innovation by continuing the various lab spaces and repeating major innovation gatherings.

2018-2019 RESULTS

Continued to promote premieres and special features to increase numbers of subscribers and audience engagement.

Developed business analytical capabilities to drive personalization and relationship marketing.

Launched the new Info and RCI apps.

Held a number of innovation-related events like the *Le futur est ici* conference and the working group on engaging cross-platform advertising formats.

Conducted research and development on accessibility, with described video now available directly on the Radio-Canada.ca video player.

CBC

2018-2019 STRATEGIC FOCUS

Integrate audience-centric digital thinking, planning and execution into all areas of CBC.

Build a stronger relationship with Canadians by understanding their digital preferences and behaviours and responding through continuous learning, iteration and improvement.

Improve user experience and features of CBC Gem to increase audience engagement.

2018-2019 RESULTS

Executed audience-facing pilots by using data collected in-house to help understand audience behaviours and preferences to enhance the user experience.

Established website testing for CBC.ca and CBC News apps.

Relaunched CBC Gem – improved by integrating first-party data into audience acquisition campaigns and releasing multiple new products (e.g., timing features, improved search, content release options).

Exceeded expectations on performance indicators, including audience engagement expectations for CBC Gem's time spent, as well as iOS and Android mobile app installs.

LONG-TERM EXPECTED OUTCOMES

Intensify CBC/Radio-Canada's relationship with Canadians through the delivery of relevant, distinctly Canadian content and services, offered through modern distribution methods, with an emphasis on digital and mobile services.

SPORTS

2018-2019 STRATEGIC FOCUS

Play a key role in developing Olympics coverage, in collaboration with external partners, with an eye to “filling the Olympics space” continuously, pre- and post-Olympic Games.

RADIO-CANADA

2018-2019 STRATEGIC FOCUS

Continue developing a multiplatform sports offering, launching a Sports app and further deploying web-exclusive coverage of amateur sports competitions.

Enrich *Podium* content to tell athletes’ stories beyond sports, exploring new formats and distribution strategies.

2018-2019 RESULTS

Converted the PyeongChang 2018 mobile app into the Radio-Canada Sports app after the conclusion of the 2018 Olympic Winter Games.

Produced comprehensive live web coverage of sports competitions, both internationally (e.g., downhill skiing, track and field, swimming, skeleton) and nationally (e.g., baseball, canoeing/kayaking, Quebec soccer).

Launched the *L’instant Podium* podcasts, presenting great moments in Canadian amateur sport, and *Tellement hockey*, providing news analysis.

CBC

2018-2019 STRATEGIC FOCUS

Continue to make CBC Sports the recognized home of high-performance and Olympic sport through a deepened relationship with audiences, and affordable, original and engaging content.

Prioritize digital platforms with innovative and compelling content and use data analytics to determine how audiences are consuming sports content and adjust accordingly to maximize the use of resources and our return on investment.

2018-2019 RESULTS

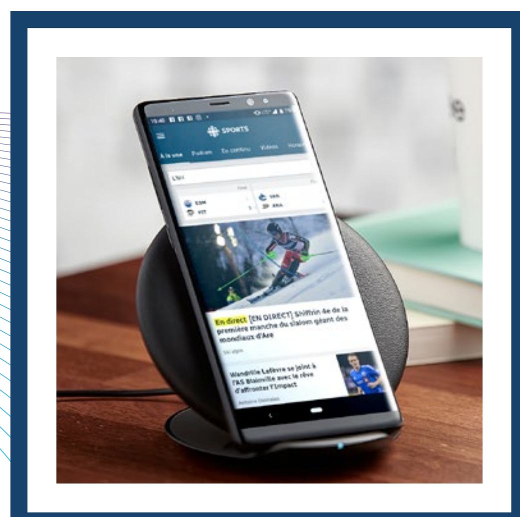
Added a variety of engaging, cost-effective, high-performance sports coverage across multiple platforms for flexible audience consumption, including the World Championships of Alpine Skiing, Snowboarding and Bobsleigh, the World Rugby Sevens Series, and the Rugby World Cup.

Re-allocated resources to add strength and experience to CBC.ca’s sports content, resulting in a more strategic business and driving audiences back to our digital platforms.

LONG-TERM EXPECTED OUTCOMES

Make CBC/Radio-Canada the recognized home of high-performance and Olympic sport.

Become scalable, adaptable and flexible with the appropriate tools, resources and people to deliver the strategy.



Radio-Canada Sports app

1.2 CONTENT SUPPORT STRATEGY

PRODUCTION

CBC/Radio-Canada's production infrastructure was put in place at a time when only broadcasters had the financial means to both produce and distribute content. Public policy and funding mechanisms have evolved and now mostly provide financing to independent producers for the making of television programs. To reflect this reality, CBC/Radio-Canada is significantly adapting its internal production, excluding News, Current Affairs and Radio. By partnering with independent producers, we support a broader range of Canadian creators and producers and leverage other financial sources such as tax credits and the Canada Media Fund. Maintaining a limited in-house production capability also allows us to preserve some flexibility and expertise.

ADAPT IN-HOUSE PRODUCTION

Project Objective: The Corporation will focus on content commissioning and significantly adapt internal production, excluding News, Current Affairs and Radio.

RADIO-CANADA

2018-2019 STRATEGIC FOCUS

Maximize hosting opportunities with the Services for Independent Producers department.

Complete the moving plan to the new Maison de Radio-Canada (MRC) so as to be ready to swiftly execute next fiscal year, controlling and mitigating impacts of and risks to production – current and planned – as well as business partnerships.

2018-2019 RESULTS

Aired the final seasons of two shows on ICI RADIO-CANADA TÉLÉ: *Marina Orsini* and *Entrée principale*.

Completed the move-in schedule for the new MRC, with priority given to technical production operations.

Conducted a test in January 2019 for transmission of a live broadcast of *En direct de l'univers* entirely via the new MRC infrastructure and its IP technology.

CBC

2018-2019 STRATEGIC FOCUS

Ensure balance of resources with production demand. Maximize efficiencies in applying new technologies (e.g., IP remote production structure, centralized control rooms) to achieve a high level of versatility, with the appropriate resources to optimize the delivery of content required for all platforms.

Maximize revenues through effective marketing of available resources.

Continue digitization of content to maximize efficiencies in sharing content and reducing our footprint.

2018-2019 RESULTS

Continued investment in infrastructure through the implementation of control room automation and centralization.

Maximized studio space through rental agreements with external clients, generating revenue to CBC.

Continued digitizing our content to better enable us to share our offer more widely and efficiently.

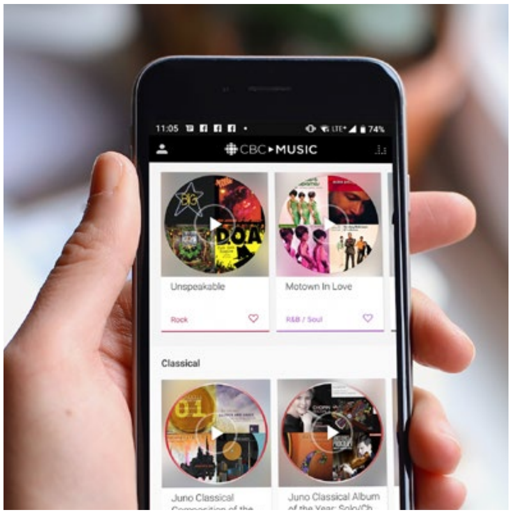
LONG-TERM EXPECTED OUTCOMES

Reduce in-house production significantly, while continuing to promote acquired or commissioned entertainment content from Canada's independent creative sector.

Lighten the technology and real estate footprint across the country, focusing efforts and resources on content rather than infrastructure.

Become scalable, adaptable and flexible, with the appropriate tools, resources and people to deliver the strategy.

