



# CORPORATE PLAN --- SUMMARY

2022-2023 TO 2026-2027

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## 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

As Canada's public broadcaster, our commitment is to connect Canadians to each other, to share their incredible stories and cultures, and to provide trustworthy information and news. During the darker days of the pandemic, CBC/Radio-Canada kept serving Canadians, shining a light on great Canadian talent and supporting the Canadian cultural sector and media industry.

We are a partner with other Canadian news media, addressing one of today's biggest threats to journalism and democracy: the rise in online harassment of journalists. Our industry-wide [Ipsos survey](#) documented for the first time just how widespread this problem is. Journalists and experts gathered at our [#NotOK virtual forum](#) to explore solutions. Together, we are taking action on behalf of our journalists and the vital work they do for Canadians, including through the release of a [Newsroom Guide for Managing Online Harm](#).



CBC/Radio-Canada's mandate – to inform, enlighten and entertain Canadians – remains as relevant as ever. We now reach more than 24 million Canadians each month through our digital services alone,<sup>1</sup> providing both trusted news that keeps people informed and great Canadian entertainment when they need to relax and recharge. [Son of a Critch](#) had CBC's highest-rated comedy premiere in years,<sup>2</sup> while Radio-Canada's [Bye bye 2021](#) was the most-watched show of all time in Canada's French-language market.<sup>3</sup> Millions of Canadians also tuned in to our coverage of the Tokyo 2020 and Beijing 2022 Olympics and Paralympics. The popularity of such programming, and the importance of our ongoing COVID-19 coverage, make it clear: Canadians depend on their public broadcaster.

All of this shows that the priorities in our strategic plan launched in 2019, [Your Stories. Taken to Heart](#), remain the right ones. That's why we have extended this plan by an additional two years until 2024. We are committed to serving Canadians on every platform they use. We have also redoubled our efforts to reflect contemporary Canada in our content and workforce, using our 2022-2025 Equity, Diversity and Inclusion Plan, [Progress in Progress](#), as our road map. We are also transforming CBC/Radio-Canada into a world-class, sustainable public media company with [Greening Our Story](#), our new Environmental Strategy.

CBC/Radio-Canada is taking these steps to serve Canadians. All Canadians. Our promise is to put Canadians first in everything we do, to earn their trust and to work hard to keep it every day.

A handwritten signature in black ink that reads "Cath Tait". The signature is fluid and cursive, with the first name "Cath" and last name "Tait" clearly distinguishable.

Catherine Tait  
*President and CEO*

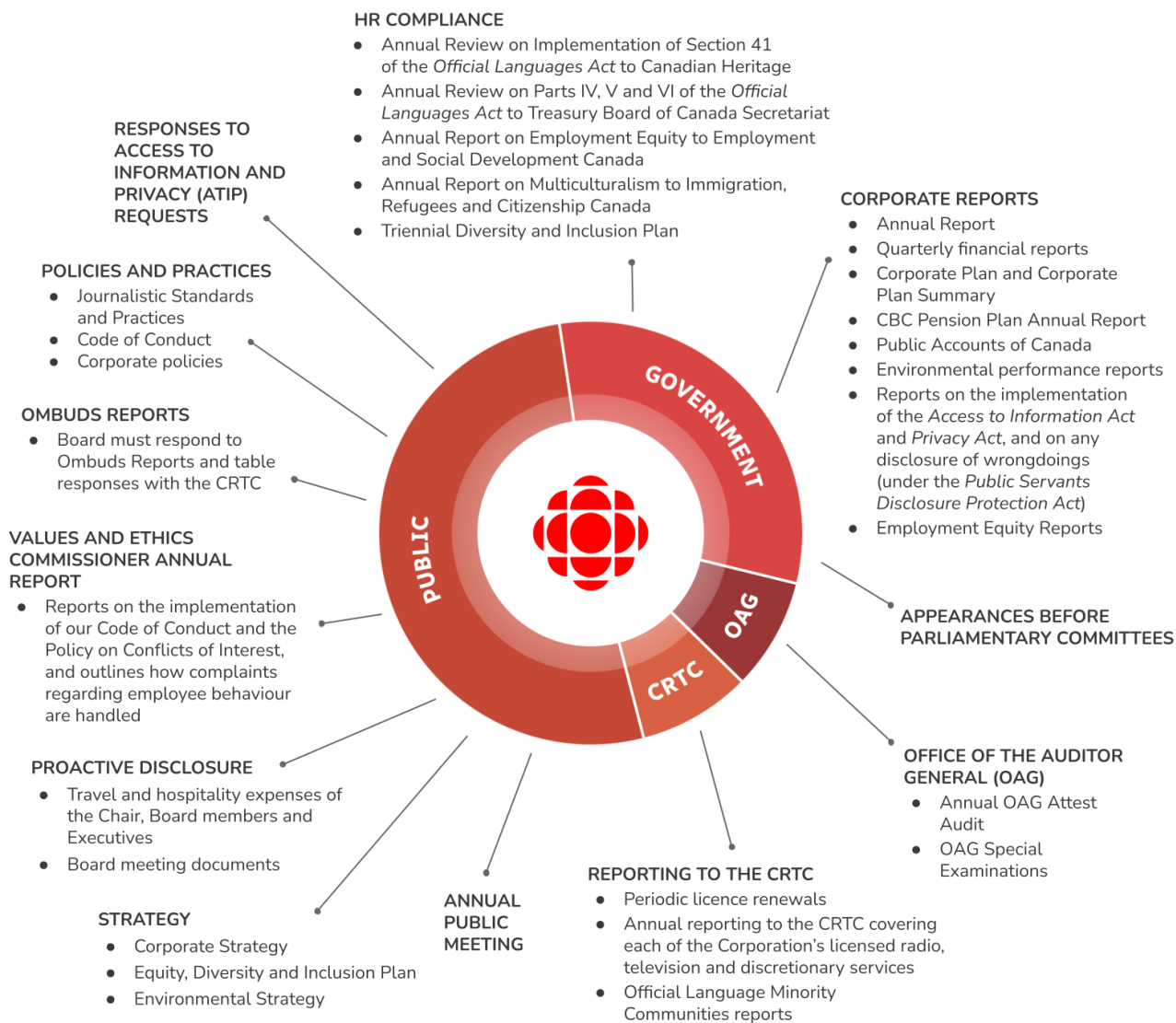
<sup>1</sup> Source: Comscore Media Metrix® Multi-Platform, Total Audience (desktop 2+, mobile 18+), average of monthly unique visitors, April-December 2021, Canada. Unduplicated reach of CBC/Radio-Canada digital platforms.

<sup>2</sup> Source: Numeris TV PPM, Total Canada, 2+, January 4, 2022, CBC Television, AMA, confirmed data.

<sup>3</sup> Source: Numeris TV PPM, Quebec francophones, 2+, December 31, 2021, ICI TÉLÉ, AMA, confirmed data.

# 2. OUR COMMITMENT TO TRANSPARENCY AND ACCOUNTABILITY

As Canada's national public broadcaster, we take very seriously our obligation to be transparent and accountable to Canadians. [Our corporate website](#) provides information about our activities and the way we manage our public resources.



# 3. WHO WE ARE AND OUR SERVICES

## WHO WE ARE

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

## OUR MISSION

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

## OUR VISION

*Your Stories,  
Taken to Heart*

## OUR VALUES

Integrity  
Creativity  
Relevance  
Inclusiveness

As Canada's national public broadcaster, we are inspired daily by our mission, vision and values to connect all Canadians and to showcase our stories, culture and news to Canada and the world. Our head office is in Ottawa. Our two main networks are based in Toronto (English) and Montreal (French), with community-based locations across the country, including 27 television stations, 88 radio stations and one digital-only station. We have five discretionary television channels and four Canada-wide radio networks, two in each official language. Internationally, we have five<sup>4</sup> 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, 2022, we employed 6,576 permanent employees, 411 temporary employees and 756 contract employees. Our people come from a multitude of backgrounds and cultures. They are an integral part of our success in reflecting contemporary Canada.

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



<sup>4</sup> In May 2022, our foreign bureau in Moscow was closed.

