



CORPORATE PLAN — SUMMARY

2021-2022 TO 2025-2026

TABLE OF CONTENTS

1. PRESIDENT'S MESSAGE	2
2. OUR COMMITMENT TO TRANSPARENCY AND ACCOUNTABILITY	3
3. WHO WE ARE AND OUR SERVICES	4
4. OUR OPERATING ENVIRONMENT	6
5. YOUR STORIES, TAKEN TO HEART – STRATEGIC INITIATIVES 2019-2024	8
6. MEASURING OUR PERFORMANCE	15
7. FINANCIAL OUTLOOK	23
APPENDIX A: FINANCIAL PROJECTIONS	25
APPENDIX B: CAPITAL BUDGET	26
APPENDIX C: RISK MANAGEMENT	29
APPENDIX D: OUR MANDATE AND GOVERNANCE	36

EDITORIAL NOTE

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

NOTE REGARDING FORWARD-LOOKING STATEMENTS

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

NOTE REGARDING PERFORMANCE MEASUREMENT

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

1. PRESIDENT'S MESSAGE

The COVID-19 pandemic that has gripped the world since early 2020 has also accelerated and amplified the disruptive trends already present in the media sector. The continued shift of audiences to digital services, the growing popularity of foreign-owned streaming platforms and the proliferation of disinformation are just a few of the phenomena that will continue to pose major challenges in the years to come.

COVID-19 also shone a light on the importance of public service media. When the pandemic hit, people turned to CBC/Radio-Canada in record numbers. Usage of our digital services rose to fourth in popularity in the country, after only Google, Facebook and Microsoft, with over 24 million monthly users¹ – a testament to the trust Canadians have in their national public broadcaster.

Canadians depend on a healthy media ecosystem with a plurality of strong, trusted sources of news. That's why we are working to support private and community news media across the country, through partnerships and initiatives such as our [Local News Matters Directory](#) launched in October 2020.

The increasing use of our digital services demonstrates that we need to reach Canadians on the platforms that they use. It is at the heart of the renewal of our broadcast [licences](#) with the CRTC. We are the first broadcaster to propose that the CRTC recognize the growing importance of audio-visual programming on digital platforms. We believe that this is an important step in transitioning to a modern broadcasting system that serves all Canadians, on whatever platforms they choose. This is simply putting audiences first.

Our audiences are changing, not only in the ways they consume content, but also in their makeup. As Canada becomes more diverse, so too will the public broadcaster, both in our content and in our workforce. We [accelerated our plans](#) to reflect contemporary Canada and will continue this work transformation with the launch of our next three-year Diversity and Inclusion Plan later in 2021.

Better reflecting Canada and reaching audiences where they are, on the platform of their choice – that remains our public broadcasting mandate and our promise to Canadians.



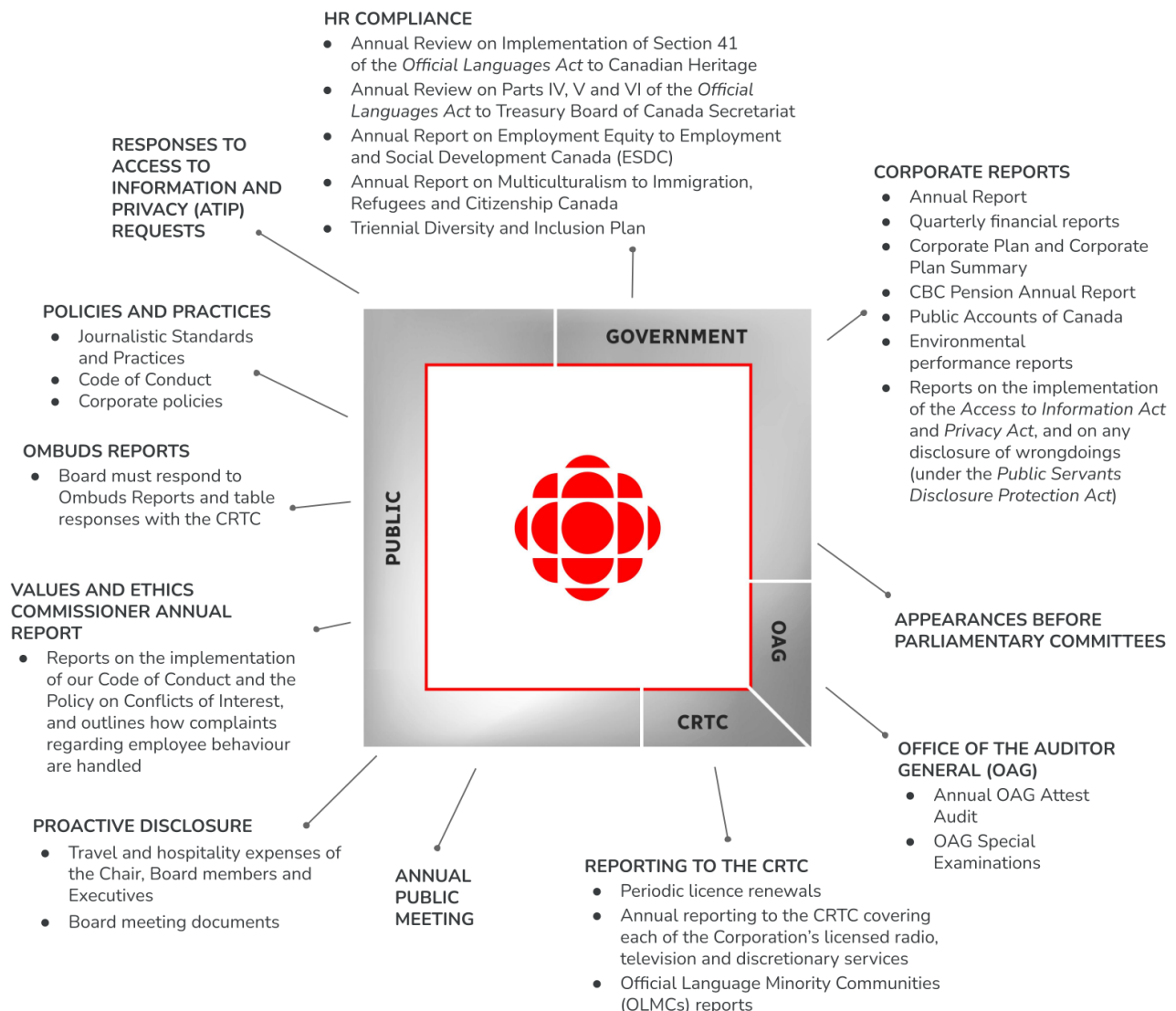
Catherine Tait
President and CEO



¹ Source: Comscore Media Metrix® Multi-Platform, Total Audience (desktop 2+, mobile 18+), average of monthly unique visitors, Canada. Unduplicated reach of CBC/Radio-Canada digital platforms.

2. OUR COMMITMENT TO TRANSPARENCY AND ACCOUNTABILITY

As Canada's national public broadcaster, we take very seriously our obligation to be transparent and accountable to Canadians. [Our corporate website](#) provides information about our activities and the way we manage our public resources. In addition, we launched a five-year corporate [environmental sustainability strategy](#) in June 2021. It builds on the [environmental performance](#) reporting we've been doing since 2008, to further embed sustainability in our roles and responsibilities, processes, and decision making.



3. WHO WE ARE AND OUR SERVICES

WHO WE ARE

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

OUR MISSION

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

OUR VISION

*Your Stories,
Taken to Heart*

OUR VALUES

Integrity
Creativity
Relevance
Inclusiveness

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

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

As of March 31, 2021, we employed 6,525 permanent employees, 351 temporary employees and 705 contract employees. Our people come from a multitude of backgrounds and cultures. They are an integral part of our success in reflecting contemporary Canada.