Develop long-term, sustainable ways to manage financial health and the ability to invest in the future as market conditions and audience habits evolve.



CBC Music app

1.3 MUSIC DIGITAL INFRASTRUCTURE CONSOLIDATION

To build a strong digital future for music, CBC and Radio-Canada have been collaborating to develop and maintain a joint digital music platform and back-end digital service. Our goal is to continue to deepen our audience knowledge and expand our digital reach to increase Canadian consumption of digital music.

MUSIC DIGITAL INFRASTRUCTURE CONSOLIDATION

Project Objective: Develop a consolidated infrastructure for CBC Music.ca and ICI Musique.ca.

CBC/RADIO-CANADA

2018-2019 STRATEGIC FOCUS

Continue deploying and optimizing existing and new functionalities – back-end and front-end – in order to keep pace with audiences' highest and newest expectations.

2018-2019 RESULTS

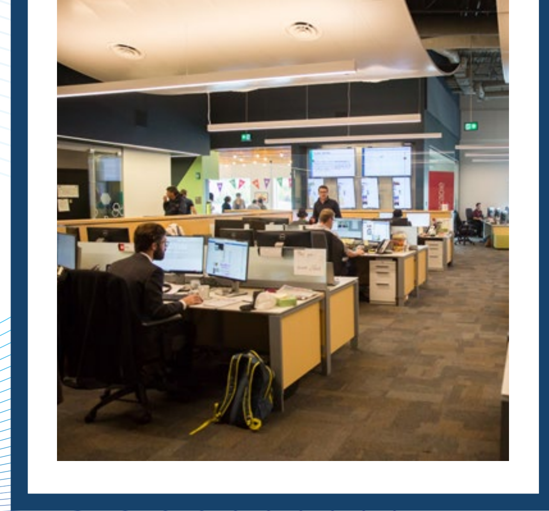
Continued evolving the back-end and front-end to improve the experience for CBC and Radio-Canada's audiences.

Note: The Music Digital Infrastructure Consolidation project is now complete. At this stage, in addition to deploying and optimizing functionalities, CBC and Radio-Canada continue to pay special attention to coordination and governance pertaining to the Music Digital Infrastructure.

LONG-TERM EXPECTED OUTCOMES

Lighten the technology and real estate footprint across the country, focusing efforts and resources on content rather than infrastructure.

Become scalable, adaptable and flexible, with the appropriate tools, resources and people to deliver the strategy.



CBC/Radio-Canada office space

2. THE STRATEGY ENABLERS

2.1 INFRASTRUCTURE STRATEGY: MODERNIZE, OPTIMIZE AND SCALE

CBC/Radio-Canada's current infrastructure was established at a different time, with different market factors and with a different view of service offerings. The Corporation is continuing to reimagine how it works, as well as the tools and infrastructure required to build flexibility, transfer risk and leverage technology to reduce costs and ensure consistent decision making across the Corporation.

INFRASTRUCTURE CONSOLIDATION

Project Objective: Identify potential infrastructure synergies within the Corporation.

2018-2019 STRATEGIC FOCUS

Leverage opportunities presented by the ongoing shift of broadcast infrastructure towards IT-centric, software-based technology to:

- Reduce the overall number of systems and workflows that must be supported
- Define standardized workflows for managing the life cycle of media through infrastructure
- Encourage the use of common platforms and workflow harmonization between services
- Leverage equipment pooling.

2018-2019 RESULTS

Continued the construction at the new MRC by adding a combined facility for IT and Media Technology and by commencing the implementation of live services using the new facilities.

Consolidated major IT systems to reduce workflows, including the French TV Guide into OnAir, the employee HR portal (EHR) into MySource and the Collaborative space (Sharepoint) into Google.

Migrated our trouble ticketing system (Remedy) to a cloud-based service, reducing its physical footprint in our data centre.

Continued rolling out the Media Asset Management (MAM) system.

LONG-TERM EXPECTED OUTCOMES

Modernize and make the Corporation's infrastructure more suited to meet the changing needs of the business.

Continue optimization or initiatives to contribute to the goal of cost savings.

REAL ESTATE

When *Strategy 2020* was launched, CBC/Radio-Canada's real estate portfolio totalled approximately four million square feet. The real estate strategic plan aims to reduce the Corporation's footprint by 50 per cent by 2020. This means transferring, whenever possible, the risks associated with real estate ownership to third parties and maximizing proceeds from its existing properties through the sale of assets.

For more information on how we are meeting our real estate footprint reduction target, see the *Strategy 2020* Performance Report on page 23.

REAL ESTATE FOOTPRINT REDUCTION

Project Objective: Reduce real estate portfolio.

2018-2019 STRATEGIC FOCUS

Complete, through the mobilization of employees' creativity and expertise, as well as proactive change management, the layout of the new MRC building to ensure best-in-class, strategic occupation of the space.

Pursue the Corporation's goal of reducing its real estate footprint through real estate consolidation projects in select stations.

Leverage opportunity provided by space consolidation projects to implement new workplace solution standards in selected stations.

2018-2019 RESULTS

Continued work on the new MRC project, with the delivery of technical spaces in August 2018 (e.g., the Central Equipment Room).

Increased our lease space at the Canadian Broadcasting Centre in Toronto by more than 100,000 square feet with two new tenants (Uken Studios Inc. and Dialog Ontario Inc.) and the Walt Disney Company (Canada) Ltd., which doubled its rented space.

Concluded the sale of our Calgary building, reducing the footprint by more than 40,000 square feet.

Consolidated our Quebec City Bureau operations, achieving a reduction of more than 9,000 square feet.

LONG-TERM EXPECTED OUTCOMES

Implement a reduction of two million square feet of space in the overall portfolio by 2020.

Implement a new workplace solution standard (open plan and collaborative) across the Corporation.

Reduce total cost of occupancy in all locations.

Transfer risk (leasing solutions).

Maximize proceeds from existing assets.

MRC project

2.2 PEOPLE AND CULTURE STRATEGY

Human resources practices need to meet the current and future needs of every part of CBC/Radio-Canada. We are achieving this through diversity and inclusion initiatives, simplification, and an increase in our responsiveness, alignment and empowerment.

To learn more about the progress of our employee indicators, see the *Strategy 2020* Performance Report on page 23.

CULTURE CHANGE

Objective: Provide effective change programs to help leaders and individuals manage the significant change that *Strategy 2020* entails.

2018-2019 STRATEGIC FOCUS

Enable the transformation to the public broadcaster of the future.

Continue to develop an inclusive, high-performance workforce.

Encourage a culture that is values-driven, strengths-based, engagement-oriented and outcome-focused.

2018-2019 RESULTS

Negotiated a new collective agreement with the Syndicat des communications de Radio-Canada for a three-year term and with the Canadian Media Guild (CMG) for a five-year term.

Launched our 2018-21 Diversity and Inclusion Plan, setting out a new road map to reflect the full range of Canadian perspectives through our content, workplace culture and workforce.

Continued implementation of the People and Culture Modernization project, including a review of recruitment and compensation practices and HR technology.

Conducted our fourth annual Dialogue Employee Engagement Survey in partnership with Gallup, resulting in a 76 per cent participation rate and improvement on all indicators.

Facilitated more than 30 unconscious bias workshops to employees.

LONG-TERM EXPECTED OUTCOMES

Create an engaged and outcome-focused culture that is values-driven, strengths-based, engagement-oriented and outcome-focused to drive business strategy and performance.

2.3 FINANCIAL SUSTAINABILITY

CBC/Radio-Canada's future success is tied to our financial sustainability. And, to be financially sustainable, we must create a viable financial model with a manageable cost structure, adequate and reliable income streams, and enough free-cash flow to invest in the future, as well as more efficient and streamlined operations. *Strategy 2020*'s initiatives, listed above, laid out the direction CBC/Radio-Canada has taken to remain financially sustainable in the long term. Our new strategy will continue to build on these successes.

