

1. Core Business and Strategy

1.1 Mandate

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

The *Broadcasting Act* states that "...the Canadian Broadcasting Corporation, as the national public broadcaster, should provide radio and television services incorporating a wide range of programming that informs, enlightens and entertains. The programming provided by the Corporation 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 French;
- Contribute to 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."

In addition to this domestic mandate, CBC/Radio-Canada is also required by section 46(2) of the *Act* to provide an international service, RCI. On June 24, 2012, RCI transitioned from a short-wave and web radio service to a web-only international service, RCI.net.ca, available in five languages: French, English, Spanish, Arabic and Mandarin.










Our vision is to be the recognized leader in expressing Canadian culture and to enrich the democratic life of all Canadians.

In establishing and operating our broadcasting activities, CBC/Radio-Canada is expected to comply with licencing and other regulatory requirements established by the CRTC, as well as any requirements under the *Radio Communication Act* that may apply to the Corporation's use of the radiocommunication spectrum.









1.2 CBC/Radio-Canada Services

CBC/Radio-Canada delivers a comprehensive range of radio, television, internet, mobile and satellite-based services, and is focused on developing and growing new platforms to give Canadians' better access to our content. Deeply rooted in the regions, we are the only domestic broadcaster to offer diverse regional and cultural perspectives in English, French and eight Aboriginal languages, as well as five languages for international audiences. The Corporation's broadcasting reach extends across Canada and around the world, offering high-quality, distinctive content by, for and about Canadians, wherever and however they want it. We have more than 30 services, as follows:










Radio

		
<p>CBC Radio One News, current affairs, arts and culture via radio and SiriusXM Channel 169.</p>	<p>CBC Radio 2 Classical, jazz and popular music via radio and four online channels: Classical, Jazz, Canadian Songwriters and Canadian Composers.</p>	<p>CBC Radio 3 Home of Canadian indie music via the Internet, podcast and SiriusXM Channel 162.</p>
		
<p>CBC Music-Sonica CBC Music Sonica features non-stop adult alternative bands from Canada and beyond, combining new rock sounds of today with a sprinkling of Canadian heritage artists via SiriusXM Channel 171.</p>	<p>Première Chaîne News, current affairs, arts and culture</p>	<p>Espace Musique Classical, jazz, vocal, world and emerging music via radio and Sirius Satellite Channel 153</p>
		
<p>Première News, current affairs and culture, in partnership with RCI and Radio France International, via SiriusXM Channel 160.</p>	<p>Chansons 100 per cent Francophone "chansons" music channel, playing the biggest Quebec and French artists from around the world via SiriusXM Channel 163.</p>	<p>FrancoCountry 100 per cent francophone and Canadian country-folk music. Listen to the biggest country hits, plus emerging artists from the new country folk scene via SiriusXM channel 166.</p>

Television

 CBC	 CBCnews <i>network</i>	 documentary
<p>CBC Television News, information, sports, entertainment, documentaries and kids programming.</p>	<p>CBC News Network Continuous news and information via television.</p>	<p>documentary Canadian and international documentaries, films and series.</p>
 TÉLÉVISION	 RDI	TV5MONDE
<p>Télévision de Radio-Canada News, current affairs, drama, culture, variety, sports and programming for children and youth.</p>	<p>Réseau de l'information de Radio-Canada Continuous news, information and current affairs via television.</p>	<p>TV5MONDE Programming featuring diverse cultures and perspectives from 10 broadcast partners, including Radio-Canada.</p>
 artv	 EXPLORA	CBC  Radio-Canada
<p>ARTV Arts and entertainment: film, theatre, music, dance, visual arts, and more. By subscription.</p>	<p>Explora Health, science, nature and the environment.</p>	<p>CBC News Express / RDI Express Bilingual news and information service in five large Canadian airports, serving over 62 million travelers annually.</p>

Digital

		
<p>CBC.ca</p> <p>News, information, streaming video and audio, sports highlights, web features and multimedia archives.</p>	<p>cbcnews.ca</p> <p>Local, national and international breaking news and in-depth reporting, streaming audio and video, and web-only interactive features.</p>	<p>cbcsports.ca</p> <p>Canadian and international breaking news and special reports from the world of sports, as well as access to live streaming of major events, including CBC's Hockey Night in Canada.</p>
		