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



SERVING CANADIANS

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

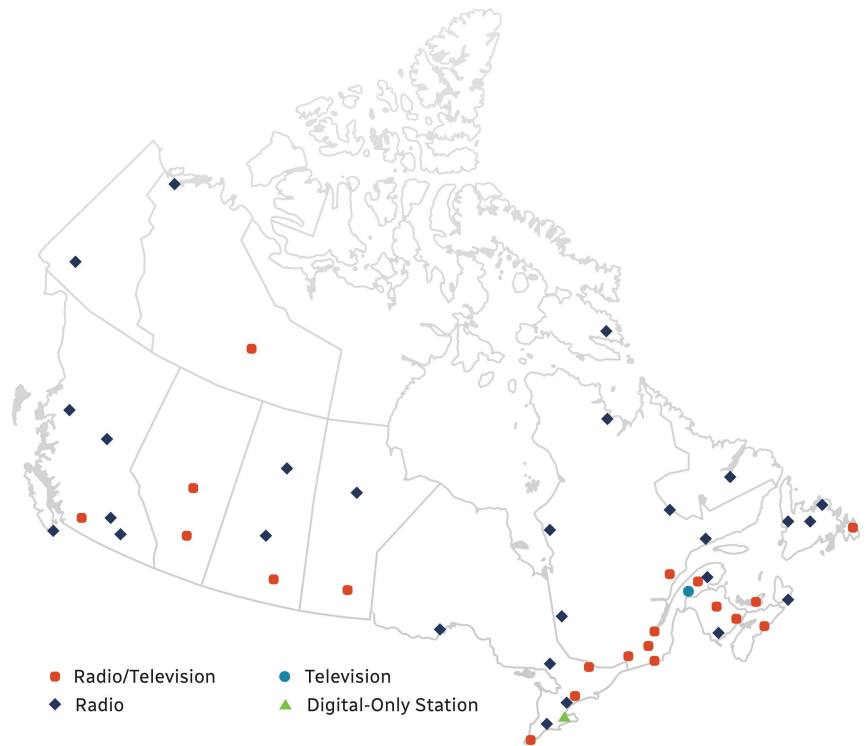
- Be predominantly and distinctively Canadian;
- Reflect Canada and its regions to national and regional audiences, while serving the special needs of those regions;
- Actively contribute to the flow and exchange of cultural expression;
- Be in English and in French, reflecting the different needs and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

We pay special attention to the needs and reflection of Canada's Indigenous peoples. We offer programming in eight Indigenous languages (Chipewyan, Cree, Gwich'in, Inuktitut, Inuvialuktun, North Slavey, South Slavey and Tlicho) via CBC North.²

We are required by section 46(2) of the *Broadcasting Act* to provide an international service, Radio Canada International (RCI). [RCI](#) is currently available in six languages: English, French, Spanish, Arabic, Chinese and Punjabi. Tagalog will also be available later in 2021.

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.



² Source: Map of CBC/Radio-Canada stations (including our affiliate station) (August 2020). This map shows the locations of our CRTC-licensed radio and television stations across Canada, as well as our stand-alone 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 OPERATING ENVIRONMENT

Every year, CBC/Radio-Canada produces an overview of the Canadian media industry. This allows us to take the pulse of our industry and to identify some of the key challenges and opportunities facing media and broadcasting. Key highlights of the [2020 Environscan](#) are summarized below.

An already complex media environment

2020-2021 was a year like no other, with major impacts felt across all industries. Canada's media and broadcasting industry was no exception. Prior to the pandemic, the media industry was already facing economic uncertainty, with continued decreases in both advertising and subscription revenue due to cord-cutting hitting all broadcasters.

Significant layoffs occurred across creative and media fields, both domestically and among major international players. The pressures on Canada's news ecosystem, especially at the local level, were amplified during the pandemic. On the content production side, delays in production – and challenges to produce content safely – coupled with an initial collapse of some genres, including live sports and entertainment, presented further challenges.

Media consumption during the first year of the pandemic

Canadian viewing habits changed, and saw incredible growth as a result of the pandemic: greater viewing of TV (especially news), growth in Subscription Video on Demand (SVOD) subscribers and streaming service stacking, and an increase in digital consumption, especially to access online news.

Meanwhile, consumption of sports SVOD, traditional AM/FM radio, especially talk radio, as well as online audio consumption saw significant declines in spring 2020 due to the pandemic, but they have since rebounded.

Innovating to meet demand

COVID-19 created many challenges for the media industry; it also fostered opportunities for innovation. In some cases, existing technologies and applications were leveraged in new ways. In other cases, completely new platforms and offerings were developed and launched.

A number of streaming platforms released blockbusters directly to SVOD, including *Mulan* (Disney+), *Trolls World Tour* (Peacock) and *The Witches* (HBOMax), demonstrating the possibilities for blockbusters to reach audiences directly.

New ways of communicating were developed or expanded in 2020 as a direct result of the pandemic, including social viewing apps to watch content with friends and family like TeleParty (formerly Netflix Party). Similarly, video call applications saw heavy use, including Zoom, which became the third most popular video call application (behind Facebook Messenger and Facetime).

Concerts, theatre productions and traditionally live programming like awards shows were streamed virtually like never before. Virtual concerts were broadcast on social media platforms like Twitch and YouTube. Similarly, the fundraiser *One World: Together at Home* was organized to support healthcare workers and streamed eight hours of live music from big name artists on YouTube. Domestically, CBC/Radio-Canada joined with other media and Canadian stars for *Stronger Together, Tous Ensemble*, a Canadian television benefit concert to support those on the front lines in the fight against COVID-19 and to raise money for Food Banks Canada.

As the first major virtual award show, the 72nd Emmy® Awards, was widely praised for its innovation and ingenuity, just as the 42nd ADISQ Gala was broadcast live from Radio-Canada studios. Similarly, theatre companies created audio tracks of performances for AM/FM radio and live streaming and then as podcasts (PlayME on CBC); while Broadway hits like *Hamilton* launched on platforms like Disney+ and Cirque du Soleil made their shows available online through CirqueConnect.

News credibility

The value of trusted news from both traditional and digital platforms cannot be overestimated, especially in times of crisis. Canadian news sources matter to Canadians, with more than 80 per cent of television news consumption coming from domestic sources.³

From breaking news, news conferences by public health officials and provincial updates, to in-depth coverage, audiences turned to trusted Canadian news sources at the onset of the pandemic. During this period, 73 per cent of online Canadians said that traditional media sources are their most trusted sources for news.⁴ Unfortunately, on the other hand, between March and December of 2020, 26 Canadian news outlets closed, including 12 community newspapers. CBC/Radio-Canada has been working with private media partners on pilot projects and other initiatives to support diverse sources of news for Canadians. CBC/Radio-Canada launched [Local News Matters](#), a nationwide directory to help Canadians find and support local media in their community.

Thousands of Canadians turned to fact-checking teams at CBC and Radio-Canada to help them get accurate news. Moreover, the [International Fact-Checking Network \(IFCN\)](#), of which Radio-Canada's [Décrypteurs](#) is a member, has been nominated for a Nobel Peace Prize. The IFCN, established in 2015, supports fact-checking initiatives worldwide by promoting best practices and exchanges in this field.

Further Changes to Come

CBC/Radio-Canada's broadcast licences will expire on August 31, 2021. As part of the process to renew its licences, the CRTC sought input from Canadians about the public broadcaster's services and programming.

The first part of the consultation ran from November 25, 2019 to February 20, 2020. Between June 22 and July 13, 2020, the CRTC asked for input on financial information related to CBC/Radio-Canada's digital services. As part of the licence renewal process, the CRTC also held a virtual public hearing from January 11 to 28, 2021. This process allowed the public and interested parties to provide feedback on our service to Canadians. In the licence application, and during the proceedings, CBC/Radio-Canada outlined how it would meet the challenge of transitioning from regulation of traditional media to a future-facing regulatory framework that includes digital platforms.

This future-facing framework would recognize not only the multiplatform realities of today, but be flexible enough to meet changes in the media environment. Simply put, we proposed a "bridge to the future," toward a more digital media environment.

A decision from the CRTC is expected in the second half of 2021.

Finally, on the legislative front, the government tabled in Parliament amendments to the *Broadcasting Act* (Bill C-10), with the aim of explicitly including both domestic and foreign digital audio and video services in the regulatory regime.

³ Source: Numeris TV PPM, persons aged 2+, total TV, total Canada, broadcast year 2019-2020.

⁴ Source: Media Technology Monitor, spring 2020.

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



PUTTING AUDIENCES FIRST

Your Stories, Taken to Heart is our three-year strategy, launched in May 2019. Given all of the changes brought by the COVID-19 pandemic, the Board of Directors has approved the extension of the strategic plan by two years, to fiscal 2023-2024. It builds on the success of our existing services and aims to increase and deepen audience engagement. Most importantly, it's focused on our audiences. The more we can get to know Canadians, the better we can serve them.

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

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

We are also addressing the financial challenges we face by finding new, innovative ways to increase the revenue we earn so that we maintain our service to Canadians into the future.