In 2016-2017, the government reinvested $150 million in CBC/Radio-Canada on an ongoing basis. This reinvestment is an important vote of confidence by government and by Canadians in our programs, our people and our vision for the future. It is also recognition that CBC/Radio-Canada faces some significant financial challenges, in addition to a unique set of risks that are outlined in Appendix C. The funding has provided an element of flexibility as we assess the progress of our digital strategy and make the necessary investments in the future.

6 MEASURING OUR PERFORMANCE

MEASURING OUR SUCCESS

Measuring and assessing CBC/Radio-Canada's performance is an important part of *Strategy 2020*. We do this in two ways: by measuring the perceptions of Canadians and by tracking our success against specific measurable targets. The performance measurement framework covers four areas: Mandate and Vision (perception survey indicators), *Strategy 2020* (strategic indicators), Reinvestment impact indicators (reported annually), and Media Lines (operational indicators).

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 both the Corporation's mandate and the vision of *Strategy 2020*. The data are collected via a survey conducted among representative samples of anglophone and francophone Canadians.[1]

Highlights based on the 2018-2019 survey results follow. More detailed results can also be found on our online [interactive dashboard.]

84%

use at least one CBC/Radio-Canada service in a typical month.

81% of Canadians believe it is very important for Canada to have a national public broadcaster like CBC/Radio-Canada.

69% of Canadians strongly agree that there is a clear need and role for CBC/Radio-Canada into the future.

65% OR MORE OF CANADIANS STRONGLY BELIEVE THAT CBC/RADIO-CANADA'S PROGRAMMING ...

70%	is of high quality
68%	reflects regions of Canada
66%	is informative
65%	supports the creation of original Canadian content

1 Source: Mission Metrics Survey, 2018-2019, TNS Canada (1,000 Anglophones and 1,000 Francophones per survey). Surveys are conducted in fall and spring each year. Each result represents the percentage of Canadians who gave CBC/Radio-Canada top marks (i.e., 8, 9 or 10 on a 10-point scale).

OUR PERFORMANCE – *STRATEGY 2020*

The *Strategy 2020* Performance Report tracks the corporate-wide objectives of our current strategic plan. We established long-term targets in 2014 and 2015. Over the past five years, up until 2018-2019, we tracked our progress towards them with short-term annual targets.

The eight indicators below measure progress in four key areas: audience/market, infrastructure, people and financial sustainability. Our goal is to increase our value and deepen our relationship with all Canadians. With this in mind, four of the eight indicators measure our connection to our audience/market. When we originally launched our strategy, by 2020 we wanted:

- Three out of four (75 per cent) Canadians to consider one or more of our services to be very important to them (indicator 1);
- Canadians to continue to strongly agree that CBC/Radio-Canada's information programming reflects a diversity of opinions and covers issues in a fair and balanced way (indicator 2); and
- To increase our digital reach so that 18 million Canadians will use our digital platforms each month and to grow the number of digital interactions they have with our services (indicators 3 and 4).

To support our audience goals, we are transforming our infrastructure, including reducing our real estate footprint by 50 per cent (indicator 5). We are also transforming our workplace, focusing on employee engagement (indicator 6) and better reflecting Canadian diversity (indicator 7). We are becoming more financially sustainable through cost reductions (indicator 8).

The *Strategy 2020* indicators are presented below.

***STRATEGY 2020* INDICATORS**	Results 2014 2015	Results 2015 2016	Results 2016 2017	Results 2017 2018	Targets 2018 2019	Results 2018 2019
Audience/Market						
1. Importance to me (% very important)[1,2]	58.6%	56.6%	54.5%	57.1%	58.8%	**58.0%**
2. Information programming has diverse opinions and is objective (% who strongly agree)[1]	56.8%	56.2%	53.2%	52.7%	55.0%	**53.1%**
3. Digital reach of CBC/Radio-Canada (millions)[3]	12.4	14.6	16.9	18.5	18.0	**20.2**
4. Monthly digital interactions with CBC/Radio-Canada (millions)[4]	79.7	103.8	140.4	159.1	145.2	**163.1**
Infrastructure						
5. Reduce real estate footprint (millions of rentable square feet)[5]	4.0	3.9	3.9	3.8	3.7	**3.7**
People						
6. Employee engagement (% proud to be associated)[6]	N/A	69.0%	82.0%	85.0%	87.0%	**87.0%**
7. Employee diversity (% of new employees)[7]	16.1%	18.5%	23.0%	27.8%	25.4%	**29.8%**
Financial						
8. Achieve cost reduction target ($ million)	N/A	$62.0	$87.5	$93.1	$104.0	**$104.0**[8]

N/A = not available

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

● Target met or exceeded ● Target partially met ○ Target not met

1 Source: Mission Metrics Survey, TNS Canada. This is the percentage of Canadians who give us top marks (i.e., 8, 9 or 10 on a 10-point scale). The question for Importance to me (Indicator 1) is "Using a scale from 1 to 10, where 1 means 'Not Important At All' and 10 means 'Very Important' how important would you say the CBC is to you?" Information programming (Indicator 2) is the average of two questions: CBC/Radio-Canada's information programming "reflects a diversity of opinions on a wide range of issues" and "covers major issues in a fair and balanced way."

2 In fall 2017, the word personally was removed from the end of the question that now reads: "How important would you say the CBC is to you?"

3 Source: Unduplicated reach of CBC and Radio-Canada digital platforms. Comscore Media Metrix® Multi-Platform, Total Audience (desktop 2+, mobile 18+), Average of Monthly Unique Visitors from April 2018 to March 2019, Canada.

4 Source: Comscore Media Metrix® Multi-Platform, Total Audience (desktop 2+, mobile 18+), Average of Monthly Visits from April 2018 to March 2019, Canada.

5 Our rentable square feet (RSF) results exclude foreign offices (e.g., bureaus), transmission sites, parking lots and leases for the sole purpose of storage (i.e., no broadcasting activity).

6 Source: Gallup Consulting, Dialogue 2018 Survey. This is the percentage of employees who are proud to be associated with CBC/Radio-Canada. This is measured as the percentage of employees who responded four to five on a scale of one to five in a representative survey of employees.

7 This metric is made up of three groups: Indigenous peoples, persons with disabilities and visible minorities. It is calculated as a percentage of new external hires for positions of 13+ weeks.

8 Amount represents cumulative budget reduction on an annual basis.

AUDIENCE/MARKET

Indicator 1: CBC/Radio-Canada continues to be positively perceived by Canadians. Six out of ten Canadians strongly agree that we are important to them, a result that has gained almost one point since last year and nearly reached its 2018-2019 target.

Indicator 2: Perception results of our information programming remained relatively stable with one out of two Canadians strongly agreeing that our information programming has diverse opinions and is objective. This result, however, fell below target.

Indicator 3: Our digital reach continued to increase in 2018-2019, and exceeded its annual target. On average, each month, 20.2 million Canadians turned to our digital platforms for compelling programming content and as a source of information, especially during significant news events.

Indicator 4: Driven by the coverage of this year's major events, such as the provincial elections, the Humboldt bus crash and SNC Lavalin among others, monthly digital interactions increased again this year to 163.1 million, exceeding its annual target.

INFRASTRUCTURE

Indicator 5: We met our 3.7 million rentable square feet (rsf) target in 2018-2019 following the sale of our Calgary building in July and the reduction of space in Quebec City in September. A sizeable reduction in our real estate footprint is expected following the move from the current Maison de Radio-Canada premises into a new leased facility on a portion of the same site, scheduled for 2020.

PEOPLE

Indicator 6: We met our employment engagement annual target of 87.0% as a result of continuous improvements in our organizational climate and work environment.