# SERVING CANADIANS

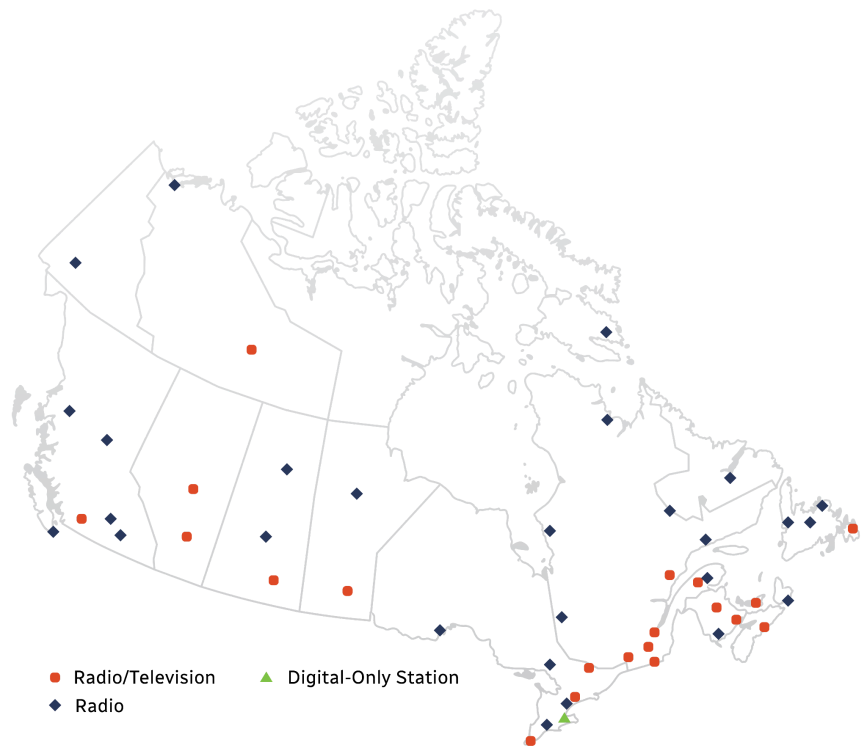
Our legislated mandate is to inform, enlighten and entertain all Canadians. The *Broadcasting Act* further states that our programming should:

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

We pay special attention to the needs and reflection of the Indigenous Peoples in Canada. We offer programming in eight Indigenous languages (Chipewyan, Cree, Gwich'in, Inuktitut, Inuvialuktun, Sahtu Got'ine Godi, Dehcho Dene Yati and Tlicho) via CBC North.<sup>5</sup>

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

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



<sup>5</sup> 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 that identifies key shifts and emerging trends in the industry. This allows the Corporation to adjust strategies and tactics so as to best meet its mandate to serve all Canadians. Key highlights of the [2021 Enviroscan](#) are summarized below.

### THE CONTINUED CHALLENGES OF COVID-19

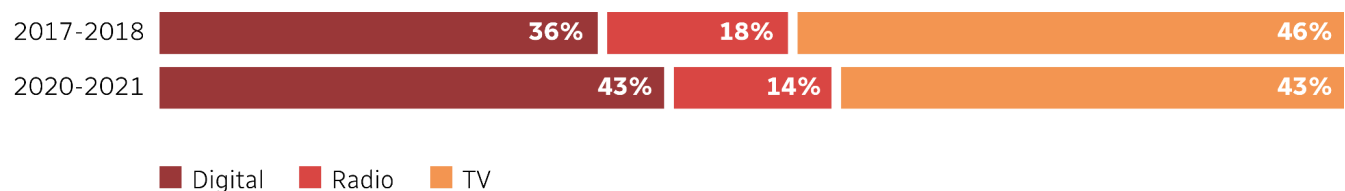
With the growing dominance of global digital services, the traditional media business models were under pressure before the pandemic. When COVID-19 struck, media companies faced increased strain on revenues and staffing, higher health and safety costs, and significant demands on their technology infrastructure. COVID-19 accelerated those trends already affecting the Canadian media industry.

Media companies continue to grapple with an ever-increasing demand for content and a rapidly changing environment. Many companies required financial assistance in 2020 to address the impacts of COVID-19 on their operations and staff.

### INCREASING DIGITAL MEDIA CONSUMPTION

The past year has underlined the undeniable shift of Canadian audiences from traditional to increasingly digital services. The pandemic has contributed to this trend, and today consumption of digital content in Canada is on par with television consumption, representing 43 per cent of overall media consumption.

### PROPORTION OF OVERALL CONSUMPTION BY PLATFORM<sup>6</sup>



Digital platforms give Canadians more choices, allowing them to access a global network of content any time they want. Competition among digital media players has grown dramatically, and international technology companies now compete directly with existing Canadian media companies.

With Canadians flocking to digital platforms, high-speed Internet access is no longer a luxury. The Government of Canada's Universal Broadband Fund, in collaboration with other public and private investments, supports projects to increase the speed and accessibility of broadband Internet across the country, especially in rural and underserved communities.

<sup>6</sup> CBC/Radio-Canada custom calculation, business years 2017-18 and 2020-21. Digital: Comscore Media Metrix® Multi-Platform, Total Audience (desktop 2+, mobile 18+), Total Minutes. TV: Numeris PPM, Total Canada 2+, Total Minutes. Radio: Numeris PPM, 6 PPM Market 2+, Total Minutes. The radio time spent for the six PPM markets was projected to all of Canada to distribute the usage between digital, radio and TV.

## COMBATTING ONLINE HATE AND HARASSMENT

The rise of online hate and harassment targeting media professionals – particularly women and racialized Canadians – is a concerning development. In addition to its emotional toll, such hate threatens to drive out the very voices and perspectives indispensable to a well-informed, democratic society. In the fall of 2021, CBC/Radio-Canada joined other public media companies and international organizations in support of the [Brussels Declaration](#), an initiative designed to raise awareness and guarantee the safety of journalists. We reiterated our commitment to combatting online harm against journalists by hosting the [#NotOK — Stand Up for Journalism and Democracy](#) virtual forum, attended by journalists and media professionals across the country. We discussed experiences with online harassment, as well as strategies to address this threat, and presented participants with the results of the first-ever [Canadian survey](#) on the matter. We stand together with media organizations across the country in condemning this threat, and we continue to work to ensure the safety of our journalists as they do their important work for Canadians.

## FOSTERING AN OPEN AND INCLUSIVE SOCIETY

Over the past year, Canada continued to face the need to foster a more open and inclusive society. Media plays a critical role in helping to build and support Canadian identity in all its forms. Content and services need to be relevant to all Canadians, and must reflect the multicultural, multi-racial and multi-ethnic nature of Canada – on screen and behind the camera. Our ambitious diversity commitment was announced in June at the 2021 Banff World Media Festival. Behind the scenes, we have also implemented newsroom programs aimed to build and reinforce a culture of inclusion. We will also be guided by our 2022-2025 Equity, Diversity and Inclusion (EDI) Plan, [Progress in Progress](#), to deliver on our new EDI vision, sharing regular highlights and lessons learned along the way.



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



## PUTTING AUDIENCES FIRST

Our strategic plan, *Your Stories, Taken to Heart*, launched in May 2019, has been extended by two years to allow us to continue delivering on our identified priorities into 2024. This plan builds on the success of our existing services, and aims to increase and deepen audience engagement. Most importantly, it is focused on our audiences, who deserve our best. And our best means taking Canadians' stories to heart. Doing so with creativity and integrity. And striving for inclusiveness and relevance every day in the stories we tell and share.

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

## A CHAMPION OF CANADIAN CULTURE

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

- We are a champion for Canadian voices and stories in a world where the proliferation of foreign content could all too easily drown them 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 those digital companies 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**

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

## **BUSINESS PRIORITY**

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

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

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



# 1. CUSTOMIZED DIGITAL SERVICES

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

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

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## Strategic Initiatives CBC and Radio-Canada

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

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

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

## 2021-2022 Accomplishments

Invested in personalization capabilities for our digital services, specifically membership infrastructure, data analytics, recommendations and dynamic navigation.

Continued our over-the-top (OTT) project for harmonization of the common technology that powers CBC Gem and ICI TOU.TV.

Expanded our exclusive, first-run content on ICI TOU.TV and CBC Gem with new programming like [Loto-Méno](#), [Six Degrés](#), [Who Do You Think I Am?](#) and [Best In Miniature](#).

Continued our development of our [OHdio](#) and [CBC Listen](#) audio apps by launching new original podcasts for a variety of demographics (e.g., [Ne pas écouter la nuit](#), [Tellement soccer](#), [Welcome to Paradise](#), [Sorry About The Kid](#)).