A CHAMPION OF CANADIAN CULTURE

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

- We are a champion for Canadian voices and stories in a world where the proliferation of foreign content could all too easily drown these out.
- We are a beacon for truth and trust against "fake news" and algorithms that put democracy and the respect for different perspectives at risk.
- We continue to support policy changes so that digital companies – both foreign and domestic – that profit 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 is being made with the following principles in mind:

PUTTING AUDIENCES, INDIVIDUALS AND COMMUNITIES FIRST

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

BUILDING A LIFELONG RELATIONSHIP WITH CANADIANS

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

STRENGTHENING OUR ROLE AS CANADA'S MOST TRUSTED BRAND

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

BUSINESS PRIORITY

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

2019-2024 STRATEGIC INITIATIVES AND ACCOMPLISHMENTS

The following section highlights the strategic initiatives we are implementing for each priority over the life of the *Your Stories, Taken to Heart* strategy. It also reports on the progress we have made in 2020-2021. For more information on our strategic plan, see our [corporate website](#). For our 2019-2020 strategic accomplishments, please see last year's [Corporate Plan Summary](#).

1. CUSTOMIZED DIGITAL SERVICES

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

Strategic Goal: In 2024, CBC/Radio-Canada's digital services and content offerings will reflect Canada's cultural realities, will be easily accessible and will serve Canadians as individuals, as well as members of communities with shared experiences.

Strategic Initiatives

CBC and Radio-Canada

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

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

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

2020-2021 Accomplishments

Enhanced our digital platforms to increase user engagement and discoverability, adding personalized recommendations, improved search functionality and themed content such as Radio-Canada's [Mordu](#), a single and interactive destination for food-related content.

Worked significantly to counter disinformation during the pandemic (e.g., [Décrypteurs](#), [Rad](#), [Confronting COVID: The National Virtual Town Hall](#), [Coronavirus Outbreak Fact vs Fiction](#)).

Continued our Over-The-Top (OTT) project for harmonization of common technology that powers CBC Gem and ICI TOU.TV.

Expanded the content catalogues of ICI TOU.TV and CBC Gem again this year, with programs like [Les mecs](#) and [Pen15](#).

Continued development of our [QHdio](#) and [CBC Listen](#) audio apps by launching new original podcasts for a variety of demographics (e.g., [Caucus](#), [Pour l'avoir vécu](#), [Brainwashed](#), [Recall: How to Start a Revolution](#)).

2. ENGAGING WITH YOUNG AUDIENCES

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

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

Strategic Initiatives CBC and Radio-Canada

Become a leading brand for children and youth content.

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

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

2020-2021 Accomplishments

Continued offering diverse programming across our kids and youth platforms, despite production challenges due to COVID-19, with titles like Radio-Canada's [L'effet secondaire](#) and [Bouge!](#) and CBC's [Find Me in Paris](#) and [Dino Ranch](#).

Expanded our audio offering to Canadian youth with a new season of original podcasts like [The Story Store](#) and [Tai Asks Why](#) on CBC and [Bododo](#) and [Le guide de survie des Débrouillards](#) on Radio-Canada.

Continued building our youth news offerings – [MAJ \(Mon actualité du jour\)](#) and [CBC Kids News](#) – by highlighting important stories such as COVID-19 and anti-Black and anti-Indigenous racism.

Made access to [Curio.ca](#) free for Canadians during the pandemic.

Expanded our youth programming to better reflect Indigenous communities with offerings like [Théo le loup](#), [Canot cocasse](#), [Molly of Denali](#) and [Anaana's Tent](#) (in [English](#) and [Inuktitut](#)).

3. PRIORITIZING OUR LOCAL CONNECTIONS

This is the heart of our connection with Canadians. We are strengthening this connection with significant local and regional content that is relevant to people in their communities and that brings those communities to the rest of the country.

Strategic Goal: In 2024, CBC/Radio-Canada will strengthen our connection to Canada's regions by re-imagining our local/regional offerings, across multiple platforms, to better meet each community's needs.

Strategic Initiatives

CBC and Radio-Canada

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

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

Deepen our presence in and connection to the regions.

2020-2021 Accomplishments

Launched [Local News Matters](#), the first directory of local media in Canada, as part of our ongoing efforts to support diverse sources of trusted news sources for Canadians.

Enhanced our coverage of Canada's North with the addition of more staffing, including a new senior managing director position at CBC; a partnership with Carleton University to offer [internships in Canada's North](#); and a permanent Radio-Canada newsgathering presence in Nunavut.

Expanded our local content with programming like [Alone Together: Personal Stories from the Pandemic](#), [Tout simplement country](#) and [Le grand reveil](#) and digital content such as [Home's Cool](#), [Empreintes](#), [Serenity: A life cut short](#) and [Lac-Mégantic : la dernière nuit](#).

Produced podcasts around the country like [Urgence sur la ligne](#), [Ingénieux junior](#), [What On Earth](#) and [World on Fire](#).

Showcased important events in local communities across the country, like the [Nova Scotia Remembers virtual vigil](#), Startupfest 2020 and coverage of provincial elections.

Launched the first streaming video newscast experiment in Rouyn-Noranda, to extend our presence in markets with no televised newscasts in French and moved our Cree-language programming to CBC Radio One, following consultations with Cree Nation members, to better meet the community's needs.

4. REFLECTING CONTEMPORARY CANADA

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

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

Strategic Initiatives

CBC and Radio-Canada

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

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

2020-2021 Accomplishments

[Updated our Diversity and Inclusion Plan](#) to build a more representative and inclusive workforce and added tools for employees (*Be Heard*, CBC Manitoba's BIPOC creator workshops).

Recognized among [Canada's top 100 employers](#), as well as a gender parity leader for the second year in a row. We continue to promote gender parity in our workforce and our content.

Partnered with others in Canada's media industry for the launch of [HireBIPOC](#) and with the Canadian Journalism Foundation (CJF) for new fellowships for [Black](#) and for [Indigenous](#) journalists.

Offered training on reporting in Indigenous communities and virtual sessions for emerging diverse creators through the *One Stop Financing Workshops*.

Expanded our programming to showcase contemporary Canada in our video ([Funny Boy](#), [Sing Me a Lullaby](#), [Une rivière métissée](#), [La table de Kim](#)), audio ([Uncensored](#), [They & Us](#), [Héritage](#), [Laissez-nous raconter: L'histoire crochie](#), [Inuit Unikkaangit](#)) and digital content ([Being Black in Canada](#), [Black Changemakers](#), [Out of the Dark: Real Talk on Mental Health](#), [Xavier Jourson. la transition](#)).

Enhanced the accessibility of our content for hearing-impaired audiences, including airing press conferences with simultaneous translation into both Quebec Sign Language and American Sign Language during the pandemic.

5. TAKING CANADA TO THE WORLD

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

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

Strategic Initiatives

CBC and Radio-Canada

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

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

2020-2021 Accomplishments

Continued to showcase Canadian content internationally by partnering with [RTBF](#) and [TV5MONDEplus](#) to exchange video content and with the Frankfurt Book Fair to showcase Canadian authors and their works.

Received international recognition this year from *Schitt's Creek's* nine Emmy® wins, Broadcaster of the Year at the [New York Festivals Radio Awards](#) and best French-language podcast from outside France at the Paris Podcast Festival ([Laissez-nous raconter : l'histoire crochie](#)).

Launched audio and video co-productions with other broadcasters and producers, such as Radio France, [BET+](#) and [Munck Studios](#), and featured content, including the television series [Enslaved](#) and the podcast series [La French Connection : Marseille. Montréal. New York](#).

Launched a transformation of [Radio Canada International](#), to ensure more content, more visibility and more languages (Punjabi and Tagalog). We are also expanding our international coverage with a new foreign bureau in Mumbai.

6. MEASURING OUR PERFORMANCE

OUR PERFORMANCE – Mandate and Vision

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

Highlights based on the 2020-2021 survey results follow.

78% of Canadians use at least one of our services in a typical month

85%

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

70% + 15%

82%

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

65% + 17%

Our Overall Strengths

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

Our Programming Strengths

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



Is informative

62 21 83



Reflects regions of Canada

66 23 89



Is a trusted source of information

60 20 80



Is of high quality

65 23 88



Supports the creation of original Canadian content

58 22 80



Reflects diversity of Canada

55 28 83

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

Source: The Mandate and Vision Perception Survey, Leger’s online panel (LEO), 2020-2021 (fall 2020: October 15 to November 3, 2020; spring 2021: March 5 to 25, 2021). Each perception result represents the percentage of Canadians who agree (i.e., 6 or 7 on a 10-point scale) and who strongly agree (i.e., 8, 9 or 10 on a 10-point scale) with each statement.