Indicator 7: With an annual result of 29.8% in 2018-2019, diversity of new employees was above target and was the highest annual result we have achieved since launching the initiative. Through continued implementation of our Diversity and Inclusion Plan, our vision is to be the media leader in drawing on the wealth of unique Canadian perspectives to shape our content, workplace and workforce.

FINANCIAL

Indicator 8: Cost reductions met the 2018-2019 target, with a cumulative $104.0 million of cost reductions achieved.

At CBC/Radio-Canada, we have been successfully transforming the way we engage with Canadians since we launched our *Strategy 2020* in June 2014. We've become much more local, more digital and more ambitious in our programming. We've done all of this to bring more great Canadian content to our audiences. And Canadians are responding. More of them are engaging with us, and with each other, in ways they could not have imagined a few years ago. Our continued commitment is to remain a vibrant public space for all Canadians. As we wrap up *Strategy 2020*, we are excited about what's coming next.

As this year marks the launch of our new strategic plan, our 2019-2020 performance measurement will be based on our new strategy. For more information, see the *Your Stories, Taken to Heart* section on page 30.

REINVESTMENT IMPACT INDICATORS

In 2016-2017, we introduced two additional performance indicators with the intent to measure the incremental impact of the government's reinvestment on our digital presence. The first indicator measures the incremental performance of our digital services at the national level, and the second indicator assesses our incremental performance in local markets. Each indicator is measured against a baseline that represents our performance target before the government's reinvestment. The section below highlights our performance in these areas.

	2020 Incremental Target	2017-2018 Results	2018-2019 Results
1. Additional monthly digital interactions with CBC/Radio-Canada[1]	+ 5.1 M	+ 15.0 M	+ 18.6 M
2. Local service - Additional monthly interactions with CBC/Radio-Canada[2]	+ 3.8 M	- 10.3 M	- 13.6 M

Note: Digital audience measurement cannot quantify the proportion of additional visits that is attributable solely to reinvestment.

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

Additional monthly digital interactions with CBC/Radio-Canada (indicator 1):
We targeted to record 5.1 million additional monthly digital interactions above the baseline by 2020. With a result of 18.6 million monthly interactions above the baseline, our most recent measurement for 2018-2019 indicates our national performance is well ahead of the 2020 incremental target. We attracted more Canadians and recorded more visits, driven by increased audience interest in our digital platforms, including our news offerings, CBC Gem and ICI TOU.TV.

Additional monthly digital interactions with CBC/Radio-Canada local services (indicator 2):
We targeted to record 3.8 million additional digital interactions above the baseline for our local services by 2020. While our local services still receive over 60 million visits on average each month, our 2018-19 result indicates that our performance is trending below our expected visits. This is due to decreased referral traffic from social media, which impacted news publishers, and the CBC news site redesign in early 2018 which temporarily reduced web traffic. Under our new strategy, services to the regions continue to be a priority.

1 Source: Comscore Media Metrix® Multi-Platform, Total Audience (desktop 2+, mobile 18+), Average of Monthly Unique Visits. Only captures visits made on desktops or mobile web browsers.
2 Source: Comscore Media Metrix® Multi-Platform, Total Audience (desktop 2+, mobile 18+), Average of Monthly Unique Visits; Adobe SiteCatalyst, Average of Monthly Unique Visits. Only captures visits made on desktops or mobile web browsers.

OUR PERFORMANCE – MEDIA LINES

We use Media Lines reporting to measure performance against our operational targets, which mostly focus on audience reach and share through our various platforms and revenue across all our services.

While the Corporation continues to monitor the performance of its discretionary television services, we have not reported our subscribers' results for competitive reasons.

RADIO-CANADA RESULTS	Results 2014 2015	Results 2015 2016	Results 2016 2017	Results 2017 2018	Targets 2018 2019	Results 2018 2019
Radio Networks						
ICI PREMIÈRE and ICI MUSIQUE All-day audience share[1]	21.4%	21.8%	23.3%	24.4%	23.7%	**26.5%** ●
Television						
ICI TÉLÉ Prime-time audience share[2]	19.8%	19.9%	20.9%	22.7%	21.8%	**22.9%** ●
ICI RDI, ICI ARTV and ICI EXPLORA All-day audience share[3]	4.8%	4.7%	4.8%	4.7%	4.4%	**4.9%** ●
Regional						
ICI PREMIÈRE Morning show audience share[1]	19.2%	19.9%	18.7%	21.6%	19.5%	**22.8%** ●
Téléjournal 18h Average minute audience[3]	325 K	319 K	324 K	356 K	330 K	**354 K** ●
Digital						
Radio-Canada Digital Offering Monthly average unique visitors[4]	1.9 M	3.0 M	3.8 M	4.1 M	4.1 M	**4.8 M** ●
Revenue[5]						
Conventional, discretionary, online	$234 M	$216 M	$211 M	$218 M	$215 M	**$218 M** ●

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

● Target met or exceeded ● Target partially met ○ Target not met

1 Source: Numeris, fall survey (diary), Francophones aged 12 years and older in Radio-Canada areas in which a Radio-Canada owned station is located, all-day audience share. Morning show: Monday-Friday, 6:00-9:00 AM.

2 Source: Numeris, Portable People Meter (PPM), Francophones in Quebec, aged two years and older, ICI RADIO-CANADA TÉLÉ regular season (September to April).

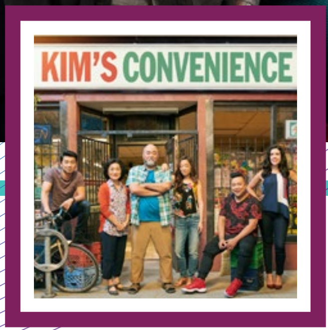
3 Source: Numeris, Portable People Meter (PPM), Francophones in Quebec, aged two years and older, April to March.

4 Source: Comscore Media Metrix® Multi-Platform, Total Audience (desktop 2+, mobile 18+), Average of Monthly Unique Visitors from April to March, Canada. Radio-Canada digital offering: Radio-Canada.ca, ici.tou.tv, icimusique.ca, rcinet.ca, ici.artv.ca, ici.exploratv.ca and rad.ca. As of 2015-2016, this measure is multiplatform.

5 Includes advertising revenue, subscription revenue and other revenue (e.g., content sales). Excludes revenue from the Olympics. Revenue for ICI ARTV is reported at 100 per cent, although Radio-Canada owned only an 85 per cent share prior to March 31, 2015. Since that date, Radio-Canada has been the sole owner of ICI ARTV.

Trop

100% local



Kim's Convenience

Radio: The strong performance of our radio services was attributed to reaching more listeners, as well as stable listening patterns. This year was exceptional for ICI PREMIERE, driven by the good performance of our morning programs and many of our flagship programs (*Médium large* and *Midi info*). Audience records were achieved in the Quebec City, Rimouski, Rouyn-Noranda and Sept-Îles markets.

On ICI MUSIQUE, the weekend show *C'est si bon* and the new releases *La chaîne musicale* and *Plus qu'un hit avec Philippe* performed particularly well.

Television: The success of some of our titles, such as the daily drama *District 31*, were factors leading to a stable share for ICI TÉLÉ.

The combined audience share for our discretionary services finished the year above target. ICI ARTV's focus on culture and a refreshed schedule strategy contributed to this strong performance.

Regional: ICI PREMIÈRE's regional morning show results significantly exceeded target. Radio-Canada achieved first position in four markets this year: Quebec City, Ottawa-Gatineau Franco, Sherbrooke and Rimouski.

Téléjournal 18h's average minute audience is trending above target thanks to strong performances in several markets, including Montreal.

Digital: Radio-Canada's average monthly reach for its digital offering continued to grow. More and more Canadians access our content with their mobile devices and we are strengthening our presence on social networks.

Revenue: Radio-Canada managed to exceed its revenue target, as ICI TÉLÉ held its own in a challenging advertising market. ICI TOU.TV EXTRA's subscriber revenue is also up, due to the success of our digital strategy.

