



2016-2017 BUSINESS PLANS, OPERATING AND CAPITAL BUDGETS - BOOK OF APPENDICES -

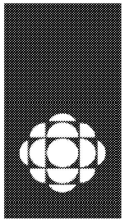


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APPENDIX A – ROGERS VIK SUMMARY



ROGERS VIK SUMMARY

s.18(a)
s.18(b)

s.21(1)(b)
s.20(1)(b)
s.68.1



- CBC provides up to a maximum of _____ to Rogers (mainly labour, remote and production costs) and _____ (including use of facilities, trademark and management fee).
- Non-cash services are recorded as revenue on a budgetary basis, creating a net annual budget position of _____.

Total cost of replacement programming (regular and playoff hockey season) is estimated at _____.



APPENDIX B – SURPLUS CARRYOVER



2015-2016 FORECASTED RESULTS

The following factors explain the major contributors to this variance:





2015-2016 FORECASTED RESULTS (CONT'D)

s.18(a)
s.18(b)
s.21(1)(b)





2016-2017 OPERATING BUDGET: USES OF EXCESS SURPLUS GENERATED DURING 2015-2016

s.18(a)
s.18(b)
s.21(1)(b)

The table below shows how the additional funds will be used.

Expected 2015-2016 Net Position

Portion already planned in 2015-2016 bus. Plans

Excess surplus generated during 2015-2016

December 31, 2015 Forecast			
in \$000's			
<u>ES</u>	<u>FS</u>	<u>Others</u>	<u>Total</u>



APPENDIX C – 2014-2016 OLYMPIC GAMES



2014-2016 OLYMPIC GAMES: BUSINESS PLAN FINANCIALS

s.18(a)
s.18(b)
s.21(1)(b)

s.68.1

	2013-2014		2014-2015		2015-2016		2016-2017		Total	Previous Fcst * 2016-2017
	\$'mill									
	Sochi (actuals)				Rio (forecast)					Rio (previous forecast)
Revenues										
Advertising - Conventional & Specialty										
Advertising - Digital										
Sublicensing & Syndication										
Total Revenues										
Costs										
Rights										
Production Costs										
Sales & Promotion										
Total Costs										
Margin before loss of sports infrastructure										
Impact of Smaller Infrastructure										
Additional Facility Costs										
Updated Margin										
Olympic Unit (Production Staff)										
Margin after Olympic Unit Costs										

* Previously reported forecast at the September 2015 Board meeting.



APPENDIX D – CASH FORECAST



2016-2017 CASH FORECAST

s.18(a)
s.18(b)
s.21(1)(b)

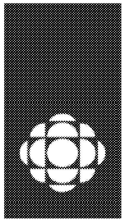
2016/2017 Forecast						2015/2016 Actual/Forecast		
	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Total	Apr - Jun	Jul - Sep	Oct - Dec
Opening balance (1)						206,485	94,806	98,030
Inflows								
Appropriations received (2,4)						155 000	265 000	280 000
Revenues (3,5)						175 400	143 853	144 058
Outflows								
Expenditures (4)						(442 079)	(405 629)	(422 613)
Ending balance (1)						94,806	98,030	99,475
						a	a	a

a = actuals; f = forecast

- Note 1:** The bank balances include the corporate bank accounts in Canadian and US dollars as well as short-term investments, as the case may be. Foreign bureau accounts and production and petty cash funds are not included since they are funded from the corporate accounts.
- Note 2:** Appropriation drawdowns are planned with the objective of keeping a bank balance sufficient to meet the requirements of the Corporation's activities.
- Note 3:** Cash inflows from revenues are projected to increase this year due to the 2016 Rio Olympic Games.
- Note 4:** Cash inflows and outflows are projected to increase this year in response to the expected increase in federal funding
- Note 5:** Cash inflows do not reflect any material disposal of assets that have not already been approved by the Board of Directors.



APPENDIX E – ENGLISH SERVICES ACTION PLANS, BUDGETS BY GENRE AND SIGNATURE EVENTS



ENGLISH SERVICES: NEWS

s.18(a)
s.18(b)
s.21(1)(b)

s.68.1

Priorities and Key Action Plans:		Performance Indicators		
<ul style="list-style-type: none"> Inform Canadians through fearless and independent reporting that's National in scope and deeply personal in relevance 	<ul style="list-style-type: none"> 			
<ul style="list-style-type: none"> Extend CBC News service and international coverage 	<ul style="list-style-type: none"> 			
<ul style="list-style-type: none"> Continue the focus on digital 	<ul style="list-style-type: none"> 			
<i>Budget forecasts & plans are for Total News & Centres (excluding Local Talk)</i>				
Total Budget	2015-2016	2016-2017	Variance	