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

OUR PERFORMANCE – YOUR STORIES, TAKEN TO HEART

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

Targets are specific to the markets we operate in and consider a number of factors such as market realities, competition and service penetration rate. Annual targets for 2021-2022 and 2021-2022 were established using our best estimates of the impacts of the COVID-19 pandemic. Updates on our performance against these targets will be provided in our quarterly reports.

CBC/RADIO-CANADA 2020-2021 RESULTS

Indicators	Measurements	Results 2019-2020	Targets 2020-2021	Results 2020-2021	Target Met or Exceeded	Targets 2021-2022
CUSTOMIZED DIGITAL SERVICES						
1. Digital reach of CBC/Radio-Canada ⁶	Monthly average unique visitors	21.7M	21.5M	24.1M	✓	23.7M
2. Digital engagement with CBC/Radio-Canada ⁷	Monthly average minutes per visitor	44 min/vis	43 min/vis	50 min/vis	✓	49 min/vis
ENGAGING WITH YOUNG AUDIENCES						
3. Digital visits to CBC/Radio-Canada kids content ⁸	Monthly average visits	1,938K	2,066K	3,259K	✓	3,394K
PRIORITIZING OUR LOCAL CONNECTIONS						
4. Digital engagement with CBC News/Regions ⁷	Monthly average minutes per visitor	25 min/vis	25 min/vis	25 min/vis	✓	26 min/vis
5. Digital engagement with Radio-Canada Info/Régions ⁷	Monthly average minutes per visitor	15 min/vis	16 min/vis	19 min/vis	✓	16 min/vis
REFLECTING CONTEMPORARY CANADA						
6. Employment equity representation ⁹	% of new external hires	33.3%	38.4%	37.3%		42.0%

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

⁵ Our fifth strategic priority – taking Canada to the world – is measured via an internal KPI.

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

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

⁸ Source: Adobe Analytics, average of monthly visits to kids content on zone Jeunesse, ICI TOU.TV, CBC Kids sites, CBC Kids News and CBC Gem, April to March.

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

Customized digital services – A record number of Canadians (24 million each month) turned to our digital platforms for compelling programming content and for a trusted source of information, especially during the COVID-19 pandemic and other significant news events. As a result of Canadians spending more time on our digital platforms, digital engagement also grew during the year and exceeded its target.

Engaging with young audiences – Driven by the success of new youth offerings by CBC and Radio-Canada and the ongoing pandemic, traffic to our digital kids content significantly exceeded its target this year with 3.3 million visits from Canadian youth and parents on average per month.

Prioritizing our local connections – Driven by unprecedented multiplatform news coverage from across the country and enhanced live video products, digital engagement for our news and regions sections exceeded target for both Radio-Canada and CBC.

Reflecting contemporary Canada – The employment equity representation of our new employees recorded its highest annual result since launching the indicator in 2015-2016. Yet, given the lower rate of hiring overall in a pandemic year, our annual result fell short of its target. Throughout the Corporation, more than one out of three new hires came from a diverse group. Our continued implementation of our Diversity and Inclusion Plan across all of CBC/Radio-Canada's groups contributed to our continuous progress in this area.

OUR PERFORMANCE – MEDIA LINES

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

Annual targets for 2020-2021 and 2021-2022 were established using our best estimates of the impacts of the COVID-19 pandemic.

RADIO-CANADA 2020-2021 RESULTS

Indicators	Measurements	Results 2019-2020	Targets 2020-2021	Results 2020-2021	Target Met or Exceeded	Targets 2021-2022
CUSTOMIZED DIGITAL SERVICES						
Digital reach ¹⁰	Monthly average unique visitors	5.2M	5.1M	6.1M	✓	5.6M
Digital engagement ¹¹	Monthly average minutes per visitor	52 min/vis	47 min/vis	63 min/vis	✓	55 min/vis.
ENGAGING WITH YOUNG AUDIENCES						
Digital visits to kids content ¹²	Monthly average visits	352K	379K	510K	✓	425K
PRIORITIZING OUR LOCAL CONNECTIONS						
Digital engagement with Radio-Canada Info/Régions ¹¹	Monthly average minutes per visitor	15 min/vis	16 min/vis	19 min/vis	✓	16 min/vis.
REFLECTING CONTEMPORARY CANADA						
Employment equity representation ¹³	% of new external hires	17.7%	21.7%	18.3%		22.0%
TELEVISION AND RADIO						
ICI TÉLÉ ¹⁴	Prime time audience share	23.5%	21.4%	25.6%	✓	24.2%
ICI RDI, ICI ARTV and ICI EXPLORA ¹⁴	All-day audience share	5.2%	5.3%	6.2%	✓	5.6%
ICI PREMIÈRE and ICI MUSIQUE ¹⁵	All-day audience share (diary)	25.5%	25.5%	N/A¹⁶		N/A
TELEVISION AND RADIO - new indicator starting in 2021-2022						
ICI PREMIÈRE and ICI MUSIQUE ¹⁷	All-day audience share (PPM)	-	-	-	-	17.3%
REVENUE						
Total revenue ¹⁸	Conventional, discretionary, online	\$217M	\$184M	\$208M	✓	\$326M ¹⁹

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

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

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

¹² Source: Adobe Analytics, average of monthly visits to kids content on zone Jeunesse and ICI TOU.TV, April to March.

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

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

¹⁵ Source: Numeris fall survey (diary), francophones in Quebec aged 12+.

¹⁶ Due to COVID-19, the Numeris fall 2020 radio diary was not produced and, therefore, Radio-Canada's combined radio share will not be reported in 2020-2021.

¹⁷ Source: Numeris PPM, Montréal central francophones aged 2+, September to March (regular season).

¹⁸ Includes advertising revenue, subscription revenue and other revenue (e.g., content sales).

¹⁹ The target for 2021-2022 includes revenue for the Tokyo and Beijing Olympic Games because they are a shared responsibility for CBC and Radio-Canada.

Customized digital services – Digital reach exceeded the Corporation’s target in a year marked by the COVID-19 pandemic and sustained consumption of digital content.

Engagement also continued to progress, surpassing the target thanks in part to ICI TOU.TV and the Info/Régions section of Radio-Canada.ca.

Engaging with young audiences – Radio-Canada posted significantly higher visits to kids and youth content, outperforming targets. Programs debuting on ICI TOU.TV, including [L’effet secondaire](#) and [Six degrés](#), contributed to this strong showing.

Prioritizing our local connections – User engagement with regional news and content on digital services was up greatly, exceeding target. Our multiplatform coverage of major events (e.g., the pandemic, provincial elections) was appreciated by audiences in every part of the country, and there was sustained growth in regions-based content such as our new project [Empreintes](#).

Reflecting contemporary Canada – Despite making constant progress, Radio-Canada did not succeed in meeting its target for the year. The highly competitive market for many positions this year affected our ability to recruit extremely sought-after profiles. We are continuing implementation of multiple diversity and inclusion initiatives in order to reach our new target.

Television and Radio – ICI TÉLÉ’s audience share was up compared with the previous year and exceeded its target for the year, driven largely by new offerings like [C’est comme ça que je t’aime](#), as well as the success of Season 5 of [District 31](#). In spite of production challenges brought on by the pandemic, we succeeded in delivering an attractive, original slate of programming for our audiences.

The combined shares of our discretionary TV services exceeded target, due mainly to ICI RDI and its news and current affairs coverage throughout the year. ICI ARTV and ICI EXPLORA also outperformed their respective targets.

Revenue – In spite of the pressure on advertising markets resulting from the pandemic, our revenue was higher than targeted thanks to ad revenue that proved more robust than expected, and subscription revenue from our digital services, which increased. However, our TV advertising revenue is still lower compared to last year.