<p>cbcmusic.ca</p> <p>Free digital music service giving Canadians access to 50 web radio stations, 12 distinct genre-based music communities, CBC Radio 2 and CBC Radio 3, plus content from the most knowledgeable music personalities and programmers from across the country, hundreds of concerts, exclusive videos, playlists and more.</p>	<p>CBC Books</p> <p>All of CBC's rich literary content across all platforms – audio, video and digital.</p>	<p>Radio-Canada.ca</p> <p>News, information, streaming video and audio, and web features.</p>
		
<p>Tou.tv</p> <p>On-demand web television, created by Radio-Canada, featuring programming from almost 50 national and international producers and broadcasters.</p>	<p>Espace.mu</p> <p>Customized and mostly French-language music via the Internet in seven genres: pop, jazz, classical, hip-hop, rock, country-folk, world music and emerging music.</p>	<p>Radio Canada International (RCI)</p> <p>Interactive platform for Canadian information and culture delivered in five languages via the Internet.</p>

Others



CBC Records / Les disques SRC

A label recording Canadian musicians and releasing about eight CDs annually.



CBC Mobile Productions / Productions mobiles de Radio-Canada

Services for production and generating programming revenue by selling to the third-party market.



CBC Shop / Boutique Radio-Canada

On-site and online shop selling CBC/Radio-Canada audio and audio-visual recordings of programs, as well as related merchandise.



CBC/Radio-Canada Olympics

CBC/Radio-Canada is proud to have been awarded the rights as official broadcaster of the Olympic Games. In addition to upholding the tradition of top-tier Olympic broadcasting, there will be added emphasis on entertainment and programming across all platforms and genres, including television, radio, digital, news, unscripted programming, factual entertainment, kids programming and sports leading up to Sochi 2014 and Rio 2016.



Kids' CBC

100 per cent commercial-free, safe and entertaining content for children and youth.



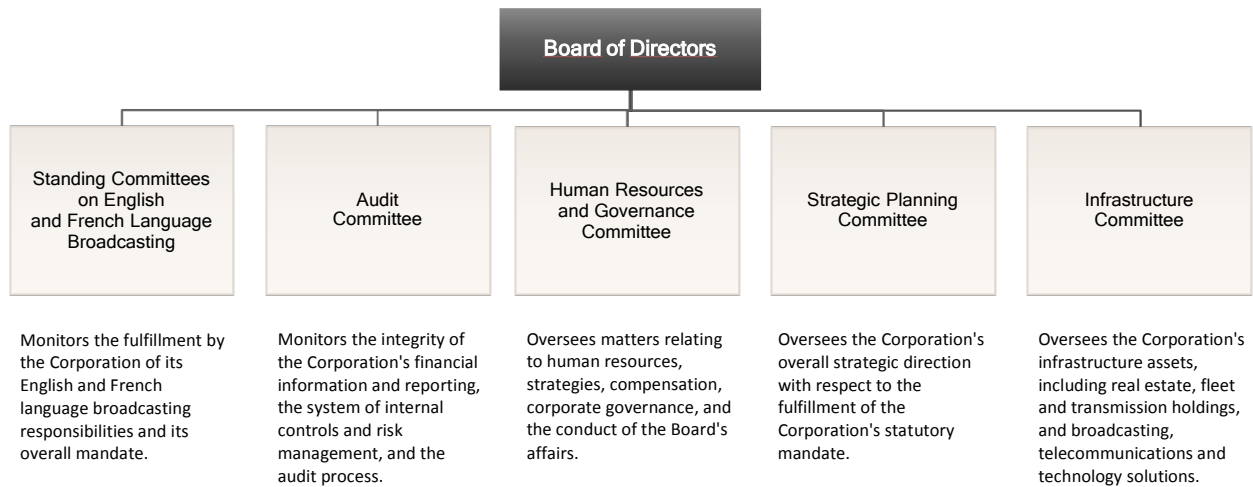
CBC North

Linking Canada's northern communities via radio and television, in English, French and eight Aboriginal languages.

1.3 Board and Management Structure

CBC/Radio-Canada's Board of Directors is responsible for the oversight of the Corporation. The Board is composed of 12 members, including the Chair and the President and CEO, who are appointed by the Governor in Council.

As of March 31, 2013, the Board had five committees as shown below.



Board activities and highlights

Over the course of the year, the Board of Directors and its committees have held numerous meetings to address major issues.