Strengthened digital content with our new podcast series [Welcome to Paradise](#) and innovative new formats such as [Convictions](#), available on [OHdio](#), with a complementary [documentary](#) on RAD and social platforms.

Hosted the the Tokyo 2020 and Beijing 2022 Olympic Games and Paralympic Winter Games on our own platforms with [CBC.ca](#), [CBC Gem](#), [CBC Sports app](#), [ICI TOU.TV](#) and our [Radio-Canada - Jeux Olympiques app](#), in addition to offering live and replayable coverage of the ceremonies and competitions across our networks, websites and applications.



## 2. ENGAGING WITH YOUNG AUDIENCES

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

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

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### Strategic Initiatives CBC and Radio-Canada

Become a leading brand for children and youth content.

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

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

### 2021-2022 Accomplishments

Continued offering diverse programming across our kids and youth platforms, despite production challenges due to COVID-19, with titles like [100 génies](#), [Défense d'entrer](#), [Gary's Magic Fort](#) and [UKULELE U](#).

Expanded our digital offering to Canadian youth with a new season of original podcasts and audiobooks like [Le Guide de Survie des Débrouillards](#) and [El Kapoutchi](#), and launched a new video series by [CBC Kids News](#) called *KN Explains*, addressing issues such as climate change.

Continued building our youth news offerings – [MAJ \(Mon actualité du jour\)](#) and [CBC Kids News](#) – by highlighting important stories such as COVID-19, the federal election, racism and environmental sustainability.

Created special content for the Tokyo 2020 Summer Olympics with [MAJ](#), launched the Tokyo 2020 website on [cbckids.ca](#) (which featured sports explainer pages and custom sports games), and also produced a daily live segment during the event.

Adapted to public health protocols by bringing a new contactless format to our [Zone Jeunesse](#) road show to schools across Quebec.





### 3. PRIORITIZING OUR LOCAL CONNECTIONS

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

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

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#### Strategic Initiatives CBC and Radio-Canada

#### 2021-2022 Accomplishments

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

Launched the Library Partnership Program in an effort to engage with Canadians in under-represented and underserved communities.

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

Expanded the [Local News Matters](#) directory of local media in Canada to support diverse sources of trusted Canadian news.

Deepen our presence and connection in the regions.

Improved our coverage of Canada's North with a permanent Radio-Canada newsgathering presence in Nunavut.

Expanded our presence across the country by leveraging pop-up bureaus in communities such as Igloolik (N.W.T.), Lethbridge and Calgary (Alta.), Brampton (Ont.), Brossard and Lévis (Que.), and by accelerating the rollout of the first streaming video newscast to extend our presence in markets with no televised newscasts in French.

Showcased important events in local communities across the country, like coverage of federal and provincial elections, natural disasters in Western Canada, and the local impacts of COVID-19.

Expanded our local content with programming like [Tout inclus](#), [Superfan: The Nav Bhatia Story](#), [Son of a Critch](#) and [Salebarbes aux Îles](#), as well as digital content such as [Empreintes](#), [Parler Mal](#) and [Black on the Prairies](#) | [Noirs dans les Prairies](#).

Expanded the [Creator Network](#) to additional locations by adding freelance digital creators in Quebec, Ontario, Alberta and Saskatchewan.

Launched programming to showcase distinctly Canadian content, including [Le monde de Gabrielle Roy](#) and [Run the Burbs](#).

## 4. REFLECTING CONTEMPORARY CANADA

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

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

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### Strategic Initiatives CBC and Radio-Canada

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

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

### 2021-2022 Accomplishments

Introduced [Progress in Progress](#), a three-year plan outlining our actions to support our commitment to equity, diversity and inclusion in both our content and our workforce and signed a memorandum of understanding (MOU) with APTN to ensure we create more First Nations, Inuit and Métis programming, increase access to and awareness of this content, and connect Indigenous and non-Indigenous Peoples.

Launched programming to showcase contemporary Canada, including [Policier autochtone](#), [Shuni](#), [Vous pouvez rêver](#), [Pa t'mentir](#), [Six degrés](#), [Sort Of](#), [The Porter](#), [Uprooted: The Plantemic](#), [Run the Burbs](#), [Who Do You Think I Am?](#) and [21 Black Futures](#).

Initiated the development of an Indigenous Strategy to engage First Nations, Inuit and Métis Peoples at CBC/Radio-Canada, in the industry and in communities across Canada. The strategy will focus on content, culture, workforce and community engagement. It will aim to create equitable opportunities, support representation and self-determination for Indigenous Peoples, and guide the advancement of reconciliation across the organization.

Offered training on reporting on Indigenous Peoples and their communities, created an Indigenous talent bank, and offered special programming for the first-ever National Day for Truth and Reconciliation and for National Indigenous Peoples Day.

Expanded our Indigenous programming with [Kueil Kwe!](#), [Telling Our Twisted Histories](#) and [First Light Fridays](#), a collaboration with Indigenous Peoples in Newfoundland and Labrador.

Provided Tokyo 2020 and Beijing 2022 Opening and Closing Ceremonies with unparalleled accessibility by streaming live in French, English, Eastern Cree, Inuktitut, LSQ (Quebec Sign Language), ASL (American Sign Language) and described video.

## 5. TAKING CANADA TO THE WORLD

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

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

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### Strategic Initiatives

#### CBC and Radio-Canada

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

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

### 2021-2022 Accomplishments

Received international recognition at the 2021 New York Festivals Radio Awards, where our podcasts [Récidive](#) and [Brainwashed](#) won awards.

Partnered with ABC Australia on Season 2 of [Stuff the British Stole](#), and with NRK Norway, ABC Australia and CTC Kids in Russia to create [Big Blue](#), a 52-episode underwater adventure debuting in Canada.

Showcased Canadian content internationally by partnering with [RTBE](#), [France Télévisions](#) and [TV5MONDEplus](#) to exchange French video content.

Launched the world premiere of [Sort Of](#), a co-production with HBO Max, at Séries Mania, one of the largest industry events in Europe dedicated to television series. [Sort Of](#) was also a Special Screening at TIFF, and has been pre-sold in the UK, Scandinavia and Australia.

Added two languages (Tagalog and Punjabi) to our international news service, Radio Canada International, and continued the transformation of the service to ensure more content and increased visibility.

Joined other public media companies and international organizations in support of the [Brussels Declaration](#) in 2021, an initiative for journalist safety. Hosted the [#NotOK virtual forum](#) to highlight the problem of online harm against media professionals, and shared results from a national survey conducted by Ipsos exploring the issue.

# 6. MEASURING OUR PERFORMANCE

## OUR PERFORMANCE – MANDATE AND VISION

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

Highlights based on the 2021-2022 survey results follow.