ENGLISH SERVICES: LOCAL SERVICES

s.18(a)
s.18(b)
s.21(1)(b)

s.68.1

Priorities and Key Action Plans:		Performance Indicators	
<ul style="list-style-type: none"> Deepen presence in, and connection with, the communities we serve 	<ul style="list-style-type: none"> 		
<ul style="list-style-type: none"> Embed the 2020 local strategy for mobile first in local markets 	<ul style="list-style-type: none"> 		
<ul style="list-style-type: none"> Extend local service 	<ul style="list-style-type: none"> 		
<i>Budget forecasts & plans below are total Local Services number (including Local Talk)</i>			
Total Budget	2015-2016	2016-2017	Variance



ENGLISH SERVICES: ENTERTAINMENT

s.18(b)
s.21(1)(b)
s.68.1

Priorities and Key Action Plans:	Performance Indicators
<ul style="list-style-type: none"> • Scripted & Unscripted: Protect audience share by building on prime-time entertainment 	<ul style="list-style-type: none"> • • •
<ul style="list-style-type: none"> • Documentaries: strengthen and build on CBC's reputation in the documentary field 	<ul style="list-style-type: none"> • • •
<ul style="list-style-type: none"> • Arts: Continue to develop fresh, modern arts programming 	<ul style="list-style-type: none"> • •
<p><i>Continued on next slide.</i></p>	



ENGLISH SERVICES: ENTERTAINMENT (CONTINUED)

s.18(a)
s.18(b)
s.21(1)(b)

s.68.1

Priorities and Key Action Plans:		Performance Indicators		
<ul style="list-style-type: none"> Kids Programming: Revitalize with both entertaining and meaningful children's content 				
<ul style="list-style-type: none"> Continue recurring Signature events 				
<ul style="list-style-type: none"> Digital remains an integral part of entertainment programming 				
Total Budget	2015-2016	2016-2017	Variance	



ENGLISH SERVICES: SPORTS

s.18(a)
s.18(b)
s.21(1)(b)

s.68.1

Priorities and Key Action Plans:	Performance Indicators		
<ul style="list-style-type: none"> • Make CBC Sports the recognized home of high performance and Olympic sport 			
<ul style="list-style-type: none"> • Maintain Olympic self-sustaining financial position 			
<ul style="list-style-type: none"> • Support the network schedule with affordable, original & engaging content 			
Total Budget	2015-2016	2016-2017	Variance



ENGLISH SERVICES: MUSIC

s.18(a)
s.18(b)
s.21(1)(b)

s.68.1

Priorities and Key Action Plans:		Performance Indicators		
<ul style="list-style-type: none"> Maintain, broaden and grow audiences for Radio and Audio Content – Music (Radio 2 & CBCMusic.ca) 				
<ul style="list-style-type: none"> Increased simplicity, flexibility and collaboration 				
<ul style="list-style-type: none"> Continue to build on diversity & inclusion 				
Total Budget	2015-2016	2016-2017	Variance	



ENGLISH SERVICES: TALK RADIO

s.18(a)
s.18(b)
s.21(1)(b)

s.68.1

Priorities and Key Action Plans:		Performance Indicators		
<ul style="list-style-type: none"> Maintain, broaden and grow audiences for Radio and Audio Content – Radio One 				
<ul style="list-style-type: none"> Maintain, broaden and grow audiences for Radio and Audio Content – Digital 				
<ul style="list-style-type: none"> Continue to build on diversity & inclusion 				
Total Budget	2015-2016	2016-2017	Variance	



ENGLISH SERVICES – SIGNATURE EVENTS

Signature Events Defined

<i>Represents "special" programming - a departure from regular content</i>	<i>Offers some legacy impact, cultural significance, nation building or nation sharing</i>	<i>Is showcased across all or almost all our platforms</i>	<i>Includes a significant public engagement component intended to appeal to a broad audience</i>
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2015-2016 Events

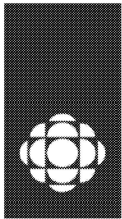
Canada Day <i>(Live from Parliament Hill & Canada Day in the Capital)</i>	Pan American & Parapan American Games
Canadian Country Music Awards	
Scotiabank Giller Prize	
Canadian Screen Awards	
Canada Reads	

2016-2017 Tentative Events * Current List (subject to change)

Canada Day <i>(Live from Parliament Hill & Canada Day in the Capital)</i>	Canada 150**
Canadian Country Music Awards	* All plans are tentative, and may change during the year as new programming opportunities arise.
Scotiabank Giller Prize	** Canada 150 programming will begin production and/or planning in 2016-2017 for broadcast in either 2016-17 or 2017-2018 (the 150 th anniversary of Confederation).
Canadian Screen Awards	Plans include original content on all platforms (TV, Radio, Digital), with individual programs as well as some content contained within existing programs (eg. Rick Mercer Report, etc.)
Canada Reads	
Rio Summer 2016 Olympic Games	