During the year, the Board was responsible for its committees and overall governance activities focusing on strategic planning and monitoring, reporting oversight, real estate planning, regional meeting initiatives and a number of approvals of major transactions. To that effect, the Board approved a Binding Letter of Agreement with the International Olympic Committee for the Canadian media rights to the 2014 and 2016 [Olympic Games](#). The agreement strengthens our commitment to amateur sports and will connect audiences to Canadian athletes by telling their stories and showcasing their performances.

Illustrating the type of work accomplished by the Board's committees, the Strategic Planning Committee reviewed the impact of the financial pressures faced by the Corporation, including the Federal Budget 2012 reductions, LPIF elimination and lost revenues due to the NHL lockout, and recommended contingency measures to the Board for its approval.

In addition, the Infrastructure Committee (formerly the Real Estate Committee) approved or reviewed and provided direction with respect to several major projects: the [Halifax Consolidation Project](#), the [Maison de Radio-Canada Project](#) and a major new lease project at the Toronto Broadcasting Centre, and reviewed Real Estate project updates, action plans and reports.

We have been able to achieve significant footprint reductions over the past two years amounting to nearly 400,000 square feet, or 10 per cent of the Corporation's total real estate portfolio. To that effect, we entered into a leasing arrangement with Allied Properties REIT for unused space of approximately 168,000 square feet within the Broadcasting Centre in Toronto in June 2012. Furthermore, space occupied by our regional and smaller centers has been reduced by about 9 per cent. In addition, our strategy to divest obsolete or surplus real estate assets allows us to significantly reduce our related occupancy costs.

On September 25th, the Board of Directors attended the Corporation's [Annual Public Meeting](#) in St. John's, Newfoundland.

Management structure

The Corporation's organizational structure reflects its broadcasting, infrastructure and administrative responsibilities and related activities. The Senior Executive Team included the President and CEO and seven component heads with responsibilities as defined below.

President and CEO	Responsible for overseeing the management of CBC/Radio-Canada to ensure that Canada's national public broadcaster can deliver on the various aspects of its mandate and continue to offer Canadians a broad spectrum of high quality programming that informs, enlightens and entertains, and that is created by, for and about Canadians.
Executive Vice-President, French Services	Oversees all aspects of CBC/Radio-Canada's French-language programming services, which include, among other things, Télévision de Radio-Canada, Réseau de l'information de Radio-Canada (RDI), ARTV, Radio de Radio-Canada, RCI , Radio-Canada.ca, Espace.mu and Tou.tv.
Executive Vice-President, English Services	Oversees all aspects of CBC/Radio-Canada's English-language programming services, which include, among other things, Radio One, Radio 2, CBC Television, CBC News Network, <i>documentary</i> and digital operations.
Vice-President and Chief Financial Officer	In addition to being responsible for all aspects of financial management for Canada's national public broadcaster, oversees corporate business partnerships and plays an instrumental role in helping to achieve a sustainable economic model for the future of the Corporation.

<p>Vice-President Technology and Chief Regulatory Officer</p>	<p>Responsible for CBC/Radio-Canada’s technology direction, for developing and implementing television and radio regulatory strategies across the Corporation, pursuant to the CRTC regulation and the <i>Broadcasting Act</i>, and for corporate research and analysis.</p>
<p>Vice-President, Brand, Communications and Corporate Affairs</p>	<p>Responsible for developing and implementing a single coherent corporate communication strategy for CBC/Radio-Canada; leading internal and external communications across the Corporation; and formulating the overall strategic direction for the promotion and marketing of programs. Also oversees the Government Relations group.</p>
<p>Vice-President, People and Culture</p>	<p>Responsible for delivering the Corporation’s human resources services and ensuring a positive relationship between management and employees. Helps lead the “people” component of the Corporation’s five-year strategic plan, Strategy 2015, ensuring that CBC/Radio-Canada is a rewarding, progressive and diverse workplace that builds professional teams of innovative and highly skilled people dedicated to accomplishing the plan.</p>
<p>Vice-President, Real Estate, Legal Services and General Counsel</p>	<p>Responsible for CBC/Radio-Canada’s real estate portfolio across Canada and abroad and for the General Counsel’s offices in Montreal, Toronto and Ottawa, the Corporate Secretariat and for compliance with Access to Information, privacy, health, safety and environmental laws.</p>