CBC RESULTS	Results 2014 2015	Results 2015 2016	Results 2016 2017	Results 2017 2018	Targets 2018 2019	Results 2018 2019	
Radio Networks							
CBC Radio One and CBC Music 5-PPM Market Share All-day audience share in the 5-PPM markets[1]	-[2]	-[2]	-[2]	12.8%	11.3%	**13.5%**	●
CBC Radio One National Reach Monthly average national reach[3]	-[2]	-[2]	-[2]	7.7 M	7.7 M	**7.7 M**	●
CBC Music National Reach Monthly average national reach[3]	-[2]	-[2]	-[2]	4.5 M	4.5 M	**4.6 M**	●
Television							
CBC Television Prime-time audience share[3]	6.0%	5.8%	5.5%	7.6%	5.6%	**5.0%**	○
CBC News Network All-day audience share[3]	1.5%	1.7%	1.6%	1.4%	1.2%	**1.4%**	●
Regional							
Television Local 6 PM News Average minute audience[3]	375 K	345 K	313 K	269 K	230 K	**319 K**	●
CBC Radio One 5-PPM Market Share Morning show audience share in the 5-PPM markets[1]	-[2]	-[2]	-[2]	15.1%	14.7%	**17.1%**	●
CBC Radio One National Reach Morning show audience, monthly average national reach[3]	-[2]	-[2]	-[2]	3.5 M	3.5 M	**3.6 M**	●
Digital							
CBC Digital Offering Monthly average unique visitors[4]	10.6 M	12.4 M	14.8 M	16.1 M	15.6 M	**17.4 M**	●
Revenue[5]							
Conventional, discretionary, online	$321 M	$260 M	$228 M	$295 M	$213 M	**$212 M**	◐

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

● Target met or exceeded ◐ Target partially met ○ Target not met

Radio: It was a strong year for CBC Radio, with audience shares exceeding targets, driven by the growth in CBC Radio One morning shows across all markets and high audience levels for CBC Radio One. Reach for CBC Radio One and CBC Music met and exceeded their targets, respectively.

Television: The overall decline in CBC prime time share was a result of softer audiences in both summer and fall seasons despite a rebound due to stronger winter programming. CBC News Network's share was consistent with last year and ahead of target largely due to major news stories (e.g., SNC Lavalin).

Regional: Local 6 PM news experienced an overall growth in audience levels across the majority of markets and exceeded target largely as a result of stronger news stories throughout the year (e.g., Toronto van attack, Danforth shooting, elections).

Digital: CBC properties had a strong year with audience growth driven by increased interest across our product suite, including CBC Gem and cbc.ca, and with the CBC News App exceeding its target.

Revenue: Results ended the year slightly below target due to lower-than-planned digital revenue and continued declines in subscriber revenue due to the ongoing cord-shaving trend.

1 Source: Numeris, Portable People Meter (PPM), persons aged two years and older, in the Toronto, Vancouver, Calgary, Edmonton and Montreal-Anglophone markets. Local Morning Shows: Monday-Friday, 6:00-8:30 AM.

2 This indicator was introduced in 2016-2017 and results are available as of 2017-2018.

3 Source: Numeris, Portable People Meter (PPM), persons aged two years and older.

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

5 Includes advertising revenue, subscription revenue and other revenue (e.g., content sales). Toronto 2015 Pan American Games revenue included in 2015-2016 results reflects joint English and French Services revenue. Revenue for documentary is reported at 100 per cent, although CBC/Radio-Canada owns 82 per cent of this channel. As of 2017-2018, the CBC Television regular season target includes the Olympics.

CBC Gem

Cavendish

Bye Bye 2018

MEASURING OUR CANADIAN CONTENT[1]

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, for the past five years ICI TÉLÉ and CBC Television have exceeded the CRTC's Canadian content conditions of licence, both over the whole day and in prime time.

CANADIAN CONTENT RESULTS - SEPTEMBER 1 TO AUGUST 31[2]

	2013 2014	2014 2015	2015 2016	2016 2017	2017 2018	Yearly Conditions of Licence
ICI TÉLÉ						
Broadcast day	89%	82%	84%	82%	**79%**	75%
Prime time	90%	91%	94%	96%	**92%**	80%
CBC Television						
Broadcast day	94%	92%	84%	81%	**82%**	75%
Prime time	91%	87%	85%	87%	**87%**	80%

1 As defined in CBC/Radio-Canada's new licences, effective since September 1, 2013, Canadian content levels are conditions of licence. In the previous regulatory framework, Canadian content levels were expectations.

2 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 *YOUR STORIES, TAKEN TO HEART* 2019-2022

PUTTING AUDIENCES FIRST

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

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

And, audiences deserve our best. 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 as many Canadians as we can.

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

A CHAMPION OF CANADIAN CULTURE

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

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

MISSION

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

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

PUTTING AUDIENCES, INDIVIDUALS AND COMMUNITIES FIRST

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

BUILDING A LIFELONG RELATIONSHIP WITH CANADIANS

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

STRENGTHENING OUR ROLE AS CANADA'S MOST TRUSTED BRAND

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

BUSINESS PRIORITY

We will increase the revenue we earn and find new revenue opportunities to fund the things that are important to Canadians and ensure our financial health. This won't change who we are or what we offer, but it means thinking in new ways, and that's what this strategy is all about.

2019-2022 STRATEGIC INITIATIVES

The following section highlights the strategic initiatives we will implement for each priority over the next three years. In next year's Corporate Plan Summary, we will present our progress in implementing these initiatives.

CUSTOMIZED DIGITAL SERVICES

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

STRATEGIC GOAL

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

CBC AND RADIO-CANADA'S INITIATIVES

Give Canadians the option of personalizing 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.

2 ENGAGING WITH YOUNG AUDIENCES

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

STRATEGIC GOAL

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

CBC AND RADIO-CANADA'S INITIATIVES

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.

3 PRIORITIZING OUR LOCAL CONNECTIONS

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

STRATEGIC GOAL

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

CBC AND RADIO-CANADA'S INITIATIVES

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.

4 REFLECTING CONTEMPORARY CANADA

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

STRATEGIC GOAL

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

CBC AND RADIO-CANADA'S INITIATIVES

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

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

TAKING CANADA TO THE WORLD

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

STRATEGIC GOAL

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

CBC AND RADIO-CANADA'S INITIATIVES

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

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

MEASURING OUR SUCCESS

OUR STRATEGIC KPIS

With the launch of a new strategic plan comes a new set of key performance indicators, which will focus on five priorities to position us for the future. These priorities, as summarized on the previous pages, will shape our strategic initiatives for the next three years. The indicators in the table below will be used to measure and manage our progress on these priorities.[1] Targets are specific to the markets we operate in, and consider a number of factors (e.g. market realities, competition, service penetration rate).

INDICATORS	MEASUREMENTS	TARGETS 2019-2020
Customized digital services		
1. Digital reach of CBC/Radio-Canada	Monthly average unique visitors	20.4 M
2. Digital engagement with CBC/Radio-Canada	Monthly average minutes per visitor	45 min/vis
Engaging with young audiences		
3. Digital visits to CBC/Radio-Canada kids content	Monthly average visits	1,487 K
Prioritizing our local connections		
4. Digital engagement with CBC news/regions	Monthly average minutes per visitor	27 min/vis
5. Digital engagement with Radio-Canada info/regions	Monthly average minutes per visitor	12 min/vis
Reflecting contemporary Canada		
6. Employment equity representation	% of CBC/Radio-Canada new hires	30.2%

1 Our fifth strategic priority – Taking Canada to the world – will be measured via internal KPIs.

OUR OPERATIONAL KPIS

Our programming remains at the core of our strategy. From arts and entertainment to news, sports to music, and local to national, we must provide our audiences with a wide range of high-quality and compelling content that informs, enlightens and entertains on all platforms.