CBC 2020-2021 RESULTS

Indicators	Measurements	Results 2019-2020	Targets 2020-2021	Results 2020-2021	Target Met or Exceeded	Targets 2021-2022
CUSTOMIZED DIGITAL SERVICES						
Digital reach ²⁰	Monthly average unique visitors	18.2M	18.1M	20.3M	✓	20.4M
Digital engagement ²¹	Monthly average minutes per visitor	34 min/vis	35 min/vis	36 min/vis	✓	36 min/vis
ENGAGING WITH YOUNG AUDIENCES						
Digital visits to kids content ²²	Monthly average visits	1,586K	1,687K	2,748K	✓	2,969K
PRIORITIZING OUR LOCAL CONNECTIONS						
Digital engagement with CBC News/Region ¹⁸	Monthly average minutes per visitor	25 min/vis	25 min/vis	25 min/vis	✓	26 min/vis
REFLECTING CONTEMPORARY CANADA						
Employment equity representation ²³	% of new external hires	42.6%	47.7%	67.3%	✓	55.0%
TELEVISION AND RADIO						
CBC Television ²⁴	Prime time audience share	5.1%	5.0%	5.0%	✓	6.6%
CBC News Network ²⁴	All-day audience share	1.7%	1.7%	2.1%	✓	1.7%
CBC Radio One and CBC Music ²⁵	All-day audience share in the 5-PPM markets	15.7%	15.1%	16.0%	✓	15.4%
CBC Radio One and CBC Music ²⁶	Monthly average national reach	12.2M	12.2M	11.0M		11.0M
REVENUE						
Total revenue ²⁷	Conventional, discretionary, online	\$211M	\$184M	\$205M	✓	\$320M ²⁸

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

²⁰ Source: Comscore Media Metrix® Multi-Platform, Total Audience (desktop 2+, mobile 18+), Average of Monthly Unique Visitors, April to March, Canada. Unduplicated reach of CBC digital platforms.

²¹ Source: Comscore Media Metrix® Multi-Platform, Total Audience (desktop 2+, mobile 18+), Average monthly minutes per visitor to CBC | CBC News/Regions, April to March, Canada.

²² Source: Adobe Analytics, monthly average visits, April to March. Visits to kids content, including visits to CBC Kids sites, CBC Kids News and CBC Gem where kids content was streamed.

²³ This metric is made up of three groups: Indigenous peoples, persons with disabilities and visible minorities.

²⁴ Source: Numeris PPM, persons aged 2+, CBC Television: September to April (regular season); CBC News Network: April to March.

²⁵ Source: Numeris PPM, persons aged 2+, in the Toronto, Vancouver, Calgary, Edmonton and Montreal-anglophone markets.

²⁶ Source: Numeris PPM, persons aged 2+.

²⁷ Includes advertising revenue, subscription revenue and other revenue (e.g., content sales).

²⁸ The target for 2021-2022 includes revenue for the Tokyo and Beijing Olympic Games because they are a shared responsibility for CBC and Radio-Canada.

Customized digital services – Digital reach exceeded target largely driven by the pandemic and major news events sustaining these high levels throughout the year.

High engagement levels were also achieved, meeting the current year target, driven by a heavy news cycle. CBC Gem and CBC Listen also contributed to engagement, with increases in overall audiences on both platforms.

Engaging with young audiences – The CBC Kids segment finished the year with higher than anticipated audience growth. Maintaining and building on the large spike in audiences driven by the various waves of the pandemic and lockdowns across the country resulted in kids and families using screens and online resources more than ever. CBC Kids brands were used by school boards, classrooms and families for entertainment and information like never before. The Games section on cbckids.ca continues to drive growth and engagement for this segment.

Prioritizing our local connections – The unprecedented news cycle, paired with the coverage of Newfoundland and Yukon elections and live video product enhancements, drove engagement performance to meet the target.

Reflecting contemporary Canada – Employment equity representation of new external hires is well above target and prior year, which is a direct result of the ongoing focus on implementing and delivering on our Diversity and Inclusion Plan.

Television and Radio – CBC Television finished the season on target despite a challenging year for productions impacted by COVID-19 restrictions.

CBC News Network ended the year strong, exceeding target and prior year, led predominantly by large news stories, including the COVID-19 pandemic, the Black Lives Matter movement, and the US election, debates and Capitol siege.

The radio industry had a challenging season, with continuous lockdowns in major cities. These lockdowns eliminated commuting and thus changed the listening habits of our audience, which in turn significantly impacted our overall reach.

CBC Music had increases in time spent with programs such as *About Time*, *Tempo* and *Mornings* that contributed to the increase in share and performance above the annual target.

Revenue – In spite of continued industry-wide structural decline in conventional TV advertising revenue, this year's performance was better than expected. Increased traffic on digital and social media platforms during the pandemic enabled us to surpass the target. Subscription revenue from CBC News Network and CBC Gem were also above target as the pandemic affected viewing habits. Revenue results for 2020-2021 were lower than the prior year's revenue results.

MEASURING OUR CANADIAN CONTENT

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

	Yearly Conditions of License	Canadian Content Results - Broadcast Year (Sep. 1 to Aug. 31) ²⁹				
		2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
ICI TÉLÉ						
Broadcast day	75%	84%	82%	79%	79%	79%
Prime time	80%	94%	96%	92%	91%	93%
CBC Television						
Broadcast day	75%	84%	81%	82%	78%	78%
Prime time	80%	85%	87%	87%	84%	83%

²⁹ The broadcast day covers Monday to Sunday, from 6 a.m. to 12 a.m. Prime time covers Monday to Sunday, from 7 p.m. to 11 p.m.

7. FINANCIAL OUTLOOK

CBC/Radio-Canada depends on both its parliamentary appropriation and a range of commercial revenue, including advertising, to support the programs and services it provides to Canadians. This diversified financial model is more important than ever as the continued disruption of the media business and the economic pressures related to the COVID-19 pandemic create challenges for all companies. Advertising revenue from conventional TV will continue to be under pressure as big digital players attract a larger share of this revenue. Digital streaming companies invest billions in quality content, which they can monetize on a global scale.

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

FINANCIAL PROJECTIONS

The Financial Projections in Appendix A present the Corporation's financial picture for 2020-2021 through to 2025-2026. The balanced position presented between 2021-2022 and 2025-2026 is achieved by matching expenditures to expected resources.

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

Items of interest impacting, or that could impact, this financial outlook are discussed below.

- The Government of Canada has committed to modernize Canada's media legislation: the [Broadcasting Act](#), the [Telecommunications Act](#) and the [Radiocommunication Act](#). As CBC/Radio-Canada's mandate and many of its obligations are determined by the *Broadcasting Act*, any changes could affect our financial outlook. We are working with the government to ensure a media ecosystem that continues to support the public broadcaster and its ability to serve all Canadians.
- On October 21, 2015, the International Olympic Committee (IOC) announced that we had been awarded the Canadian broadcast rights for the Beijing 2022 Olympic Winter Games and the Paris 2024 Olympic Games. We're now Canada's Olympic Network and official broadcaster for the next three Olympic Games, including Tokyo 2020, along with our broadcast partners Bell Media and Rogers Media. Due to the COVID-19 pandemic, the IOC announced that the Tokyo 2020 Olympic Games would be postponed by one year; the Games will now be held between July 23 and August 8, 2021. A reprofile of a portion of our government appropriation from 2021-2022 to 2020-2021 helped us manage the impact of the delayed Games. Risk remains that the Games may be further delayed or cancelled entirely due to the pandemic.
- Advertising revenue has been and will continue to be negatively impacted for the foreseeable future as advertisers reduce expenditures to offset declining revenues as Canadian and global efforts are focused on containment of the COVID-19 outbreak. Although audiences have increased, the reduction in demand from our advertisers is driving an advertising revenue decline. We have implemented a contingency plan to offset both this decline in revenue and increased cost pressures related to COVID-19 health and safety measures, and will continue to monitor revenue and expenditures as the situation evolves.

BORROWING PLAN

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

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

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

Total borrowing authority	\$220,000,000
Authority used as at March 31, 2021: guarantee on accounts receivable monetization	\$(71,639,000)
Remaining authority	\$148,361,000

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)³⁰

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.