1.4 Corporate Strategy

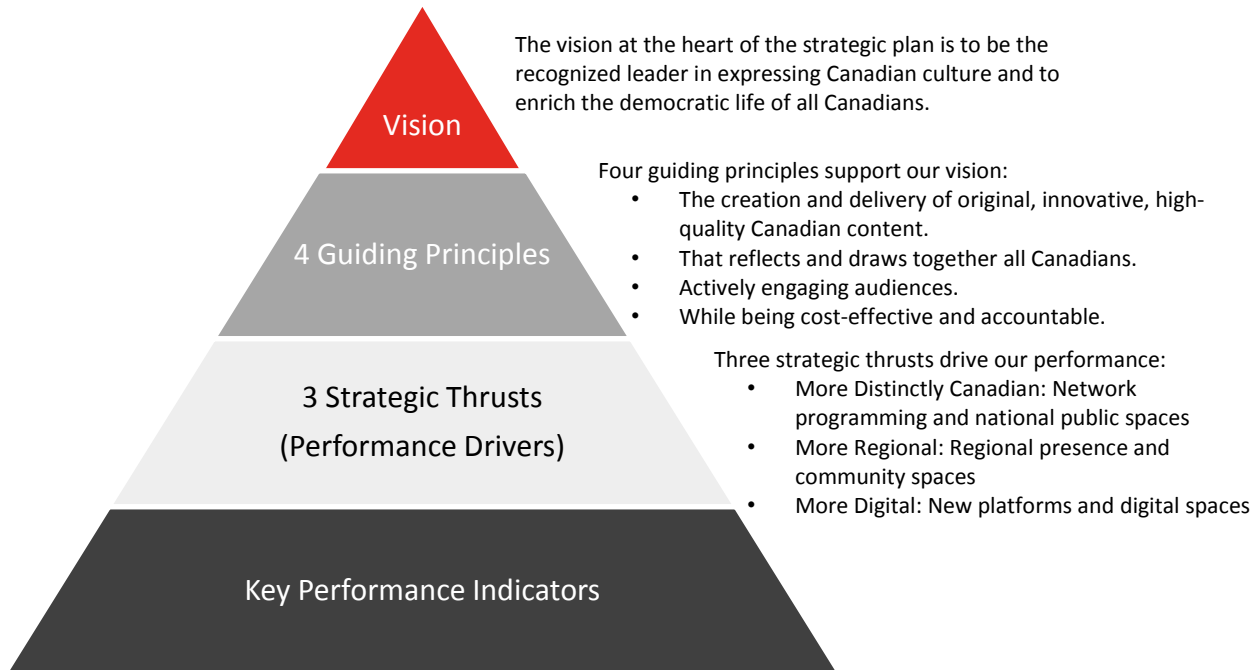
The Corporation’s strategic plan, Strategy 2015: *Everyone, Every way*, was launched in February 2011. Implementation officially began during the first quarter of 2011–2012.

The plan includes three components:

- A CBC/Radio-Canada vision
- Four guiding principles supporting the vision
- Three strategic thrusts for achieving our objectives



Its success is measured against key strategic and operational indicators.



As presented in Section 2 Performance, our key performance indicators (KPI) fall into two categories:

- 1) **Strategic Indicators** include survey results regarding fulfillment of our mandate and the degree to which our programming adheres to our guiding principles. They also include measures of our Canadian content on television.
- 2) **Operational Indicators** include measures of audience share, website visitors, subscriber counts and revenue generation for English and French Services.

1.5 Business Model

We operate using several sources of funds, including government appropriations and self-generated revenues. CBC/Radio-Canada is a Crown corporation with 64.1 per cent of its budget funded by government appropriations approved by Parliament on an annual basis.

These appropriations have remained relatively constant over the past 10 years in a broadcasting environment where costs have increased significantly. However, in Budget 2012, the federal government reduced CBC/Radio-Canada's appropriation by \$115 million over three years.

The remaining 35.9 per cent of the budget originates from advertising, specialty service and other revenues. CBC/Radio-Canada is not profit oriented and all sources of funds are used to fulfill its public broadcasting mandate.

Advertising revenue	18.4%
Specialty services revenue	9.5%
Other revenue	8.0%
Total:	35.9%

1.6 Operations

As of March 2013, we employed 7,116 permanent full-time equivalent employees (FTEs), 365 temporary FTEs and 878 contract FTEs.

Our head office is located in Ottawa, with main network operations in Toronto and Montreal, and 27 television stations, 84 radio stations, and 1 digital station where we originate local programming. We have two main television networks, one in English and one in French, five speciality television channels and four Canada-wide radio networks, two in each official language. Internationally, CBC/Radio-Canada News has nine foreign bureaus. We integrate these operations with multiple websites.

CBC/Radio-Canada's Stations

