



2017-2018 OPERATING BUDGET - BOOK OF APPENDICES -



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APPENDIX A – ROGERS VIK SUMMARY



ROGERS VIK SUMMARY

s.18(a)
s.18(b)
s.20(1)(b)
s.21(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 to range between _____



APPENDIX B – 2016-2017 FORECASTED RESULTS



2016-2017 FORECASTED RESULTS

s.18(a)
s.18(b)
s.20(1)(b)
s.21(1)(b)
s.68.1

variance:

The following factors explain the major contributors to this





2016-2017 FORECASTED RESULTS (CONT'D)

s.18(a)

s.18(b)

s.21(1)(b)

s.68.1





APPENDIX C – 2018-2020 OLYMPIC GAMES



2018-2020 OLYMPIC GAMES: BUSINESS PLAN FINANCIALS

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

	Korea Winter Revised Budget 2018	Korea Winter Business Plan 2018	Tokyo Summer Business Plan 2020
\$'millions			

Revenue

Costs

Rights costs

Production costs

Sales and communication costs

Total costs before CBC overhead unit

Sport Support costs

—
—
—
—
—
—



APPENDIX D - MEDIA SOLUTIONS 2017-2018 STRATEGIC PRIORITIES



MEDIA SOLUTIONS – STRATEGIC PRIORITIES



MEDIA SOLUTIONS – STRATEGIC PRIORITIES



MEDIA SOLUTIONS – STRATEGIC PRIORITIES



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



ENGLISH SERVICES: ENTERTAINMENT

Priorities and Key Action Plans

Performance Indicators

- Scripted & Unscripted: Protect audience share by building on prime-time entertainment
- Documentaries: strengthen and build on CBC's reputation in the documentary field
- Arts: Continue to develop fresh, modern arts programming



ENGLISH SERVICES: ENTERTAINMENT (CONTINUED)

Priorities and Key Action Plans	Performance Indicators
<ul style="list-style-type: none">• Feature Films • Kids Programming: Revitalize with both entertaining and meaningful children's content • Digital remains an integral part of entertainment programming	



ENGLISH SERVICES: NEWS

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

Priorities and Key Action Plans

Performance Indicators

- Inform Canadians through fearless and independent reporting that's national in scope and deeply personal in relevance
- Extend CBC News service and international coverage
- Continue the focus on digital



ENGLISH SERVICES: LOCAL SERVICES

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

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">• Embed the 2020 local strategy for mobile first in local markets	
<ul style="list-style-type: none">• Extend local services	



ENGLISH SERVICES: NETWORK TALK RADIO

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

Priorities and Key Action Plans

Performance Indicators

- Position CBC Radio and Audio Talk for a Digital First World

Continued on next slide



ENGLISH SERVICES: NETWORK TALK RADIO (CONT'D)

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

Priorities and Key Action Plans

Performance Indicators

- Ensure CBC Radio Talk content is consumed by more people



ENGLISH SERVICES: MUSIC

Priorities and Key Action Plans

Performance Indicators

- Position CBC Music for a Digital First World

- Ensure CBC Radio Music content is consumed by more people



ENGLISH SERVICES: SPORTS

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

Priorities and Key Action Plans	Performance Indicators
<ul style="list-style-type: none">• Continue to make CBC Sports the recognized home of high performance and Olympic sport through a deepened relationship with audiences	

Continued on next slide



ENGLISH SERVICES: SPORTS (CONTINUED)

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

Priorities and Key Action Plans	Performance Indicators
<ul style="list-style-type: none">• Support the network schedule with affordable, original and engaging content	
<ul style="list-style-type: none">• Prioritize Sports' digital business with innovative and compelling content to support implementation of "the Feed"	



ENGLISH SERVICES: SIGNATURE EVENTS

CBC Signature Events

as at February 24, 2017

Canadian Country Music Awards
The Giller Prize
Canadian Screen Awards
Canada Reads
Canada Day (for F'17-18 included in Canada 150)
New Year's Eve
Ron James - New Year's Eve Special
Royal Canadian Air Farce - New Year's Eve Special
The Tragically Hip Concert
Event - To be Announced
Governor General Awards
Canada 150

Grand Total of Signature Events

Source of funding :
Base budget + 2020 Strategy
New Government Funding

Total Investment



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



FRENCH SERVICES: ARTS AND ENTERTAINMENT

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

Priorities	Key Action Plans	Expected Outcomes
<ul style="list-style-type: none">Expand the reach and impact of schedules and services.		

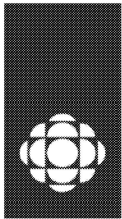


FRENCH SERVICES: ARTS AND ENTERTAINMENT

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

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

Priorities	Key Action Plans	Expected Outcomes
<ul style="list-style-type: none">Fast-track the French Services multiplatform/multiscreen strategy to keep pace with audiences' changing consumption habits.		



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

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

Priorities	Key Action Plans	Expected Outcomes
<p>(cont'd)</p> <ul style="list-style-type: none">• Further News and Current Affairs repositioning along the two main thrusts: continuous news and impact journalism.		



FRENCH SERVICES: TALK RADIO

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

Priorities	Key Action Plans	Expected Outcomes
<p>(cont'd)</p> <ul style="list-style-type: none">Expand the reach and impact of schedules and services to keep pace with communities as well as audiences' changing consumption habits.Manage change to promote engagement in pursuing the transformation.		