	2020-2021	Projection 2021-2022	Projection 2022-2023	Projection 2023-2024	Projection 2024-2025	Projection 2025-2026
SOURCES OF INCOME						
Parliamentary appropriation for operating expenditures ³¹	1,291,402	1,139,694	1,153,797	1,152,077	1,150,225	1,148,232
Amortization of deferred capital funding and working capital funding ³²	102,944	99,783	94,922	98,767	102,419	106,418
Advertising ³³	253,472	361,678	278,321	291,489	337,603	290,249
Subscriber fees, financing and other income	250,472	230,731	216,178	213,209	213,529	203,943
TOTAL SOURCE OF INCOME	1,898,290	1,831,886	1,743,218	1,755,542	1,803,776	1,748,842
EXPENDITURES						
Television, radio and digital services ³⁴	1,634,081	1,912,756	1,652,203	1,665,631	1,714,739	1,660,469
Transmission, distribution and collection	56,892	57,745	58,611	59,490	60,382	61,288
Corporate management	10,611	10,770	10,932	11,096	11,262	11,431
Finance costs	26,509	23,858	21,472	19,325	17,393	15,654
TOTAL OF EXPENDITURES	1,728,093	2,005,129	1,743,218	1,755,542	1,803,776	1,748,842
OTHER GAINS AND LOSSES						
Net (loss)/gain on disposal of assets	3,046	-	-	-	-	-
TOTAL OTHER GAINS AND LOSSES	3,046	-	-	-	-	-
INCOME TAX EXPENSE / (RECOVERY)	31,149	(31,149)				
NET RESULTS³⁵	142,094	(142,094)	-	-	-	-

³⁰ Results are based on International Financial Reporting Standards (IFRS) and exclude Other Comprehensive Income items such as actuarial gains and losses.

³¹ Excludes salary inflation funding increases from the Treasury Board that have not been announced for fiscal years 2021-2022 to 2025-2026. It is assumed that salary inflation funding received will match the actual increase in salary expenditures. The 2020-2021 appropriation includes retroactive salary inflation funding and an advancement of appropriations from 2021-2022 to assist during the pandemic. The 2021-2022 appropriation anticipates that we will receive \$21M as announced in Budget 2021. Base appropriation remains unchanged in all years. The small reductions in Operating Appropriations in future years reflect the annual transfer to the Capital Appropriation for bond payments and do not represent a reduction in government funding.

³² Parliamentary appropriations received for capital expenditures are recognized over the average useful life of assets acquired using the appropriations in a given year. The capital budget is discussed in more detail in Appendix B.

³³ Reflects advertising revenues from television and digital services, and includes revenues from the Tokyo 2020 Olympic Games (now scheduled for 2021-2022), the Beijing 2022 Olympic Winter Games and the Paris 2024 Olympics Games.

³⁴ Expenditures (including depreciation of property, equipment and amortization of intangibles) related to CBC/Radio-Canada's main services, digital services and discretionary services. Reflects expenditures related to the Tokyo 2020 Olympic Games (now scheduled for 2021-2022), the Beijing 2022 Olympic Winter Games and the Paris 2024 Olympics Games.

³⁵ Reflects the net results before pension adjustments summarized in our Statement of Other Comprehensive Income (Loss). IFRS results include non-cash expenses not funded by our operating budget. The surplus position expected in 2020-2021 results mainly from the receipt of retroactive salary inflation funding and the impact of programming delays during the pandemic. This surplus will be used in 2021-2022 to fund these delayed projects and programs, and to support operations during the ongoing pandemic. A break-even position is assumed for future years.

APPENDIX B: CAPITAL BUDGET

CBC/Radio-Canada is highly dependent on technology and technology-based assets in the production and delivery of its various services. In addition, we operate one of the world's largest broadcast transmission and distribution systems, with 519 active transmission sites located throughout Canada (189 of these sites are owned, with the remaining 330 sites leased). We also manage a real estate portfolio of approximately 3.95 million square feet as of March 31, 2021, including 12 owned buildings and 60 leased properties in locations across Canada. In total, we employ \$1,037 million of net assets for our operations.

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

CAPITAL GOVERNANCE AND PROCESS

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

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

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

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

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

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

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

CONTEXT FOR THE CAPITAL INVESTMENT PLAN

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

METHODS OF PRODUCTION AND DELIVERY OF SERVICE

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

REAL ESTATE STRATEGY

Representing 61 per cent of the \$1,037 million in net assets as at March 31, 2021, we have developed a strategy to optimize management of our real estate facilities. The real estate asset base is aging and has a growing maintenance deficit. The key goals of the strategy are to reduce operational costs, transfer real estate risk and maximize proceeds from the portfolio. We will also vacate and sell owned facilities and move into leased facilities where appropriate.

MAISON DE RADIO-CANADA (MRC) PROJECT UPDATE

The Governor in Council approval for the MRC project was granted in April 2017. The sale of the existing MRC was closed in July 2017, and construction of the new building started in the fall of 2017. Construction is substantially complete and the move is progressively underway as of 2021. Due to COVID-19, full building occupation was delayed until 2022. For more information on the project, please see the [new MRC website](#).

CAPITAL PLAN OVERVIEW

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

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

CAPITAL INVESTMENT PLAN

Subsection 54(4) of the *Broadcasting Act* requires that CBC/Radio-Canada submit its capital budget to the Minister of Canadian Heritage in its Corporate Plan, and that the Capital Budget for the upcoming year be submitted to the government for approval. As such, the Corporation's 2021-2022 Capital Budget is expected to be approved by the government in summer 2021, for \$114.8 million. A summary of the 2021-2022 five-year Capital Investment Plan follows.

SOURCES AND USE OF FUNDS (\$ 000)

AVAILABLE CAPITAL FUNDING	Budget 2021-2022	Forecast			
		2022-2023	2023-2024	2024-2025	2025-2026
Base capital appropriation	85,910	85,910	85,910	85,910	85,910
Capital leases (from operating to capital transfers and operating revenues)	21,412	26,419	24,136	25,988	27,981
Funding from sales of fixed assets	0	0	1,102	0	20,400
Operating to Capital/(Capital to Operating) transfers of self-generated revenues	7,508	(1,391)	(59)	(735)	(1,000)
TOTAL AVAILABLE CAPITAL FUNDING	114,830	110,938	111,089	111,163	133,291

CAPITAL INVESTMENT PLAN	Budget 2021-2022	Forecast			
		2022-2023	2023-2024	2024-2025	2025-2026
Production infrastructure: digital, television and radio services	44,390	36,094	41,848	47,571	61,576
Enterprise systems and technology infrastructure	17,098	17,465	18,100	16,200	26,700
Presentation, collection, distribution and delivery	14,853	19,280	17,125	11,769	6,414
Property management	34,944	33,709	30,066	31,623	34,601
Fleet and minor capital purchases	3,545	4,390	3,950	4,000	4,000
TOTAL AVAILABLE CAPITAL FUNDING	114,830	110,938	111,089	111,163	133,291

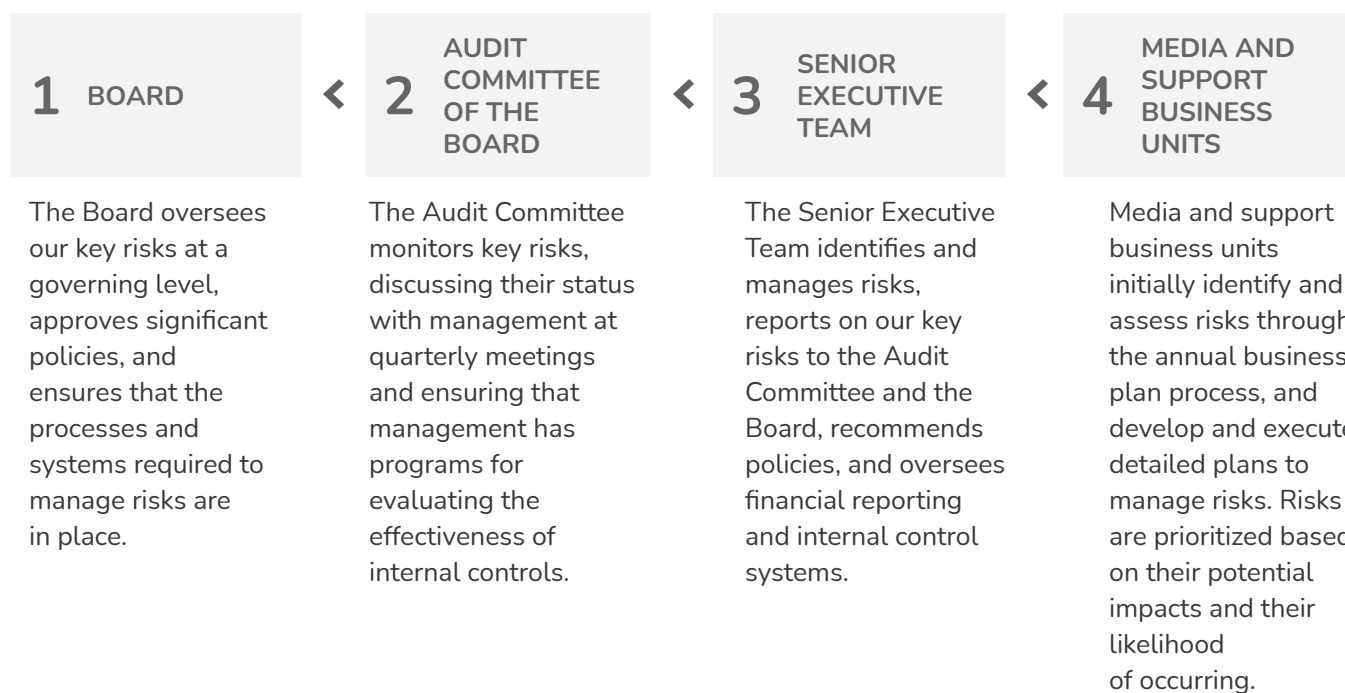
APPENDIX C: RISK MANAGEMENT

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

It is anticipated that the effects of COVID-19 will persist into fiscal year 2021-2022, including continuing economic pressures and programming disruptions. We will need to continue to serve Canadians by providing them with vital news, information and entertainment programming during this ongoing crisis, while protecting the health and safety of our staff.