APPENDIX F – FRENCH SERVICES ACTION PLANS, BUDGETS BY GENRE AND SIGNATURE EVENTS



FRENCH SERVICES: NEWS AND CURRENT AFFAIRS (INCLUDING ICI RDI)

s.18(b)
s.21(1)(b)

s.68.1

Priorities	Key Action Plans	Expected Outcomes
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FRENCH SERVICES: NEWS AND CURRENT AFFAIRS (INCLUDING ICI RDI)

s.18(a)
s.18(b)
s.21(1)(b)
s.68.1

Priorities	Key Action Plans	Expected Outcomes
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Total Budget	2015–2016	2016–2017	Variance
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FRENCH SERVICES: SPORTS

s.18(a)
s.18(b)
s.21(1)(b)
s.68.1

Priorities	Key Action Plans	Expected Outcomes
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Total Budget	2015–2016	2016–2017	Variance
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FRENCH SERVICES: ARTS AND ENTERTAINMENT

(INCLUDING CONVENTIONAL TELEVISION, ARTV, EXPLORA, TOU.TV AND TOU.TV EXTRA)

s.18(b)
s.21(1)(b)
s.20(1)(b)

Priorities	Key Action Plans	Expected Outcomes



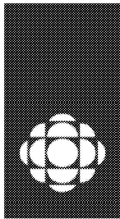
FRENCH SERVICES: ARTS AND ENTERTAINMENT

(INCLUDING CONVENTIONAL TELEVISION, ARTV, EXPLORA, TOU.TV AND TOU.TV EXTRA)

s.18(b)
s.21(1)(b)

s.68.1

Priorities	Key Action Plans	Expected Outcomes
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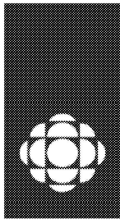
FRENCH SERVICES: ARTS AND ENTERTAINMENT

(INCLUDING CONVENTIONAL TELEVISION, ARTV, EXPLORA, TOU.TV AND TOU.TV EXTRA)

s.18(b)
s.21(1)(b)

s.68.1

Priorities	Key Action Plans	Expected Outcomes



FRENCH SERVICES: ARTS AND ENTERTAINMENT

(INCLUDING CONVENTIONAL TELEVISION, ARTV, EXPLORA, TOU.TV AND TOU.TV EXTRA)

s.18(a)
s.18(b)
s.21(1)(b)

s.68.1

Total Budget	2015–2016	2016–2017	Variance

ICI ARTV

Total Budget	2015–2016	2016–2017	Variance

ICI EXPLORA

Total Budget	2015–2016	2016–2017	Variance



FRENCH SERVICES: MUSIC

s.18(b)
s.21(1)(b)

s.68.1

Priorities	Key Action Plans	Expected Outcomes



FRENCH SERVICES: MUSIC

s.18(a)
s.18(b)
s.21(1)(b)

s.68.1

Priorities	Key Action Plans		Expected Outcomes
Total Budget	2015–2016	2016–2017	Variance



FRENCH SERVICES: TALK RADIO

s.18(a)
s.18(b)
s.21(1)(b)

s.68.1

Priorities	Key Action Plans	Expected Outcomes

Total Budget	2015–2016	2016–2017	Variance



FRENCH SERVICES: REGIONAL STRATEGY

s.18(a)
s.18(b)
s.21(1)(b)

s.68.1

Priorities	Key Action Plans	Expected Outcomes
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Total Budget	2015–2016	2016–2017	Variance



FRENCH SERVICES – SIGNATURE EVENTS

Signature Events Defined

Represents "special" programming - a departure from regular content

Offers some legacy impact, cultural significance, nation building or nation sharing

Is showcased across all or almost all our platforms

Includes a significant public engagement component intended to appeal to a broad audience

2015-2016 Events

Canada Day	En direct du monde (Semaine des correspondants)
ADISQ Gala	MSO Pellerin Project
Gala des Gémeaux	
Gala du cinéma québécois	
New Year's Eve	
Pan American & Parapan American Games	

2016-2017 Tentative Events * Current List (not final)

Canada Day	La Semaine des correspondants
ADISQ Gala	Canada 150 th Anniversary**
Gala des Gémeaux	<p>* All plans are tentative, and may change during the year as new programming opportunities arise.</p> <p>** Canada 150th Anniversary programming will begin planning and/or production as well as some broadcasting in 2016-2017, peaking in 2017-2018, around actual 150th Anniversary of Confederation. Broadcast plans include «ramp-up» programming during Winter 2017, to be coordinated with CBC. Programming plans include original content on all platforms (TV, Radio, Digital), with individual programs as well as some content contained within existing programs (eg. Infoman). Winter 2017 programming will consist mostly in the latter & documentaries.</p>
Gala du cinéma québécois	
New Year's Eve	
Rio 2016 Olympic Games	