In order to monitor our programming, we have built on our existing operating metrics by adding several new KPIs to measure our new strategic priorities. The new KPI framework – presented below – will be used to report on our performance to Canadians starting in 2019-2020.

RADIO-CANADA

INDICATORS	MEASUREMENTS	TARGETS 2019-2020
Customized digital services		
Digital reach	Monthly average unique visitors	4.9 M
Digital engagement	Monthly average minutes per visitor	47 min/vis
Engaging with young audiences		
Digital visits to kids content	Monthly average visits	287 K
Prioritizing our local connections		
Digital engagement with Radio-Canada info/ regions	Monthly average minutes per visitor	12 min/vis
Reflecting contemporary Canada		
Employment equity representation	% of Radio-Canada new hires	16.5%
Television and Radio		
ICI TÉLÉ	Prime-time audience share	22.9%
ICI RDI, ICI ARTV and ICI EXPLORA	All-day audience share	4.7%
ICI PREMIÈRE and ICI MUSIQUE	All-day audience share	26.5%
Revenue		
Total revenue	Conventional, discretionary, online	$216 M

CBC

INDICATORS	MEASUREMENTS	TARGETS 2019-2020
Customized digital services		
Digital reach	Monthly average unique visitors	17.4 M
Digital engagement	Monthly average minutes per visitor	37 min/vis
Engaging with young audiences		
Digital visits to kids content	Monthly average visits	1,200 K
Prioritizing our local connections		
Digital engagement with CBC news/regions	Monthly average minutes per visitor	27 min/vis
Reflecting contemporary Canada		
Employment equity representation	% of CBC new hires	39.2%
Television and Radio		
CBC Television	Prime-time audience share	5.3%
CBC News Network	All-day audience share	1.4%
CBC Radio One and CBC Music	All-day audience share in the 5-PPM markets	13.1%
CBC Radio One and CBC Music	Monthly average national reach	12.3 M
Revenue		
Total revenue	Conventional, discretionary, online	$210 M

8 FINANCIAL OUTLOOK

The *Financial Projections* in Appendix A presents the Corporation's financial picture for 2018-2019 through to 2023-2024. The balanced position presented between 2019-2020 and 2023-2024 is achieved by matching expenditures to expected resources.

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

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

- In spring 2019, we unveiled a three-year strategic plan, *Your Stories, Taken to Heart*, which is audience-focused, outward-looking and guided by our five key priorities: customized digital services, engaging with young audiences, prioritizing our local connections, reflecting contemporary Canada and taking Canada to the world. For more information on our new strategy, see section 7 on page 30.
- On January 11, 2019, we submitted our recommendations for strengthening *Canadian culture and democracy: Canada in the digital world* to the government panel reviewing the *Broadcasting Act*, the *Telecommunications Act* and the *Radiocommunication Act*. Among our proposals, we recommend sufficient, predictable funding for the public broadcaster in order to allow us to fulfill our role in supporting culture and democracy.
- On October 21, 2015, the International Olympic Committee (IOC) announced that we had been awarded the Canadian broadcast rights for the Beijing 2022 Olympic Winter Games and the Paris 2024 Olympic Games. We're now Canada's Olympic Network and official broadcaster for the next three Olympic Games, including Tokyo 2020, along with our broadcast partners Bell Media and Rogers Media. This will significantly increase both revenue and expenses in 2020-2021 and 2021-2022.
- The continued funding of salary inflation is a critical component of our financial strategy. Since this funding has yet to be confirmed for 2018-2019 to 2023-2024, it is not reflected in the *Financial Projections.*

MATERIAL RISKS TO FINANCIAL PLAN AND OUTLOOK

Our revenue continues to be exposed to the industry-wide softening of advertising markets and the shift of advertising away from traditional television to digital platforms.

There is continued risk that our organization will not remain sustainable as we anticipate the Canadian conventional television advertising market will remain under pressure and the media industry will continue to be disrupted. In addition, we do not receive inflation funding on the goods and services portion of our budget. Without a solution, program spending in future years will have to be reduced to match available resources, and some services will have to be reduced.

BORROWING PLAN

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

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

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

Total borrowing authority	$220,000,000
Authority used as at March 31st, 2019 Guarantee on long-term receivables	$(94,874,000)
Remaining authority	$125,126,000

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

APPENDIX

A FINANCIAL PROJECTIONS ($ 000)[1]

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.

	2018-2019	Projection 2019-2020	Projection 2020-2021	Projection 2021-2022	Projection 2022-2023	Projection 2023-2024
SOURCES OF INCOME						
Parliamentary appropriation for operating expenditures[2]	1,097,822	1,098,113	1,101,551	1,100,068	1,098,471	1,096,751
Amortization of deferred capital funding and working capital funding[3]	115,907	110,367	100,736	100,722	96,504	100,991
Advertising[4]	248,752	253,930	314,538	325,834	253,101	248,042
Subscriber fees, financing and other income	241,394	221,467	222,081	222,583	215,074	212,799
TOTAL SOURCES OF INCOME	**1,703,875**	**1,683,877**	**1,738,906**	**1,749,207**	**1,663,150**	**1,658,583**
EXPENDITURES						
Television, radio and digital services costs[5]	1,661,581	1,592,287	1,648,030	1,658,847	1,573,126	1,568,730
Transmission, distribution and collection	61,511	62,434	63,371	64,322	65,287	66,266
Corporate management	10,837	11,000	11,165	11,332	11,502	11,675
Finance costs	20,173	18,156	16,340	14,706	13,235	11,912
TOTAL EXPENDITURES	**1,754,102**	**1,683,877**	**1,738,906**	**1,749,207**	**1,663,150**	**1,658,583**
OTHER GAINS AND LOSSES						
Net (loss)/gain on disposal of assets	(4,220)					
TOTAL OTHER GAINS AND LOSSES	(4,220)	-	-	-	-	-
NET POSITION[6]	**(54,447)**	**-**	**-**	**-**	**-**	**-**

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

2 Excludes salary inflation funding increases from Treasury Board that have not been announced for fiscal years 2018-2019 to 2023-2024. It is assumed that salary inflation funding received will match the actual increase in salary expenditures. The small reductions in Operating Appropriations in future years reflect the annual transfer to the Capital Appropriation for bond payments and do not represent a reduction in government funding.

3 Parliamentary appropriations received for capital expenditures are recognized on the same basis and over the same period as the depreciation and amortization of the capital assets purchased with the funds. The capital budget is discussed in more detail in Appendix B.

4 Reflects advertising revenues from television and digital services, and includes revenues from the Tokyo 2020 Olympic Games and the Beijing 2022 Olympic Winter Games. Includes advertising revenue from discretionary services (CBC News Network, ICI RDI, documentary, ICI ARTV and ICI EXPLORA).

5 Expenditures (including amortization of property, equipment and intangibles) related to CBC/Radio-Canada's main services, digital services and discretionary services. Reflects expenditures related to the Tokyo 2020 Olympic Games and the Beijing 2022 Olympic Winter Games.

6 Reflects the net results before Other Comprehensive Income or Loss. IFRS results include non-cash expenses not expected to require operating funds in the short term. A balanced net position is assumed for future years.

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, the Corporation operates one of the world's largest broadcast transmission and distribution systems, with 529 active transmission sites located throughout Canada (190 of these sites are owned, with the remaining 339 sites leased). The Corporation also manages a real estate portfolio of approximately 3.7 million square feet, including 13 owned buildings and 64 leased properties in locations across Canada. In total, the Corporation employs $776 million of net assets for its operations.

Capital assets are essential to the production and delivery of CBC/Radio-Canada services. The Corporation is 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, the Corporation maintains 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.