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

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



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

The following table discusses the key risks we face.

1. PANDEMIC RISK – COVID-19

Key Risks	Risk Mitigation	Future Impacts
<p>As Canada’s public broadcaster, we provide essential services to Canadians, including:</p> <ul style="list-style-type: none"> • Local, regional and national health and safety news and information. • Much-needed educational and entertainment programming for families. • Critical support to the country’s creative community. <p>The health and welfare of our workforce is of utmost importance. Our essential operations and ability to fulfill our mandate may be at risk, as worsening conditions may reduce the number of employees available to continue operations. Risk factors include:</p> <ul style="list-style-type: none"> • Resurgent case counts leading to lockdowns, curfews, school and daycare closures, and/or local restrictions. • Outbreaks impacting our staff and/or in our workplaces. • Timeline of vaccine delivery and inoculation of the wider Canadian population, vaccine efficacy, and immunity period. • COVID-19 fatigue resulting in deteriorating mental health, absences, disengagement and lower resiliency. • Changing recommendations related to personal protective equipment (PPE), enhanced sanitation protocols, physical distancing, self-isolation and travel advisories. • Supply chain disruption of independent productions may impact program schedules and costs. <p>COVID-19 will impact revenue – TV advertising revenue in particular – and some expenditures. The degree and duration of the impacts are unclear. These risks are also being monitored for the Tokyo and Beijing Olympic Games.</p> <p>The future costs associated with physical distancing in the workplace are as yet unknown.</p>	<p>Continue to mobilize the National Crisis Management Team to actively monitor and assess our situation and to steer corporate response.</p> <p>Continue updating and communicating detailed guides for all employees, news teams and managers, and continue with enhanced Employee Assistance Program (EAP) communications and services.</p> <p>Continue to actively monitor and assess our ability to perform our essential services and fulfill our mandate. We continue to develop and/or implement contingency plans and corrective measures.</p> <p>Take a cautious approach to the reintegration of employees to our work sites. Most employees continue to work remotely. Reintegration plans are re-evaluated every six weeks. Further reintegration will occur when it is as safe as possible and does not contribute to the further spread of COVID-19.</p> <p>Plan and secure the schedules for the 2021-2022 regular seasons. Current production realities (health and safety concerns, delays, cancellations, and insurance and cost increases) may continue to impact programming schedules in future years.</p> <p>Continue to support and work with independent producers to create new Canadian content.</p> <p>Allocate resources to our enhanced cleaning protocols and the purchase of PPE, as required.</p> <p>Develop a budget for 2021-2022 that plans for continued revenue weakness and volatility.</p> <p>Refine our Tokyo 2020 Olympic and Paralympic health and safety planning as more information becomes available.</p> <p>Adjust for future costs associated with social distancing in the workplace, as required.</p>	<p>Continue to closely monitor the evolution of the virus and assess the impacts.</p> <p>Continue and refine identified strategies.</p> <p>Maintain ongoing communication with employees on the latest developments.</p>

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

Key Risks	Risk Mitigation	Future Impacts
<p>Our ability to deliver our mandate is challenged by the ongoing shift from traditional television to discretionary services and digital platforms, rapid technology changes, evolving media consumption habits, and industry fragmentation.</p> <p>The government has committed to modernizing the <i>Broadcasting Act</i>, the <i>Telecommunications Act</i> and the <i>Radiocommunication Act</i>. Since our mandate exists in the <i>Broadcasting Act</i>, any legislative changes could affect our services.</p> <p>Elements of the government's mandate letters to ministers may also have implications for CBC/Radio-Canada and our services to Canadians. Any legislative changes to our mandate, independence or business model could profoundly impact our future and our opportunity to address our challenged business model.</p> <p>Our current CRTC licences expire August 31, 2021. There is a risk that the CRTC could impose additional obligations that would be inconsistent with our strategy.</p>	<p>Promote and share our strategic plan with stakeholders, both internally and externally.</p> <p>Continue to demonstrate our value and relevance to stakeholders and reinforce the need for adequate stable funding with the government.</p> <p>Work with the government on the next steps to help build a media ecosystem that puts audiences first and serves all Canadians.</p> <p>Retain flexibility when making operating decisions to enhance agility.</p> <p>Monitor and participate in the various processes launched by the government.</p> <p>Develop, implement or modify strategies and contingency plans, as required.</p> <p>Continue to reinforce our position that the upcoming licences:</p> <ul style="list-style-type: none"> • Must grant us flexibility, as the broadcasting system continues to evolve. • Be consistent with our strategy. 	<p>Continue implementing our strategic plan, which outlines what we need to do to succeed now, as well as in the future, beyond traditional broadcasting. It will ensure that the public media services we provide, and the operating model that supports those services, evolves in parallel with the changing expectations of Canadians and the shifts within our industry.</p>

3. CHANGING MEDIA LANDSCAPE

Key Risks	Risk Mitigation	Future Impacts
<p>The media and entertainment sector remains under pressure from a rapidly changing media ecosystem, increasing regulatory scrutiny and the ongoing pandemic:</p> <ul style="list-style-type: none"> • Increasing audience fragmentation, expanding direct to consumer (DTC) streaming options and accelerating declines in traditional linear TV will accelerate evolution to a streaming-centric media universe. • Increasing audience expectations and regulation over digital privacy and data, such as the proposed <i>Digital Charter Implementation Act</i>, may impact our personalization strategies and partner data arrangements. • Scale in content and distribution is needed. New content is necessary to attract new subscribers, while a sufficient library keeps subscribers until new content arrives. The development 	<p>Continue our focus on digital content.</p> <p>Finalize and implement a harmonized OTT platform between CBC and Radio-Canada with a single data pool, as well as competitive user experiences and functionalities.</p> <p>Adapt our performance measurement indicators to optimize decision making based on audience consumption habits.</p> <p>Continue updating our technology to meet audience expectations.</p> <p>Negotiate rights agreements to ensure access to high-quality content on feasible financial terms.</p> <p>Adopt privacy by design principles as we continue to develop and implement data management tools and strategies to enhance our ability to track and customize content for audiences.</p>	<p>Serve audiences on the platforms they want to increase engagement with our content and increase the public value of our services and advertising and subscription revenue, as well as our relevance.</p>

of a scalable and robust platform is costly.

Content will be increasingly prioritized to streaming services over traditional distribution, further accelerating the decline in the traditional distribution model.

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

4. FINANCIAL SUSTAINABILITY

Key Risks

Our operating environment remains challenging as the pandemic has accelerated revenue shifts to digital platforms, and as new technologies and business models continue to emerge. As conventional television advertising and subscription revenue decline, the shift to digital business models continues, but not at the same financial pace.

Audience consumption patterns such as cord-cutting and cord-shaving are reducing cable and satellite subscription revenue.

The increase in direct to consumer streaming options, continued audience fragmentation and other factors will continue to negatively impact our earned revenue:

- The new conditions of license or legislation could affect our ability to monetize TV and digital advertising.
- COVID-19 continues to impact revenues, in particular advertising revenues, and some expenditures. The degree and duration of the impacts are unclear.
- The rescheduled Tokyo 2020 Olympic and Paralympic Games and the Beijing 2022 Winter Olympic and Paralympic Games are planned for the 2021-2022 fiscal year, but face uncertainty. COVID-19 may still lead to the further postponement or cancellation of the Tokyo Olympic Games.

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

Risk Mitigation

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

Continue to develop compelling, distinctly Canadian programming.