### 75% of Canadians use at least one of our services in a typical month

**82%**

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

66% + 16%

**79%**

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

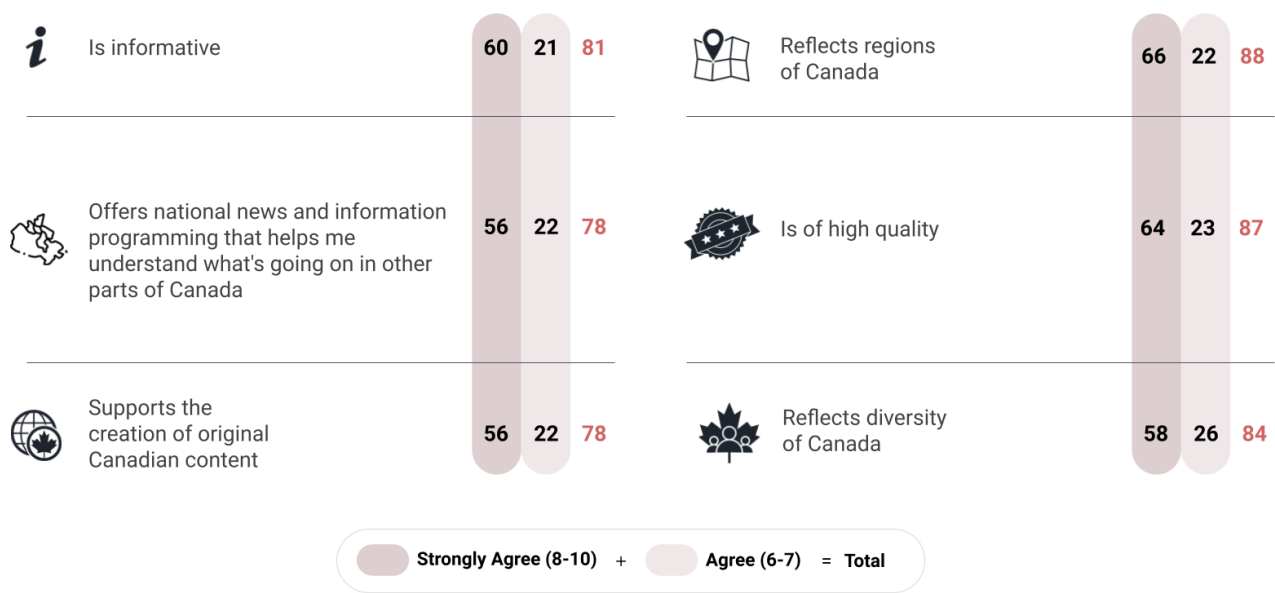
62% + 17%

#### 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\*...



Source: The Mandate and Vision Perception Survey, 2021-22 – Leger. Each perception result represents the percentage of Canadians who agree (i.e., 6 or 7 on a 10-point scale) and who strongly agree (i.e., 8, 9 or 10 on a 10-point scale) with each statement.

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



## OUR PERFORMANCE – YOUR STORIES, TAKEN TO HEART

Below are the key performance indicators that measure and track our progress with respect to our strategic plan, *Your Stories, Taken to Heart*, and its five strategic priorities: customized digital services, engaging with young audiences, prioritizing our local connections, reflecting contemporary Canada and taking Canada to the world.<sup>7</sup> These priorities continue to shape our strategic initiatives until 2024. For more information on the implementation of our strategic plan, 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 were established using our best estimates of the impacts of the COVID-19 pandemic. Updates on our performance against 2022-2023 targets will be provided in our quarterly reports.

### CBC/RADIO-CANADA 2021-2022 RESULTS

Indicators	Measurements	Results 2020-2021	Targets 2021-2022	Results 2021-2022	Targets met or exceeded	Targets 2022-2023
<b>CUSTOMIZED DIGITAL SERVICES</b>						
1. Digital reach of CBC/Radio-Canada <sup>8</sup>	Monthly average unique visitors	24.1M	23.7M	24.2M	✓	22.1M
2. Digital engagement with CBC/Radio-Canada <sup>9</sup>	Monthly average minutes per visitor	50 min/vis	49 min/vis	48 min/vis		43 min/vis
<b>ENGAGING WITH YOUNG AUDIENCES</b>						
3. Digital visits to CBC/Radio-Canada kids content <sup>10</sup>	Monthly average visits	3,259K	3,394K	3,642K	✓	3,777K
<b>PRIORITIZING OUR LOCAL CONNECTIONS</b>						
4. Digital engagement with CBC News/Regions <sup>9</sup>	Monthly average minutes per visitor	25 min/vis	26 min/vis	23 min/vis		23 min/vis
5. Digital engagement with Radio-Canada Info/Régions <sup>9</sup>	Monthly average minutes per visitor	19 min/vis	16 min/vis	14 min/vis		13 min/vis
<b>REFLECTING CONTEMPORARY CANADA</b>						
6. Employment equity representation <sup>11</sup>	% of new external hires	37.3%	42.0%	44.5%	✓	43.0%

*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 methodologies are used to measure our strategic and operational performance, adjustments to targets and historical results may be required to enhance comparability.*

<sup>7</sup> Our fifth strategic priority – taking Canada to the world – is measured via an internal KPI.

<sup>8</sup> Source: Comscore Media Metrix® Multi-Platform, Total Audience (desktop 2+, mobile 18+), average of monthly unique visitors, April-March, Canada. Unduplicated reach of CBC/Radio-Canada digital platforms.

<sup>9</sup> 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-March, Canada.

<sup>10</sup> Source: Adobe Analytics, average of monthly visits to kids content on Appli des petits (included as of October 2021), Zone Jeunesse, ICI TOU.TV, CBC Kids sites, CBC Kids News and CBC Gem, April to March.

<sup>11</sup> This metric is made up of three groups: Indigenous Peoples, persons with disabilities and racialized people.

**Customized digital services** – Digital reach exceeded target as many Canadians 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. Despite reaching a record number of Canadians, our overall audiences were not as engaged as expected for major events, and we fell slightly below target.

**Engaging with young audiences** – Driven by the success of new youth offerings by CBC and Radio-Canada, traffic to our digital kids content exceeded its target this year, with 3.6 million visits from Canadian youth and parents on average per month.

**Prioritizing our local connections** – 2021-2022 was a year of unprecedented multiplatform news coverage from across the country, as well as enhanced live video products; however, digital engagement for our news and regions sections finished the year below target for both Radio-Canada and CBC. For more details on these results, refer to the section Our Performance - Media Lines.

**Reflecting contemporary Canada** – We have surpassed our target for the employment equity representation of our new employees this fiscal year. This is the highest result we have achieved since the launch of our first Equity, Diversity and Inclusion Plan in 2018. We will continue to work towards being an equitable, diverse and inclusive public broadcaster that is reflective of all Canadians.

## 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 2021-2022 were established using our best estimates of the continued impacts of the COVID-19 pandemic.

### RADIO-CANADA 2021-2022 RESULTS

Indicators	Measurements	Results 2020-2021	Targets 2021-2022	Results 2021-2022	Targets met or exceeded	Targets 2022-2023
<b>CUSTOMIZED DIGITAL SERVICES</b>						
Digital reach <sup>12</sup>	Monthly average unique visitors	6.1M	5.6M	6.1M	✓	5.5M
Digital engagement <sup>13</sup>	Monthly average minutes per visitor	63 min/vis	55 min/vis	57 min/vis	✓	52 min/vis
<b>ENGAGING WITH YOUNG AUDIENCES</b>						
Digital visits to kids content <sup>14</sup>	Monthly average visits	510K	425K	454K	✓	455K
<b>PRIORITIZING OUR LOCAL CONNECTIONS</b>						
Digital engagement with Radio-Canada Info/Régions <sup>13</sup>	Monthly average minutes per visitor	19 min/vis	16 min/vis	14 min/vis		13 min/vis
<b>REFLECTING CONTEMPORARY CANADA</b>						
Employment equity representation <sup>15</sup>	% of new external hires	18.3%	22.0%	29.0%	✓	26.0%
<b>TELEVISION AND RADIO</b>						
ICI TÉLÉ <sup>16</sup>	Prime time audience share	25.6%	24.2%	24.8%	✓	22.5%
ICI RDI, ICI ARTV and ICI EXPLORA <sup>16</sup>	All-day audience share	6.2%	5.6%	5.6%	✓	5.2%
ICI PREMIÈRE and ICI MUSIQUE <sup>17</sup>	All-day audience share	N/A <sup>18</sup>	17.3%	22.1%	✓	20.7%
<b>REVENUE</b>						
Total revenue <sup>19</sup>	Conventional, discretionary, online	\$208M	\$326M <sup>20</sup>	\$376M	✓	\$225M

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.

<sup>12</sup> Source: Comscore Media Metrix® Multi-Platform, Total Audience (desktop 2+, mobile 18+), Average of monthly unique visitors, April-March, Canada. Unduplicated reach of Radio-Canada digital platforms.

<sup>13</sup> 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-March, Canada.

<sup>14</sup> Source: Adobe Analytics, average of monthly visits to kids content on Zone Jeunesse and ICI TOU.TV, April-March.

<sup>15</sup> This metric is made up of three groups: Indigenous Peoples, persons with disabilities and racialized people.

<sup>16</sup> Source: Numeris PPM, francophones in Quebec aged 2+, ICI TÉLÉ: September-April (regular season); ICI RDI, ICI ARTV and ICI EXPLORA: April-March.

<sup>17</sup> Source: Numeris PPM, Montreal central francophone, 2+, September-March (regular season).

<sup>18</sup> New indicator starting in 2021-2022.

<sup>19</sup> Includes Radio-Canada advertising revenue, subscription revenue and other revenue (e.g., content sales).

<sup>20</sup> The target for 2021-2022 includes revenue from the Tokyo 2020 Olympic Games and the Beijing 2022 Olympic Games because they are a shared responsibility for CBC and Radio-Canada.