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

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

The Corporation is an agent of Her Majesty, except in respect to the Corporation's international service and the Corporation's employees (section 47(1) of the *Act*). As such, the Corporation may enter into contracts (47(2)) and acquire property (47(3)) in the name of Her Majesty (48(2)(a)), subject to a $4,000,000 limit with regard to the acquisition of real property or the disposition of real or personal property (other than program material or rights), as well as a $15,000,000 (modified by Governor in Council approval) (48(2)(b)) expenditure limit for the lease of real property. Transactions involving greater amounts require the approval of the Governor in Council.

CONTEXT FOR THE CAPITAL INVESTMENT PLAN

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

METHODS OF PRODUCTION AND DELIVERY OF SERVICE

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

REAL ESTATE STRATEGY

Representing 48 per cent of the $776 million in net assets as at December 31, 2018, the Corporation has developed a strategy to optimize management of its 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. The target is to reduce the real estate footprint by two million square feet by 2020. Further details on CBC/Radio-Canada's real estate objectives for *Strategy 2020* are discussed on page 20.

The Corporation will also vacate and sell owned facilities and move into leased facilities where appropriate.

MAISON DE RADIO-CANADA (MRC) PROJECT UPDATE

The Governor in Council approval for the MRC project was granted in April 2017. The sale of the existing MRC was closed in July 2017 and construction of the new building started in the fall of 2017. Construction is progressing and occupation is planned for 2020.

Radio-Canada will disclose the final costs related to its move to the new MRC building when the project is completed, as work and tenders are still ongoing.

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.

The Corporation's 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 2019-2020 Capital Budget was approved by the government on June 6, 2019, for $209.6 million. A summary of the 2019-2020 five-year Capital Investment Plan follows.

SOURCES AND USE OF FUNDS ($ 000)

AVAILABLE CAPITAL FUNDING	Budget 2019-2020	Forecast			
		2020-2021	2021-2022	2022-2023	2023-2024
Base Capital Appropriation	92,331	92,331	92,331	92,331	92,331
Capital Leases (from operating to capital transfers and operating revenues)	18,526	19,916	21,412	26,419	24,136
Carryover from 2018-2019	10,000				
Funding from sales of fixed assets	10,300				9,000
Funding from self-generated revenues	80,051	9,032	2,349	1,984	941
Transfer to operating budget	(1,605)	(6,421)	(6,421)	(6,421)	(6,421)
TOTAL AVAILABLE CAPITAL FUNDING	209,603	114,858	109,671	114,313	119,987

CAPITAL INVESTMENT PLAN	Budget 2019-2020	Forecast			
		2020-2021	2021-2022	2022-2023	2023-2024
Production infrastructure: digital, television and radio services	58,634	42,179	48,088	52,591	66,654
Enterprise Systems and Technology Infrastructure	45,006	29,363	16,088	18,934	8,678
Presentation, Collection, Distribution and Delivery	19,031	7,985	14,783	11,334	13,434
Property Management	82,697	32,196	27,577	28,319	28,186
Fleet and Minor Capital Purchases	4,235	3,135	3,135	3,135	3,035
TOTAL AVAILABLE CAPITAL FUNDING	209,603	114,858	109,671	114,313	119,987

APPENDIX

C RISK MANAGEMENT

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

We maintain strong risk governance as we develop, implement and practice 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 part of an enterprise-wide approach integrated into business processes. Responsibility for risk management is shared among our Board of Directors, the Board's Audit Committee, our Senior Executive Team and our operational units.

BOARD	AUDIT COMMITTEE	SENIOR EXECUTIVE TEAM	MEDIA AND SUPPORT BUSINESS UNITS
The Board oversees our key risks at a governing level, approves major policies, and ensures that the processes and systems required to manage risks are in place.	The Audit Committee monitors key risks, discussing their status with management at quarterly meetings and ensuring that management has programs for evaluating the effectiveness of internal controls.	The Senior Executive Team identifies and manages risks, reports on our key risks to the Audit Committee and the Board, recommends policies, and oversees financial reporting and internal control systems.	Media and support business units initially identify and assess risks through the annual business plan process, and develop and execute detailed plans to manage risks. Risks are prioritized based on their potential impacts and their likelihood of occurring.

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

The following table discusses the key risks we face.

1. FINANCIAL SUSTAINABILITY

KEY RISKS

Our operating environment remains challenging as conventional television advertising and subscription revenue decline and the shift to digital business models continues, but not at the same financial pace.

Audience consumption patterns such as cord shaving are reducing cable and satellite revenues.

International streaming and continued audience fragmentation impact negatively on our revenue.

Financial performance of the various Canadian media groups is putting downward pressure on prices and leading to a more aggressive approach to advertising volumes.

Given that our government funding is not fully indexed for cost increases, and traditional advertising and subscription revenues are declining, significant risks are posed to the sustainability of our legacy business.

RISK MITIGATION

Continue to invest in prime-time television, which is still the biggest single driver of revenue for the Corporation, while managing the shift from legacy to digital services.

Develop additional compelling, distinctly Canadian programming.

Maximize our multiplatform/multiscreen strategy when broadcasting, acquiring or distributing content.

Leverage new partnerships and accelerate focus on digital revenue opportunities.

Play a leadership role in driving the advertising industry transformation around audience measurement and automation, and reinforce the value and effectiveness of television advertising.

Monitor and control costs, and reallocate financial resources to strategic priorities.

Continue to promote the values and importance of public broadcasting with key government decision makers.

FUTURE IMPACT

The combined effect of lower revenues and cost increases reduce resources available for our strategic priorities.

Adjust our strategic plan as necessary to respond to further advertising weakening and lower subscription revenue.

2. CHANGING MEDIA LANDSCAPE

KEY RISKS

Competition for the attention of audiences is intensifying. Various media groups, domestic and international, have significant financial strength and are investing heavily to capture the attention of audiences with quality content on various platforms.

Our digital frameworks, including distribution methods and platforms, must be robust and scalable to withstand the continued accelerated adoption of new distribution methods, evolving audience and partner demands, and disruption in the media landscape.

We must adapt to new realities, often outside traditional industry relationships.

RISK MITIGATION

Continue our focus on digital content.

Create a harmonized OTT platform between CBC and Radio-Canada with a single data pool, competitive user experiences and functionality.

Align performance measurement to incent optimal decisions by adapting indicators to audience content consumption patterns.

Continually evolve our technology to meet audience expectations.

Negotiate rights agreements to ensure access to popular content on feasible financial terms.

Continue to develop and implement data management tools and strategies to enhance our ability to track, personalize and customize content for audiences.

FUTURE IMPACT

The ability to serve audiences on the platforms or through the distribution channels they want will impact the overall consumption of our content and influence the public value of our services, our advertising and subscription revenue, and our relevance.

3. GOVERNMENT'S CULTURAL POLICIES MODERNIZATION AND REGULATORY INITIATIVES

KEY RISKS

Our ability to deliver our mandate is challenged by the ongoing shift from traditional television to discretionary services and digital platforms, rapid technology evolution, changing media consumption habits, and industry fragmentation.

The government is currently undergoing a review of the *Broadcasting Act*, the *Telecommunications Act* and the *Radiocommunication Act*. In January 2019, we provided our proposal for strengthening Canadian culture and democracy. The panel is scheduled to provide recommendations to government in early 2020.

Competing priorities could lead the government to change our mandate, independence and/or business model, which could have a profound impact on the future of the organization and impact our opportunity to address our challenged business model.

Our current CRTC licences expire August 31, 2020. There is a risk that the CRTC will impose additional obligations that would be inconsistent with the new strategy.

RISK MITIGATION

Promote and share our new strategic plan with stakeholders, both internally and externally.

Continue to demonstrate our value and relevance to stakeholders and reinforce the need for adequate stable funding of the public broadcaster with all levels of government.

Develop proactive and reactive communication plans, as required.

Monitor and participate in the various processes launched by the government.

Develop, implement or modify strategies and contingency plans, as required.