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

Continue to leverage new partnerships and accelerate our 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 demonstrate the value and importance of public broadcasting to our stakeholders.

Continue to monitor the evolving nature of branded content campaigns and other types of digital advertising. Revise guidelines for branded content, as needed, to strengthen and clarify boundaries between our journalistic content and commercial advertising.

Future Impacts

In its April 19, 2021 Budget, the federal government announced \$21 million in operational support for CBC/Radio-Canada for fiscal 2021-2022. This support will mitigate the effects of lower revenues, inflation and other cost increases that reduce resources available for our strategic priorities.

5. REPUTATION AND BRAND MANAGEMENT

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

6. INFORMATION SECURITY

Key Risks	Risk Mitigation	Future Impacts
<p>The number, cost and complexity of cyber incidents for all companies worldwide continue to grow despite increased awareness and attention to cybersecurity.</p> <p>While we are managing information security risks, evolving cyber threats have the potential to significantly disrupt operations and damage our brand.</p> <p>We have put in place measures to allow the majority of our workforce to work remotely during the pandemic. We continue to actively monitor risks associated with these solutions.</p> <p>Government priorities, such as the advancement of Canada's Digital Charter or enhanced powers for the Privacy Commissioner, may impact CBC/Radio-Canada operations.</p> <p>There is a risk that personal information is disclosed or used without clear consent.</p>	<p>Monitor and assess network security, cloud technologies and system vulnerabilities.</p> <p>Enhance our information security rules, guidelines and procedures, and increase staff awareness and training on information security topics and protection of personal information.</p> <p>Implement the records management policy to impose classification obligations that address confidential information. Train employees tasked with applying the new policy.</p> <p>Develop protocols and adopt technologies that anonymize personal information.</p> <p>Monitor, assess and develop strategies to implement proposed changes to Canada's Digital Charter or to the powers of the Privacy Commissioner.</p>	<p>Continue to implement and refine identified strategies.</p>

7. IMPLEMENTATION OF HIGH-PROFILE PROJECTS

7a) Human Resources (HR) System Project – Workday

Key Risks	Risk Mitigation	Future Impacts
<p>There is a risk that the new HR system, Workday, will not achieve desired objectives to transform the employee user experience and deliver streamlined and value-added business processes; will be over budget; or will negatively impact essential payroll functions. COVID-19 and members of the project team working from home are adding pressure to the original timeline.</p>	<p>Continue to ensure a strong governance structure is in place to lead the HR system project.</p> <p>Finalize the “Configuration and Prototype” stage and continue work defining future state processes, identifying gaps and implementing change management plans.</p> <p>Conduct internal audits in 2021-2022 to review the migration of data and assess end-to-end testing ahead of the implementation of the system.</p>	<p>Monitor the project and its implementation.</p>

7b) New Maison de Radio-Canada (MRC) Project

Key Risks	Risk Mitigation	Future Impacts
<p>While certain productions and administrative staff have moved into the new premises, COVID-19 has impacted access to the building and technical implementation activities. The anticipated final move-in date has been extended to December 2022 for newsroom staff, certain productions and their supporting technical staff to allow the production of the Tokyo Summer Games and Beijing Winter Games in February 2022 in the new MRC. During this extension period, the existing MRC building will continue to be in use.</p>	<p>Maintain constructive business relationships with partners and continue to work through remaining issues.</p> <p>Continue to fine-tune the comprehensive project planning of the technical infrastructure installation for the remaining phases and ensure tight project management of the implementation.</p> <p>Implement change management activities as needed post-COVID-19 to address employee concerns, (e.g., open-concept layout, density).</p> <p>Ensure transparent communication to stakeholders about the economic benefits of the project.</p>	<p>Continue to monitor the project and communicate transparently with stakeholders.</p>

8. TALENT MANAGEMENT

Key Risks	Risk Mitigation	Future Impacts
<p>The recruitment, retention and engagement of a strong, diverse workforce are essential to achieve strategic objectives.</p> <p><u>Diversity and Inclusion</u></p> <p>Under-representation of the country’s demography in our workforce composition could pose reputational risk:</p> <ul style="list-style-type: none"> • Failing to meet our targets could impact our credibility, as well as impact recruitment, retention and morale. • If we do not show satisfactory advancement in closing gaps in workforce representation in comparison to the external labour force, it may cause further labour issues. 	<p><u>Diversity and Inclusion</u></p> <p>Expand reporting on inclusion within the Corporation and externally through Performance Indicators.</p> <p>Communicate regularly to staff on the status of ongoing initiatives undertaken.</p> <p>Provide the necessary resources to support the achievement of employment equity targets and Diversity and Inclusion initiatives.</p> <p>Enhance targeted leadership development programs for members of employment equity groups.</p> <p>Offer mandatory unconscious bias training for all levels of employees.</p>	<p>Maintain our momentum to engage the workforce, facilitate the transition to this new digital world, train leaders to better support their teams and continue building a strong foundation of business skills across the Corporation.</p>

Recruitment, Retention and Morale

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

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

Our Future of Work strategy, including our remote work philosophy post-pandemic and its application, may not align with employees' and candidates' expectations, especially when compared to opportunities in the digital sectors. It could cause disengagement and retention issues and make it difficult to attract top talent.

Harassment of Newsgathering Staff

Incidents of harassment and intimidation of newsgathering staff continue to grow, in both frequency and intensity, online and as physical threats.

Reflect on our Journalistic Standards and Practices through a more inclusive lens.

Recruitment, Retention and Morale

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

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

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

Focus Talent Acquisition team resources with effort required to attract digital talent.

Review learning priorities and allocate resources to maximize training and development investments.

Continue to develop and implement a Future of Work strategy that will envision the workplace post-pandemic, including a remote work policy that is both aligned with business needs, yet flexible.

Harassment of Newsgathering Staff

Launched a new Online Harm Task Force to combat online hate against our journalists, hosts and producers.

Enhanced well-being, safety and security procedures to support staff that have been subjected to harassment incidents.

9. UNION RELATIONS AND NEGOTIATIONS

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

APPENDIX D: OUR MANDATE AND GOVERNANCE

CORPORATE MANDATE

The Canadian Broadcasting Corporation/Société Radio-Canada (“CBC/Radio-Canada” or the “Corporation”) was established by an Act of Parliament in 1936. The Corporation’s current legislative mandate and programming requirements, corporate powers, and governance mechanisms are set out in the 1991 [Broadcasting Act](#) (the Act).³⁶

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

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

ARM’S-LENGTH RELATIONSHIP WITH GOVERNMENT

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

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

REGULATORY REQUIREMENTS

CBC/Radio-Canada’s broadcasting licences for its conventional television, radio and discretionary services expire on August 31, 2021. These services were last renewed by the CRTC in Broadcasting Decision CRTC 2013-263 for a period of five years, to August 31, 2018. The licences have been administratively renewed, subject to the terms and conditions in effect under the current licences, three times. The CRTC launched the

³⁶ The Government of Canada has committed to modernizing Canada’s media legislation, including the *Broadcasting Act*. As CBC/Radio-Canada’s mandate and structure comes from the *Broadcasting Act*, we are working with the government to help build a media ecosystem that puts audiences first and serves all Canadians.

licence renewal process in 2019, including the issuance of a public consultation notice ([CRTC 2019-379](#)) in November 2019. As part of this process, the CRTC conducted a virtual public hearing from January 11 to 28, 2021. This hearing was originally scheduled to be held in May of 2020, but was delayed due to the COVID-19 pandemic.

GOVERNANCE

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

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

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

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

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

MANAGERIAL AND ORGANIZATIONAL STRUCTURE

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

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



Catherine Tait
President and CEO



Michel Bissonnette
*Executive
Vice-President,
Radio-Canada*



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



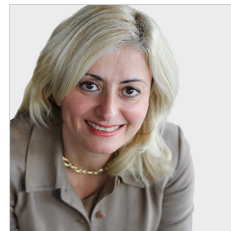
Marco Dubé
*Vice-President,
People and Culture*



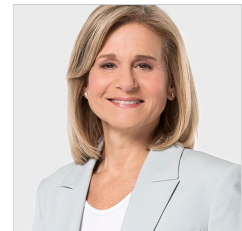
Sylvie Gadoury
*Vice-President,
Legal Services, General
Counsel and Corporate
Secretary*



Claude Galipeau
*Executive
Vice-President,
Corporate Development*



Carol Najm
*Vice-President and Chief
Financial Officer*



Barbara Williams
*Executive
Vice-President, CBC*