**Customized digital services** – Digital reach and digital engagement exceeded targets in a year marked by the COVID-19 pandemic, a federal election, Olympic Games, the conflict in Ukraine and sustained consumption of digital content.

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

**Prioritizing our local connections** – User engagement with News and Regional content on digital services did not meet its target as major events (e.g., pandemic, federal election, Freedom Convoy, conflict in Ukraine) drove higher than usual numbers of users to our sites, but these visits were for shorter than usual sessions.

**Reflecting contemporary Canada** – A successful communications campaign and other recruitment initiatives were contributing factors in exceeding the employment equity representation target this year.

**Television and radio** – ICI TÉLÉ's audience share exceeded its target for the year, driven largely by new offerings such as [L'oeil du cyclone](#) and by the successful final season of [District 31](#). The combined shares of our discretionary TV services met its target for the year, mainly due to ICI RDI and its news and current affairs coverage throughout the year.

The combined audience share for ICI PREMIÈRE and ICI MUSIQUE is well above the target. [Tout un matin](#) and [Le 15-18](#) achieved high audience levels in the Greater Montreal Market.

**Revenue** – Our revenue was higher than targeted thanks to advertising revenue, especially from the Tokyo 2020 Olympic Games and Beijing 2022 Olympics Games, which proved more robust than expected.



# CBC 2021-2022 RESULTS

Indicators	Measurements	Results 2020-2021	Targets 2021-2022	Results 2021-2022	Targets met or exceeded	Targets 2022-2023
<b>CUSTOMIZED DIGITAL SERVICES</b>						
Digital reach <sup>21</sup>	Monthly average unique visitors	20.3M	20.4M	20.7M	✓	18.8M
Digital engagement <sup>22</sup>	Monthly average minutes per visitor	36 min/vis	36 min/vis	33 min/vis		31 min/vis
<b>ENGAGING WITH YOUNG AUDIENCES</b>						
Digital visits to kids content <sup>23</sup>	Monthly average visits	2,748K	2,969K	3,187K	✓	3,322K
<b>PRIORITIZING OUR LOCAL CONNECTIONS</b>						
Digital engagement with CBC News/Region <sup>22</sup>	Monthly average minutes per visitor	25 min/vis	26 min/vis	23 min/vis		23 min/vis
<b>REFLECTING CONTEMPORARY CANADA</b>						
Employment equity representation <sup>24</sup>	% of new external hires	67.3%	55.0%	64.7%	✓	55.0%
<b>TELEVISION AND RADIO</b>						
CBC Television <sup>25</sup>	Prime time audience share	5.0%	6.6%	5.8%		4.9%
CBC News Network <sup>25</sup>	All-day audience share	2.1%	1.7%	2.1%	✓	1.8%
CBC Radio One and CBC Music <sup>26</sup>	All-day audience share (PPM)	16.0%	15.4%	16.2%	✓	15.8%
CBC Radio One and CBC Music <sup>27</sup>	Monthly average national reach	11.0M	11.0M	10.9M		10.9M
<b>REVENUE</b>						
Total revenue <sup>28</sup>	Conventional, discretionary, online	\$205M	\$320M <sup>29</sup>	\$368M	✓	\$218M

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.

<sup>21</sup> Source: Comscore Media Metrix® Multi-Platform, Total Audience (desktop 2+, mobile 18+), Average of monthly unique visitors, April-March, Canada. Unduplicated reach of CBC digital platforms.

<sup>22</sup> Source: Comscore Media Metrix® Multi-Platform, Total Audience (desktop 2+, mobile 18+), Average monthly minutes per visitor to CBC | CBC News/Regions, April-March, Canada.

<sup>23</sup> Source: Adobe Analytics, average of monthly visits to kids content on CBC Kids sites, CBC Kids News and CBC Gem, April-March.

<sup>24</sup> This metric is made up of three groups: Indigenous Peoples, persons with disabilities and racialized people.

<sup>25</sup> Source: Numeris PPM, persons aged 2+, CBC Television: September to April (regular season); CBC News Network: April-March.

<sup>26</sup> Source: Numeris PPM, persons aged 2+, in the Toronto, Vancouver, Calgary, Edmonton and Montreal-anglophone markets.

<sup>27</sup> Source: Numeris PPM, persons aged 2+.

<sup>28</sup> Includes CBC advertising revenue, subscription revenue and other revenue (e.g., content sales).

<sup>29</sup> The target for 2021-2022 includes revenue from the Tokyo 2020 Olympic Games and the Beijing 2022 Olympic Games because they are a shared responsibility for CBC and Radio-Canada.

**Customized digital services** – Heavy news cycles and two Olympic Games helped CBC maintain its strong reach throughout the fiscal year.

Our engagement levels fell short of target as major events such as the Beijing 2022 Olympic Games and the federal election didn't generate the anticipated audience interest.

**Engaging with young audiences** – Digital visits to CBC Kids have exceeded the target this year primarily driven by the relaunch of the Olympic Games section. There has been steady growth of audience to the children's sites throughout the year despite school closures and the easing of pandemic restrictions.

**Prioritizing our local connections** – Digital engagement with CBC News/Regions fell below target due in part to the lower than anticipated interest in news as the urgency around the pandemic has declined.

**Reflecting contemporary Canada** – Employment equity representation of new external hires is above target, which is a direct result of the ongoing focus on implementing and delivering on our Equity, Diversity and Inclusion (EDI) Plan.

**Television and radio** – Despite a strong winter schedule and the Beijing 2022 Olympic Games, our overall audiences fell short of expectations.

CBC News Network has continued to exceed the target throughout the year, and it ended the year strong, driven largely by live news specials in the fourth quarter related to the Freedom Convoy and the ongoing conflict in Ukraine.

Radio One and CBC Music held steady audiences throughout the year despite lockdowns that disrupted commuting and listening habits. Combined reach fell short of target, while combined share exceeded target.

**Revenue** – Higher advertising revenue from both traditional and digital platforms, especially from both Olympic Games, contributed to a strong revenue performance this fiscal year.

## MEASURING OUR CANADIAN CONTENT

Regulatory requirements for Canadian content on television are specified by the Canadian Radio-television and Telecommunications Commission (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 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 (Sept. 1-Aug. 31) <sup>30</sup>				
		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
<b>ICI TÉLÉ</b>						
Broadcast day	75%	82%	79%	79%	79%	82%
Prime time	80%	96%	92%	91%	93%	95%
<b>CBC Television</b>						
Broadcast day	75%	81%	82%	78%	78%	76%
Prime time	80%	87%	87%	84%	83%	83%

<sup>30</sup> The broadcast day covers Monday to Sunday, from 6 AM to 12 AM. Prime time covers Monday to Sunday, from 7 PM to 11 PM.

# 7. FINANCIAL OUTLOOK

CBC/Radio-Canada depends on both its parliamentary appropriation and a range of commercial revenue, including advertising, to support the programs and services it provides to Canadians. While we expect the post-pandemic revenue to be sustained in the short-term, the long-term prospects of the advertising market remain a concern.

Advertising revenue from conventional TV will continue to be under pressure as big digital players attract a larger share of this revenue.

## FINANCIAL PROJECTIONS

The Financial Projections in Appendix A present the Corporation's financial picture for 2021-2022 through to 2026-2027. The balanced position presented between 2022-2023 and 2026-2027 is achieved by matching expenditures to expected resources.

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

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

- The Government of Canada has committed to modernizing 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.
- In early April 2022, the [International Olympic Committee \(IOC\)](#) announced that CBC/Radio-Canada secured the exclusive broadcast rights in Canada for the following Olympic Games: Milano Cortina 2026 Olympic Games, Los Angeles 2028 Olympic Games, Olympic Winter Games 2030 (the host of which is yet to be selected) and Brisbane 2032 Olympic Games. Including the Olympic Games Paris 2024, for which the public broadcaster has already been awarded the rights, CBC/Radio-Canada will continue to serve as Canada's Olympic network for the next five Olympic Games.
- Advertising revenue was negatively impacted at the beginning of the pandemic as advertisers reduced expenditures to offset declining revenues as Canadian and global efforts were focused on containment of the COVID-19 outbreak. The trend in 2021-2022 suggests a return to pre-pandemic levels for advertising revenue, with growth in digital outpacing television. The decline of conventional TV audiences is challenging to predict; however, sustaining overall advertising revenue in the long term is dependent on digital revenue.

