

	
TO:	Board of Directors
MEETING:	Changes to the Corporate Plan Schedule
FROM:	Alex Johnston, VP of Strategy and Public Affairs Sylvie Gadoury, VP Legal Services and Corporate Secretary
DECISION SOUGHT:	Approval of a timeline change to the Corporate Plan Schedule i.e. moving approval from January to March
DATE:	December 12, 2016

This document is seeking Board approval of a timeline change to the Corporate Plan schedule, i.e. moving approval from January to March. Some important contextual information with regards to this change is outlined below.

1. CONTEXT

The *Broadcasting Act* requires the Corporation to produce a Corporate Plan for submission to the Minister and a Corporate Plan Summary for tabling in Parliament. For details on the legal requirements under the *Broadcasting Act* please see Appendix 1.

The current practice has been to submit the Corporate Plan to the Board for approval at the January Board meeting. Then, by the end of January, the Corporate plan is sent to the Minister for information and the Capital budget is submitted to Treasury Board for approval.

This process followed the same timelines that are applicable to Crown Corporations that are subject to the *Financial Administration Act* and the *Crown Corporation Corporate Plan, Budget and Summaries Regulations (SOR/95-223)* and require Treasury Board approval of their Corporate Plans, which is not the case for CBC/Radio-Canada. This means that we

do not have to submit our Corporate Plan in January like other Crown Corporations.

The current process requires a large, corporate-wide effort to produce which spans the year. It is one of a number of public documents we produce annually, including the Annual Report, Quarterly Financials, CRTC Annual Report, HR Compliance, and many others (see Appendix 2), as part of our government and public accountability practices and obligations. We have been looking at opportunities to introduce efficiencies in the production of these documents, where possible. We saw the Corporate Plan as a key one to investigate.

To that end, we have worked with our Legal, Finance, Communications, HR, French and English services to develop a proposed new production schedule that better fits with our business planning cycle, respects our reporting requirements to the Department of Canadian Heritage and Treasury Board Secretariat and reduces the workload connected to preparing the Corporate Plan by half.

This move would save hundreds of hours of work across the Corporation and better align the Corporate Plan with our business planning timelines.

This change to the Corporate Plan does not change the process for the Treasury Board application for the Capital Budget, which is submitted in January to Heritage for approval by Treasury Board.

Further, based on section 55 of the *Broadcasting Act* we will continue to submit a summary of our Corporate Plan for tabling in Parliament as per prior years, but since the Corporate Plan timeline will be moved from January to March, it will be a much more efficient process. We will take the version in March and update it with fiscal year end financials and performance measures. We will submit it by June 30th.

2. KEY DECISION ELEMENTS

January	<ul style="list-style-type: none"> Board approves Capital Budget (for submission to the Treasury Board)
March	<ul style="list-style-type: none"> Communications and Stakeholders Relations Committee reviews the Corporate Plan and recommends its approval to the Board Board approves the Corporation's Operating and detailed Capital Budgets
June	<ul style="list-style-type: none"> Management produces the Corporate Plan Summary by updating the Corporate Plan to reflect the latest performance results for the previous year and the performance targets for the upcoming year as approved by the Board in May. It then submits the Corporate Plan Summary to the Minister for tabling in Parliament.

3. KEY BENEFITS, IMPACTS & RISKS

- This plan meets both our existing legal and reporting requirements for government,
 is more consistent with
 CBC/Radio-Canada's actual planning cycle and would save hundreds of hours of employee time by essentially cutting the process in half.

4. OTHER OPTIONS CONSIDERED

- Doing it once a year in June to align it with the Annual Report, but it was not deemed feasible under the *Broadcasting Act*.
- Move the approval of the Corporate Plan (inclusive of the Capital Budget) to February thereby eliminating the need for a Board meeting in January. However, this would put at risk the timeline for Treasury board approval of the Capital budget.
- Continue with the status quo

5. SUCCESS MEASURES

- That the Corporate Plan board submission is successfully moved from January to March.
- That the new submission timeline results in increased efficiencies with respect to the production of the document.

6. RESOLUTION

- That the Corporate Secretary be authorized to modify the Terms of Reference of the Board and of its committees to reflect the proposed changes to the Corporate Plan approval process and timeline.

APPENDICES

- Appendix #1: Sections 54 and 55 of the *Broadcasting Act*
- Appendix #2: CBC/Radio-Canada's Commitments to Transparency and Accountability

Appendix 1: Sections 54 and 55 of the Broadcasting Act

54 (3) The corporate plan of the Corporation shall include

- (a) a statement of
 - (i) the objects for which the Corporation is incorporated, as set out in this Act,
 - (ii) the Corporation's objectives for the next five years and for each year in that period and the strategy the Corporation intends to employ to achieve them, and
 - (iii) the Corporation's expected performance for the year in which the plan is submitted as compared to its objectives for that year, as set out in the last corporate plan;
- (b) the capital budget of the Corporation for the next following financial year of the Corporation;
- (c) an operating budget for the next following financial year of the Corporation; and
- (d) where the Corporation intends to borrow money in the next financial year, a general indication of the borrowing plans and strategies of the Corporation for that year.

(...)

54 (4) The Corporation shall submit the capital budget to the Minister in a corporate plan pursuant to paragraph (3)(b) for the approval of the Treasury Board.

(...)

55 (1) The Corporation shall submit to the Minister, in respect of each financial year, a summary of the corporate plan submitted pursuant to section 54 that summarizes the information referred to in subsection 54(3), modified so as to be based on the financial resources proposed to be allocated to the Corporation as set out in the Estimates for that financial year that have been tabled in the House of Commons.

Appendix 2: CBC/Radio-Canada's Commitments to Transparency and Accountability

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