The CRTC launched CBC/Radio-Canada's licence renewal process on May 23, 2019. We are currently developing a strategy for CBC/Radio-Canada's licence renewal application that takes into account our traditional and online services enables us to meet our statutory mandate. The deadline for filing the application is August 23, 2019.

FUTURE IMPACT

The new strategic plan positions what we need to succeed now, as well as in an age beyond traditional broadcasting. It will ensure that the public media services we provide, and the operating model that supports those services, evolve in tandem with the changing expectations of Canadians and the shifts within our industry.

4. NEW STRATEGY IMPLEMENTATION PLAN

KEY RISKS

We presented our three-year plan to the Board in March 2019. The strategic plan is based on forward-looking assumptions.

There is a risk that:

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

RISK MITIGATION

Implement the new strategic plan that was approved by the Board in March 2019.

Develop a communications and brand campaign to support the launch of the new plan.

Monitor the debate on our future and correct any misinformation.

Develop performance criteria and measure achievement against the plan.

FUTURE IMPACT

Successful implementation of the new strategy is critical to driving stakeholder support and enhancing our relevance.

5. REPUTATION AND BRAND MANAGEMENT

KEY RISKS

CBC and Radio-Canada are among the most prominent and most discussed brands in the country. In addition, these are brands about which all Canadians feel justified rightly in having and expressing an opinion. At any time, an event or an incident, large or small, can touch a nerve and instigate a controversy of national proportions.

There is a risk that negative perceptions of us may undermine credibility and stakeholder support.

RISK MITIGATION

Continue to reinforce our brands by acting responsibly and being accountable to increase our credibility and trustworthiness amongst Canadians.

Continue to promote a safe, respectful and inclusive workplace through the Code of Conduct and mandatory training on ethics, the prevention of bullying and harassment, and unconscious bias.

Implement a comprehensive issue management system that ensures a strong crisis management response and stresses transparency and decisive action.

FUTURE IMPACT

Develop clear and transparent action plans to deal with critical issues to improve our credibility and stakeholder support.

6. INFORMATION SECURITY

KEY RISKS

Despite heightened awareness and attention to cyber security, the number, cost and complexity of cyber incidents for all companies worldwide continue to grow. While we are investing in managing information security risks, evolving cyber threats have the potential to significantly disrupt operations (e.g., capacity to be on air, availability of our digital services) and/or damage our brand.

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

RISK MITIGATION

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

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

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

Review and limit access to personal information.

Develop protocols and adopt technologies that anonymize personal information when used in the pursuit of our strategic priority to customize content for audiences of our digital services.

FUTURE IMPACT

Continue and refine identified strategies.

7. IMPLEMENTATION OF HIGH-PROFILE PROJECTS

A) MAISON DE RADIO-CANADA (MRC) PROJECT

KEY RISKS

There is a risk that:

- The project may not achieve expected operational efficiencies, meet construction timelines and technical requirements or stay within budget, leading to increased costs and impacting the attainment of strategic objectives
- Employees may not embrace change, which may erode engagement, morale and retention.

There is a risk that negative perceptions over project transparency may undermine credibility and stakeholder support.

RISK MITIGATION

Maintain constructive business relationships with partners.

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

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

Obtain change management expertise on an as-needed basis to support our major change efforts.

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

FUTURE IMPACT

Continue to monitor the project, especially the technical infrastructure and the reimagining of work processes and work spaces.

Continue with transparent communication to stakeholders.

B) HUMAN RESOURCES (HR) SYSTEM PROJECT

KEY RISKS

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

RISK MITIGATION

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

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

Prepare detailed request for proposal specifications and launch the process. Select the vendor in 2019-2020.

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

FUTURE IMPACT

Monitor the project planning, in particular for the technical infrastructure and the reimagining of work processes.

8. TALENT MANAGEMENT

KEY RISKS

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

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

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

RISK MITIGATION

Rollout annual engagement survey results and implement action plans to address areas of concern.

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

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

Implement year 2 of the 2018-21 Diversity and Inclusion Plan.

FUTURE IMPACT

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

9. UNION RELATIONS AND NEGOTIATIONS

KEY RISKS

Negotiations for new collective agreements will soon begin with the Association of Professionals and Supervisors, and the Association des réalisateurs.

There is a risk of disruption to operations due to:

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

RISK MITIGATION

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

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

Develop a strategy to address jurisdictional claims by multiple unions.

Update contingency plans in case of labour disruption.

FUTURE IMPACT

Continue with union negotiations in process and start new negotiations as planned.

Continue with identified strategies.

D CBC/RADIO-CANADA'S MANDATE AND GOVERNANCE

CORPORATE MANDATE

The Canadian Broadcasting Corporation/Société Radio-Canada ("CBC/Radio-Canada" or the "Corporation") was established by an Act of Parliament in 1936. The Corporation's current legislative mandate and programming requirements, corporate powers, and governance mechanisms are set out in the 1991 *Broadcasting Act* (the *Act*).[1]

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 Canadian Radio-television and Telecommunications Commission ("CRTC") and must meet requirements under the *Radiocommunication Act* that apply to the Corporation's use of the radiocommunication spectrum.

ARM'S-LENGTH RELATIONSHIP WITH GOVERNMENT

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

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

REGULATORY REQUIREMENTS

CBC/Radio-Canada's broadcasting licences for its conventional television, radio and discretionary services expire on August 31, 2020.[2] In addition, CBC News Network and ICI RDI must be distributed on the basic package by licensed Canadian cable and satellite providers in their respective Official Language Minority Communities, and ICI ARTV must be offered to subscribers in English-language markets across the country pursuant to orders issued under section 9(1)(h) of the *Broadcasting Act*. These distribution orders run concurrently with CBC/Radio-Canada's licence term.

GOVERNANCE

CBC/Radio-Canada has a Board of Directors comprising 12 Directors, including the Chairperson and the President and CEO (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 needs to hold a minimum of six regularly scheduled meetings each year at which it reviews and approves plans and budgets, and discusses the overall performance of the Corporation, as well as immediate issues facing the Corporation.

1 In June 2018, the Government of Canada announced a review of broadcasting legislation, including the Broadcasting Act, Telecommunications Act and Radiocommunication Act, by a panel of external experts. In January 2019, we provided our proposal for strengthening Canadian culture and democracy. The panel is scheduled to provide recommendations to government in early 2020.

2 The CRTC's 2019-2020 Departmental Report announced that "(t)he CRTC will initiate a process, including a public hearing, to renew the licences of the radio and TV stations owned by CBC/Radio-Canada".

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. There are two main network offices in Toronto and Montreal, as well as offices across the country in major cities such as Halifax, Quebec City, Winnipeg, Calgary and Vancouver.

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 in order to ensure that the maximum amount of the Corporation's overall funding be applied to the creation of content.

CATHERINE TAIT
President and CEO

MICHEL BISSONNETTE
Executive Vice-President, Radio-Canada

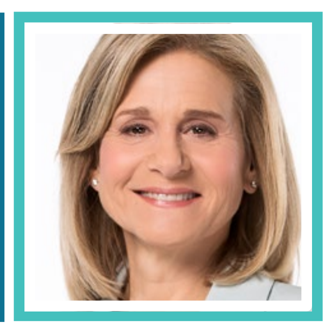
DANIEL BOUDREAU
Executive Vice-President, Media Technology and Infrastructure Services

SYLVIE GADOURY
Vice-President, Legal Services, General Counsel and Corporate Secretary

CLAUDE GALIPEAU
Executive Vice-President, Corporate Development

MONIQUE MARCOTTE
Vice-President, People and Culture[1]

JUDITH PURVES
Executive Vice-President and Chief Financial Officer



BARBARA WILLIAMS
Executive Vice-President, CBC

1 Monique Marcotte, Vice-President of People and Culture announced her retirement, effective July 2019, with Marco Dubé, formerly the Executive Director of the Office of the President and CEO, taking on the role.