## BORROWING PLAN

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

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

Total borrowing authority	\$220,000,000
Authority used as at December 31, 2021: guarantee on accounts receivable monetization	\$(60,022,000)
Remaining authority	\$159,978,000

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)<sup>31</sup>

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

	2021-2022	Projection 2022-2023	Projection 2023-2024	Projection 2024-2025	Projection 2025-2026	Projection 2026-2027
<b>SOURCES OF INCOME</b>						
Parliamentary appropriation for operating expenditures <sup>32</sup>	1,139,694	1,153,797	1,152,077	1,150,225	1,148,232	1,146,085
Amortization of deferred capital funding and working capital funding <sup>33</sup>	100,320	94,922	98,767	102,419	106,418	112,291
Advertising <sup>34</sup>	419,550	289,054	303,679	379,863	383,354	319,436
Subscriber fees, financing and other income	231,867	214,282	211,760	215,901	210,828	196,115
<b>TOTAL SOURCE OF INCOME</b>	<b>1,891,431</b>	<b>1,752,055</b>	<b>1,766,283</b>	<b>1,848,408</b>	<b>1,848,832</b>	<b>1,773,927</b>
<b>EXPENDITURES</b>						
Television, radio and digital services <sup>35</sup>	1,917,887	1,662,338	1,675,184	1,758,192	1,759,287	1,684,860
Transmission, distribution and collection	58,387	59,263	60,152	61,054	61,970	62,900
Corporate management	11,054	11,220	11,388	11,559	11,732	11,908
Finance costs	24,147	21,732	19,559	17,603	15,843	14,259
<b>TOTAL OF EXPENDITURES</b>	<b>2,011,475</b>	<b>1,754,553</b>	<b>1,766,283</b>	<b>1,848,408</b>	<b>1,848,832</b>	<b>1,773,927</b>
<b>OTHER GAINS AND LOSSES</b>						
Net (loss)/gain on disposal of assets	(680)	-	-	-	-	-
<b>TOTAL OTHER GAINS AND LOSSES</b>	<b>(680)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Income tax expense/recovery</b>	<b>(28,651)</b>	<b>(2,498)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET POSITION<sup>36</sup></b>	<b>(92,073)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<sup>31</sup> Results are based on International Financial Reporting Standards and exclude Other Comprehensive Income items such as actuarial gains and losses.

<sup>32</sup> Excludes salary inflation funding increases from the Treasury Board that have not been announced for fiscal years 2021-2022 to 2026-2027. It is assumed that salary inflation funding received will match the actual increase in salary expenditures. The 2021-2022 appropriation includes one-time funding of \$21M 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.

<sup>33</sup> Parliamentary appropriations received for capital expenditures are recognized over the average useful life of assets acquired using the appropriations in a given year. The capital budget is discussed in more detail in Appendix B.

<sup>34</sup> Reflects advertising revenues from television and digital services and includes revenues from the Tokyo 2020 and Beijing 2022 Olympic Games, which occurred in 2021-2022, and the Paris 2024 and Milano Cortina 2026 Olympic Games (scheduled respectively in 2024-2025 and 2025-2026).

<sup>35</sup> Expenditures (including depreciation of property and 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 and Beijing 2022 Olympic Games, which occurred in 2021-2022, and the Paris 2024 and Milano Cortina 2026 Olympic Games (scheduled respectively in 2024-2025 and 2025-2026).

<sup>36</sup> Reflects the net results before Other Comprehensive Income (Loss). IFRS results include non-cash expenses not funded by our operating budget. The deficit position in 2021-2022 reflects the use of the prior year surplus to fund delayed projects and programs and to support operations during the ongoing pandemic. A break-even position is assumed over the long term.

# 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 522 active transmission sites located throughout Canada (189 of these sites are owned, with the remaining 333 sites leased). We also manage a real estate portfolio of approximately 3.95 million square feet as of March 31, 2022, including 12 owned buildings and 58 leased properties in locations across Canada. In total, we employ \$1,012 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 60 per cent of the \$1,012 million in net assets as at March 31, 2022, 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. Most departments have transitioned to the new MRC facility. Due to COVID-19, full building occupation and operation has been delayed until December 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 was approved by the government on June 23, 2021, for \$114.8 million. A summary of the 2022-2023 five-year Capital Investment Plan follows.

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

AVAILABLE CAPITAL FUNDING	Budget 2022-2023	Forecast			
		2023-2024	2024-2025	2025-2026	2026-2027
Base capital appropriation	85,910	85,910	85,910	85,910	85,910
Capital leases (from operating to capital transfers and operating revenues)	26,419	24,136	25,988	27,981	30,128
Funding from sales of fixed assets	0	1,102	0	20,500	0
Operating to capital/(capital to operating) transfers of self-generated revenues	(2,686)	1,526	(735)	(1,000)	(1,000)
<b>TOTAL AVAILABLE CAPITAL FUNDING</b>	<b>109,643</b>	<b>112,674</b>	<b>111,163</b>	<b>133,391</b>	<b>115,038</b>

CAPITAL INVESTMENT PLAN	Budget 2022-2023	Forecast			
		2023-2024	2024-2025	2025-2026	2026-2027
Production infrastructure: digital, television and radio services	31,810	32,638	36,604	64,652	40,780
Enterprise systems and technology infrastructure	21,027	15,580	15,250	16,233	24,675
Presentation, collection, distribution and delivery	15,223	24,642	20,265	11,855	10,320
Property management	36,307	33,603	34,088	35,281	34,128
Fleet and minor capital purchases	5,276	6,211	4,956	5,370	5,135
<b>TOTAL AVAILABLE CAPITAL FUNDING</b>	<b>109,643</b>	<b>112,674</b>	<b>111,163</b>	<b>133,391</b>	<b>115,038</b>

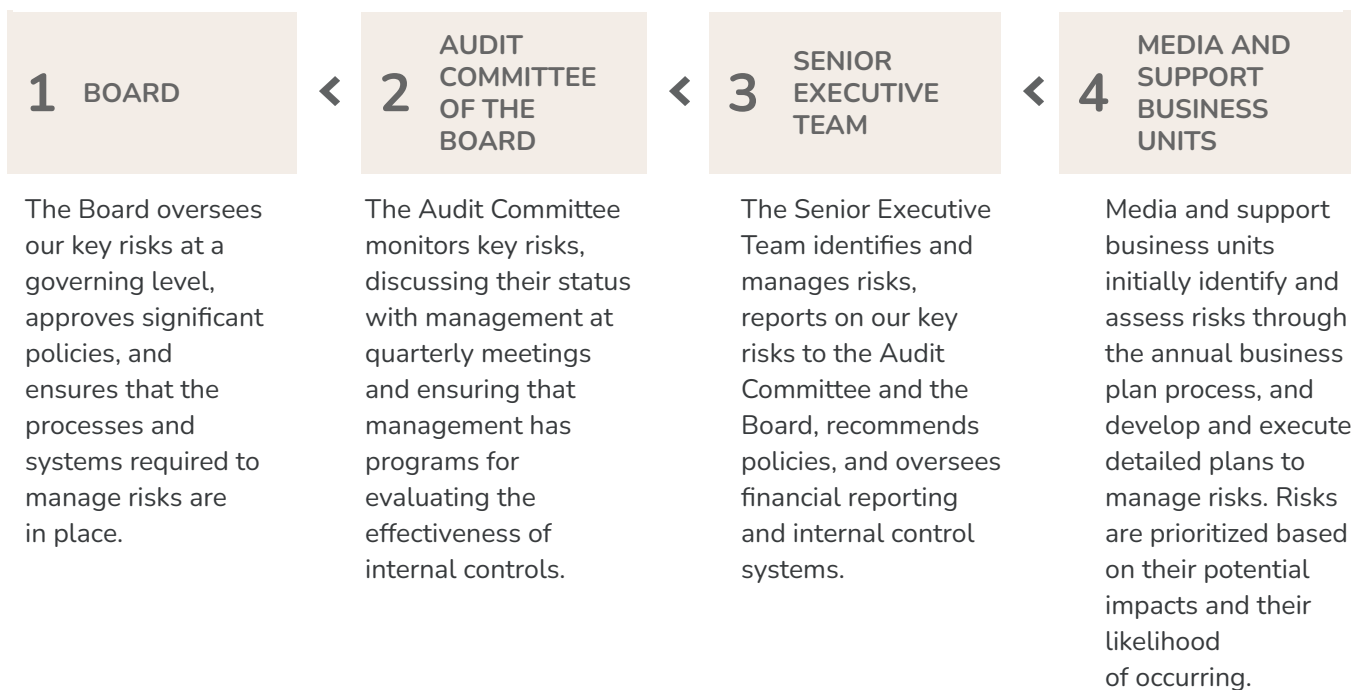
# APPENDIX C: RISK MANAGEMENT

We occupy an important place in the Canadian broadcasting system and face a unique set of risks. Like all broadcasters, we must adapt to accelerated technological changes, shifts in demographics, evolving consumer demands, increasing regulatory scrutiny and structural changes in the media ecosystem. We are seeing an increase in violence against journalists and media professionals, and ever-increasing sources of disinformation and misinformation. Moreover, given our mandate to serve all Canadians, we also face a unique set of public expectations and financial challenges.