APPENDIX G – REGIONAL MEDIA BUDGETS



ENGLISH SERVICES – REGIONAL BUDGETS

s.18(a)
s.18(b)
s.21(1)(b)

	2015-2016 Current Budget (\$000's)	2015-2016 Forecast (\$000's)	2016-2017 Forecast (\$000's)	2017-2018 Forecast (\$000's)	2018-2019 Forecast (\$000's)	2019-2020 Forecast (\$000's)
APPLICATION OF FUNDS						
Newfoundland						
Maritimes						
Quebec						
Ottawa						
Toronto						
Windsor						
Ontario (small Stations)						
CBC North						
Manitoba						
Saskatchewan						
Calgary						
Edmonton						
British Columbia						
Reserve						
Strengthen Regional coverage						
TOTAL APPLICATION OF FUNDS						



FRENCH SERVICES – REGIONAL BUDGETS

s.18(a)
s.18(b)
s.21(1)(b)

	2015-2016 Current Budget (in \$000's)	2015-2016 Forecast (in \$000's)	2016-2017 Forecast (in \$000's)	2017-2018 Forecast (in \$000's)	2018-2019 Forecast (in \$000's)	2019-2020 Forecast (in \$000's)
APPLICATION OF FUNDS						
Atlantic						
Québec						
Ottawa						
West						
Ottawa Production Centre						
Ontario Region						
Quebec Region						
Management						
TOTAL - APPLICATION OF FUNDS						



APPENDIX H – MTIS AND MEDIA PARTNERS - PRIORITIES



MTIS – PRIORITIES

s.18(a)
s.18(b)
s.21(1)(b)

Media Technology and Infrastructure Services (budget and forecast in 2015-2016)

budget in 2016-2017,

a) Real Estate Services budget in 2016-2017, budget and forecast in
2015-2016)

Priorities for 2016-2017:

-
-
-
-
-
-

b) Technology Solutions (budget in 2016-2017, budget and forecast in
2015-2016)

Priorities for 2016-2017:

-
-
-
-
-



MEDIA PARTNERS – PRIORITIES

s.18(a)
s.18(b)
s.21(1)(b)

General and Administrative Services in 2015-2016)

budget in 2016-2017,

budget and

forecast

a) Strategy and Public Affairs forecast in 2015-2016)

budget in 2016-2017,

budget and

Priorities for 2016-2017:



■ Public Affairs



■ Corporate and Regulatory Affairs





MEDIA PARTNERS – PRIORITIES

- Enterprise Communications

- Research and Analysis



MEDIA PARTNERS – PRIORITIES

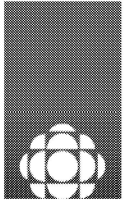
s.18(a)
s.18(b)
s.21(1)(b)

b) General Counsel, Corporate Secretariat and Compliance budget in 2016-2017,
budget and forecast in 2015-2016)

Priorities for 2016-2017:

c) People and Culture budget in 2016-2017, budget and forecast in
2015-2016)

Priorities for 2016-2017: please see next page



PEOPLE AND CULTURE – PRIORITIES

s.18(b)
s.21(1)(b)





MEDIA PARTNERS – PRIORITIES

s.18(a)
s.18(b)
s.21(1)(b)

d) Finance and Administration budget in 2016-2017, budget and forecast in
2015-2016)

Priorities for 2016-2017:

e) Shared Services Centre budget in 2016-2017, budget and forecast in 2015-
2016)

Priorities for 2016-2017:



APPENDIX I – CAPITAL BUDGET



CAPITAL BUDGET INVESTMENT HIGHLIGHTS FOR 2016-2017

s.18(a)
s.18(b)
s.21(1)(b)

	2016-2017 Expenditure
Production Infrastructure	



CAPITAL BUDGET PROJECTS GREATER THAN \$3M

Component - Project 2015/16 2016/17 2017/18 2018/19 2019/20 2020/21 Project Total

s.18(a)
s.18(b)
s.21(1)(b)



REAL ESTATE PROJECTS

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	5 Year Total
Approved Relocation Projects							
Halifax Consolidation							
Technical							
Real Estate							
Real Estate - Capital Lease							
Real Estate							
Technical							
Moncton Consolidation							
Real Estate							
Technical							
Technical							
Real Estate							
Relocation - Sudbury							
Technical							
Real Estate							
Unapproved Relocation Projects							