While the effects of COVID-19 subsided in fiscal year 2021-2022, we expect these to continue to persist into the next fiscal year. These effects include continuing cost pressures and the possibility of programming disruptions due to the impacts of new variants or waves. We will continue to serve Canadians by providing them with vital news, information and entertainment programming during this ongoing pandemic, while protecting the health and safety of our staff.

It is our policy to develop, implement and practise effective risk management to ensure risks and opportunities that impact our 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 by the annual audit plan.

The following table discusses the key risks we face.

# 1. PEOPLE: HEALTH AND SAFETY, WELL-BEING AND CAPACITY

## 1a) Health and Safety

Key Risks	Risk Mitigation	Future Impacts
<p>We must continue to keep our staff safe amid evolving health and safety challenges during the pandemic.</p> <p>The social upheaval, disruption and isolation often associated with the pandemic pose a risk to the health of our employees, particularly those in essential roles. Stress and workload may further contribute to this issue. This may slow, delay or impact the achievement of objectives.</p>	<p>Our three-phase reintegration plan continues to be re-evaluated every six weeks to ensure it remains flexible and adaptable and can evolve as conditions change. Further reintegration will occur when it is as safe as possible and does not contribute to the spread of COVID-19.</p> <p>Continue regular communication to staff and update/enforce specific guidance and procedures for staff, as required.</p> <p>Continue to implement a Well-being Strategy, with a digital platform and programs for employees and managers to help manage their response to the pandemic and eventual return to the workplace. A number of remedial measures are underway:</p> <ul style="list-style-type: none"> <li>• expedite recruitment to fill vacancies</li> <li>• partner with experts to develop a Mental Health Recovery Plan</li> <li>• launch a number of training modules</li> <li>• implement other supportive measures (Employee Assistance Plan/Dialogue service).</li> </ul> <p>Educate and train managers and HR on their role in managing disability and provide additional early intervention assessments.</p>	<p>The well-being of our staff is an ongoing priority and impacts retention, productivity and our ability to achieve our objectives.</p>

## 1b) Future of Work

Key Risks	Risk Mitigation	Future Impacts
<p>Our Future of Work Strategy, including our telework model post-pandemic and its application, may not align with employees' and candidates' expectations. This is a particular challenge in our digital sectors. It could contribute to disengagement, retention issues and difficulty attracting top talent.</p>	<p>Ensure a holistic view, alignment and prioritization of initiatives under one governance structure.</p> <p>Developed new training for managers to lead remote and hybrid teams.</p> <p>Completed the development of the teleworking request and approval processes.</p>	<p>The modernization of the employee experience is an important aspect of remaining relevant, meeting our objectives and being an employer of choice.</p>

## 1c) Harassment of Newsgathering Staff

Key Risks	Risk Mitigation	Future Impacts
<p>Incidents of harassment and intimidation of newsgathering staff continue to grow, in both frequency and intensity, online and as physical threats.</p>	<p>Continue initiatives to drive tangible, practical support for those groups primarily exposed and facing online harm.</p> <p>Initiate requests for the removal of material on social media platforms, as required.</p> <p>Develop action plans to reduce the impact of online harm.</p>	<p>The well-being of our newsgathering staff is of fundamental importance to our business. Harassment could compromise their health and impact job performance</p>



and retention.

## 1d) Equity, Diversity and Inclusion

### Key Risks

Lack of demographic representation in our workforce composition could pose reputational risk and decrease our relevance.

### Risk Mitigation

Implement the new 2022-2025 Equity, Diversity and Inclusion (EDI) Plan that was launched on December 13, 2021.

Develop and deliver the Corporate Indigenous Strategy.

Implement the Memorandum of Understanding with the Aboriginal Peoples Television Network (APTN).

Increase awareness campaigns for our cultural census and provide the necessary resources to support the achievement of employment equity targets.

Increase the EDI Fund (used to enhance development services offered to employees in equity-seeking groups in order to improve retention).

Enhance targeted leadership development programs for members of equity-seeking groups.

Offer mandatory Unconscious Bias training for all levels of employees.

### Future Impacts

Reflecting contemporary Canada is critical to advancing our overall strategic plan.

## 1e) Recruitment, Retention and Succession

An extended pandemic, combined with a prolonged global labour shortage and a stressed domestic talent pool, is challenging our recruitment and retention. An unprecedented global demand for digital and IT/technology talent is further heightening the unprecedented competition for talent. In the digital and IT/technology space, there is increasing recruitment from outside of Canada (USA in particular, but also other countries) that offer Canadians lucrative salaries and full-time work-from-home options.

There is a gap in compensation with the market in certain job categories.

Implement a new talent acquisition model to address the current and future talent acquisition landscape.

Focus talent acquisition team resources with effort required to attract digital talent.

Develop full work-from-home options for IT and technology talent.

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.

Develop a succession planning process to support internal mobility.

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.

## 2. CHANGING MEDIA LANDSCAPE

### Key Risks

The media and entertainment sectors remain under pressure from a rapidly changing media ecosystem, changing audience consumption patterns, evolving

### Risk Mitigation

Continue our focus on digital content.

Finalize and implement a harmonized over-the-top (OTT) platform between CBC and Radio-Canada with a single

### Future Impacts

Serve audiences on the platforms they want to increase both engagement with

regulatory framework and the ongoing pandemic.

- Increasing audience fragmentation, expanding direct to consumer (DTC) streaming options and accelerating declines in traditional linear TV will accelerate the evolution to a streaming-centric media universe.
- Increasing audience expectations and regulation over digital privacy and data 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. New content may be hampered by pandemic-related health and safety requirements or production delays, our ability to attract and retain staff in our digital departments, and access to production-related funding mechanisms.
  - The development of a scalable and robust platform is costly. Capacity constraints and retention of staff may impact ongoing development timelines.

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

data pool, competitive user experiences and functionalities.

Adapt our performance measurement indicators to optimize decision making based on audience consumption habits.

Continue updating our technology to meet audience expectations.

Negotiate rights agreements to ensure access to high-quality content on feasible financial terms.

Continue to develop strategies to retain and attract staff for our digital departments.

Continue to meet with key funding stakeholders to advocate for production funds that are focused on content that supports the Canadian identity and that are more stable and predictable.

our content and the public value of our services and advertising and subscription revenue, as well as our relevance.

Access to Canadian Independent Video Funds, including the Canada Media Fund (CMF), impacts the number of new productions we can produce.

### 3. GOVERNMENT'S CULTURAL POLICIES MODERNIZATION, MANDATE LETTERS AND CRTC CONDITIONS OF LICENSE

Key Risks	Risk Mitigation	Future Impacts
<p>The government has committed to modernizing the <i>Broadcasting Act</i>, the <i>Telecommunications Act</i> and the <i>Radiocommunication Act</i>. Since our mandate is defined by the <i>Broadcasting Act</i>, any legislative changes could affect our services.</p> <p>Elements of the government's mandate letters to Ministers may also have implications for CBC/Radio-Canada and our service 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 on August 31, 2022. There is a risk that the</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 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</p>

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CRTC could impose additional obligations.

Continue to reinforce our position that the upcoming licences:

- must grant us flexibility as the broadcasting system continues to evolve
- be consistent with our strategy.

expectations of Canadians and the shifts within our industry.

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## 4. REPUTATION AND BRAND MANAGEMENT

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### Key Risks

CBC/Radio-Canada is among the most prominent and most discussed brands in the country. It is a sign of our importance that Canadians have opinions about their public broadcaster. At any time, our activities can generate public and media attention.

There is a risk that negative perceptions of us, if unaddressed, could undermine credibility and public support.

### Risk Mitigation

Increase the credibility and trust Canadians have in us by acting responsibly and being accountable to Canadians.

Continue to work with other public broadcasters to underscore the importance of public media in combatting misinformation and encouraging democratic debate around the globe.

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.

Ensure our issues management and crisis management is responsive, responsible, and supports transparency and decisive action.

Continue to highlight diversity in front of and behind the camera at CBC/Radio-Canada to ensure the public broadcaster reflects Canada.

### Future Impacts

Ensure that our behaviour improves our credibility and public support.

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## 5. INFORMATION SECURITY AND INFRASTRUCTURE

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### 5a) Emerging Cybersecurity Issues

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#### Key Risks

The number, cost and complexity of cyber incidents for all companies worldwide continue to grow despite increased awareness of and attention to cybersecurity.

The "work-from-home" paradigm has resulted in a shift from the network security firewall perimeter to identity as the new perimeter, leading to difficulty in controlling remote access to CBC/Radio-Canada information assets.

Technological vulnerabilities may be exploited to target and harass CBC/Radio-Canada journalists online.

#### Risk Mitigation

Monitor and assess network security, cloud technologies and system vulnerabilities, and continuously update incident response playbooks based on emerging attack techniques.

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

Deploy cybersecurity training for journalists.

#### Future Impacts

Continue to implement and refine identified strategies to minimize disruption to our online services, broadcast operations and the audience experience.

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## 5b) Vulnerabilities

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### Key Risks

The exploitation of internet protocol (IP) vulnerabilities has the potential to significantly disrupt operations and damage our brand.

The growing number of end-user cloud and software applications may lead to data leakage or breach or non-compliance with licensing terms and financial penalties.

The refresh/replacement of obsolete equipment or devices is impacted by supply chain issues, which are exacerbated by the pandemic. Obsolete computers and mobile devices and the underlying operating systems may lead to compatibility and security concerns.

### Risk Mitigation

Monitor, assess and enhance IP vulnerability governance and mitigation strategies, including updating tracking tools and developing contingency plans.

Develop and deploy awareness campaigns to staff that new end-user cloud and software applications require an information security review.

Identify methods or tools to monitor for unverified cloud and software applications.

Implement a prioritized, centralized refresh/replacement of obsolete equipment and devices in 2022-2023.

Review vulnerabilities due to obsolete equipment and devices and develop mitigation strategies to minimize impacts.

### Future Impacts

Continue to implement and refine identified strategies to minimize disruption to our online services, broadcast operations and the audience experience.

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## 5c) Data Privacy

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### Key Risks

We are collecting an increasing amount of personal information as part of our activities.

Government priorities, such as the advancement of digital rights or enhanced powers for the Privacy Commissioner, may impact CBC/Radio-Canada's operations.

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

### Risk Mitigation

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

Continue to assess the risks associated with collecting, handling and storing personal information.

Develop protocols and adopt technologies that anonymize personal information.

Monitor, assess and develop strategies to implement proposed changes to digital rights or the powers of the Privacy Commissioner.

### Future Impacts

Continue to implement and refine identified strategies to ensure the Corporation's collection, handling and storing of personal information meets stakeholder expectations while supporting the achievement of the personalization pillar of the strategic plan.

## 6. IMPLEMENTATION OF HIGH-PROFILE PROJECTS

### 6a) Human Resources (HR) System Project – Workday Project

Key Risks	Risk Mitigation	Future Impacts
<p>There is a risk that the new HR system, Workday, will not achieve the 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 end-to-end testing stage and continue working to define future state processes, identify gaps and implement change management plans.</p> <p>Continue to refine implementation plans and mitigation measures to reduce the overall impact on the timeline and/or costs.</p> <p>Implement action plans for deficiencies identified in internal audits conducted to review the migration of data and assess the end-to-end testing ahead of the implementation of the system.</p> <p>Continue to implement change management plans and activities.</p>	<p>Monitor the project implementation activities and refine as needed to minimize the impacts to the timeline and cost pressures while ensuring that the new HR system achieves its desired objectives.</p>

### 6b) New Maison de Radio-Canada (MRC) Project Finalization

Key Risks	Risk Mitigation	Future Impacts
<p>Our lease at the existing MRC ends on December 31, 2022. Staffing shortages due to the ongoing pandemic are adding pressure to the critical path timeline. This is increasing the risk regarding finalization of the move from the existing MRC building.</p>	<p>Continue with tight oversight over timeline and activities to vacate the existing MRC.</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>Continue to monitor the project and communicate transparently with stakeholders.</p>

## 7. FINANCIAL SUSTAINABILITY

Key Risks	Risk Mitigation	Future Impacts
<p>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 revenues decline, the shift to digital business models continues, but not at the same financial pace.</p> <p>Record inflation and expected Bank of Canada interest rate increases may increase churn in TV and digital subscription levels as consumers manage their discretionary spending, resulting in reduced cable and satellite subscription revenues.</p>	<p>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.</p> <p>Continue to develop compelling, distinctly Canadian programming.</p> <p>Maximize our multiplatform strategy when broadcasting, acquiring or distributing content.</p> <p>Continue to leverage new partnerships and accelerate our focus on digital revenue opportunities.</p> <p>Play a leadership role in driving the advertising industry transformation around audience measurement and automation, and reinforce the value</p>	<p>Mitigate the effects of lower revenues, inflation and other cost increases that reduce resources available for our strategic priorities.</p> <p>Adjust our strategic plan as necessary to respond to further advertising weakening and lower subscription revenue.</p>

<p>The new conditions of license or legislation could affect our ability to monetize TV and digital advertising.</p> <p>The economic recovery is uneven. COVID-19 continues to impact some areas of revenue and expenditure, and it continues to impact programming production and supply chains. The degree and duration of the impacts are unclear.</p> <p>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.</p>	<p>and effectiveness of television advertising.</p> <p>Monitor and control costs and reallocate financial resources to strategic priorities.</p> <p>Continue to demonstrate the value and importance of public broadcasting to parliamentarians and key government decision makers.</p> <p>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.</p>	<p>Declining revenues, inflation and other cost increases reduce resources available for strategic priorities.</p>
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## 8. LABOUR RELATIONS

### 8a) Collective Agreements

Key Risks	Risk Mitigation	Future Impacts
<p>Conversations are underway with unions to implement and negotiate new collective agreements.</p> <p>There is a risk of disruption to operations due to</p> <ul style="list-style-type: none"> <li>• jurisdictional claims between bargaining units, resulting in reduced flexibility</li> <li>• labour stoppages.</li> </ul> <p>Grievances have been filed pertaining to both pandemic vaccine mandates on religious grounds and disability management.</p>	<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. Work collaboratively with unions, where possible, to better understand the issues and work towards mutually satisfactory solutions.</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).<sup>37</sup>

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

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

## ARM’S-LENGTH RELATIONSHIP WITH GOVERNMENT

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

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

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<sup>37</sup> The Government of Canada has committed to modernizing Canada’s media legislation, including the *Broadcasting Act*. As CBC/Radio-Canada’s mandate and structure comes from the *Broadcasting Act*, we are working with the government to help build a media ecosystem that puts audiences first and serves all Canadians.

## REGULATORY REQUIREMENTS

CBC/Radio-Canada's broadcasting licences for its conventional television, radio and discretionary services are set to expire on August 31, 2022. 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, five times. The CRTC launched the 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. A decision is anticipated by June 30, 2022.

## 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, Technology and Infrastructure*



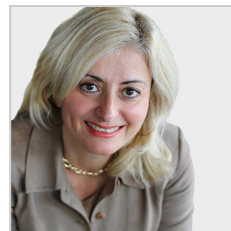
**Marco Dubé**  
*Vice-President, People and Culture*



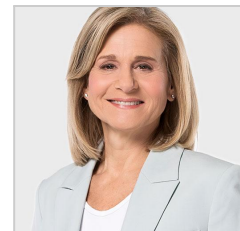
**Miguel Baz**  
*Vice-President, Legal Services, General Counsel and Corporate Secretary*



**Claude Galipeau**  
*Executive Vice-President, Corporate Development*



**Carol Najm**  
*Vice-President and Chief Financial Officer*



**Barbara Williams**  
*Executive Vice-President, CBC*