FRENCH SERVICES: MUSIC

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

Priorities	Key Action Plans	Expected Outcomes
<ul style="list-style-type: none">Optimize the digital offering		
<ul style="list-style-type: none">Develop and strategically deliver the entire music content offering, leveraging the full range of platforms (TV, radio, website, apps, social networks) and musical genres .		



FRENCH SERVICES: MUSIC

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

Priorities	Key Action Plans	Expected Outcomes
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FRENCH SERVICES – SIGNATURE EVENTS

LIST OF SIGNATURE EVENTS

At February 23, 2017

	FY 2016-2017	FY 2017-2018	FY 2018-2019
GALA DE L'ADISQ			
GALA DES GÉMEAUX			
GALA DU CINÉMA QUÉBÉCOIS			
FÊTE DU CANADA (Pour 2017, voir section 150e)			
SOIREE DU 31 DÉCEMBRE			
FORUM DES CORRESPONDANTS			
150E DU CANADA (à partir du 1e janvier 2017)			
375E DE MONTRÉAL			
JEUX OLYMPIQUES			
Autres projets d'intérêt national de la TV			
TOTAL SIGNATURE EVENTS			
Source of funding :			
Base budget + 2020 Strategy			
New government funding			
TOTAL SIGNATURE EVENTS (excl. Olympics)			



APPENDIX G – REVENUE DETAILS BY MEDIA



ENGLISH SERVICES – ADVERTISING REVENUE

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

(\$000's)	2016-2017 Budget	2016-2017 Forecast	2017-2018 Proposed Budget	2018-2019 Forecast	2019-2020 Forecast	2020-2021 Forecast
Conventional TV:						
Base - 2016-2017						
Olympics						
Olympics						
2016-2017 surplus/(shortfall)						
Market growth/(decline)						
Schedule reinvestment						
Post Rogers/VIK deal						
Total - Conventional TV						
<i>% increase/(decrease) vs prior year (vs budget in 2016-2017)</i>						
Digital Services:						
Base - 2016-2017						
2016-2017 surplus/(shortfall)						
Market growth/(decline)						
Total - Digital (incl. PanAm)						
<i>% increase/(decrease) vs prior year (vs budget in 2016-2017)</i>						
Radio 2:						
Base - 2016-2017						
Elimination of Radio 2 revenues						
Total - Radio 2						
<i>% increase/(decrease) vs prior year (vs budget in 2016-2017)</i>						
CBCNN:						
Base - 2016-2017						
2016-2017 surplus/(shortfall)						
Market growth/(decline)						
Total - CBCNN						
<i>% increase/(decrease) vs prior year (vs budget in 2016-2017)</i>						
Advertising Revenue - Value-added/Contra Revenues						
Regional advertising revenue sold locally						
Total - Advertising Revenue - English Services						
<i>% increase/(decrease) vs prior year (vs budget in 2016-2017)</i>						



ENGLISH SERVICES – SUBSCRIBER REVENUE

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

(\$000's)	2016-2017 Budget	2016-2017 Forecast	2017-2018 Proposed Budget	2018-2019 Forecast	2019-2020 Forecast	2020-2021 Forecast
CBCNN:						
Base - 2016-2017						
2016-2017 surplus/(shortfall)						
Total - CBCNN						
<i>% increase/(decrease) vs prior year (vs budget in 2016-2017)</i>						
Curio						
Base - 2016-2017						
2016-2017 surplus/(shortfall)						
Total - Curio						
<i>% increase/(decrease) vs prior year (vs budget in 2016-2017)</i>						
Total - Subscriber Revenue - English Services						
<i>% increase/(decrease) vs prior year (vs budget in 2016-2017)</i>						



ENGLISH SERVICES – MISCELLANEOUS REVENUE

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

(\$000's)	2016-2017 Budget	2016-2017 Forecast	2017-2018 Budget	2018-2019 Forecast	2019-2020 Forecast	2020-2021 Forecast
Distribution & Program Sales						
Facility Rentals						
Program Subsidies						
Host broadcaster						
Canada Media Fund (CMF)						
Doc Channel management fee & profit share						
Glenn Gould studio rental						
Radio International sales & program sales						
Others						
<i>Subtotal - Miscellaneous Revenue (before Rogers VIK)</i>						
Rogers VIK						
Total -Other Revenue - English Services						

Related expenditures:

Distribution & Program Sales
Facility Rentals
Program Subsidies
Host broadcaster
Canada Media Fund (CMF)
Rogers VIK
Doc Channel management fee & profit share
Glenn Gould studio rental
Radio International sales & program sales
Others
Total expenditures



FRENCH SERVICES – ADVERTISING REVENUES

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

(\$000's)	Budget 2016-2017	Forecast 2016-2017	Proposed Budget 2017-2018	Forecast 2018-2019	Forecast 2019-2020	Forecast 2020-2021
Conventional TV:						
Base - 2016-2017						
Surplus / (Shortfall) - 2016-2017						
Olympics		- Rio				
Olympics		- Pyeongchang / Tokyo				
Impact of programming delay						
Market growth / (decline)						
Schedule reinvestments						
Total - Conventional TV						
Contra agreements under Media Solutions' responsibility						
Total - Conventional TV (including contra agreements)						
						<i>% growth/decline compare to last year</i>
Digital Services:						
Base - 2016-2017						
Surplus / (Shortfall) - 2016-2017						
Market growth / (decline)						
Total - Digital Services						
Contra agreements under Media Solutions' responsibility						
Total - Digital Services (including contra agreements)						
						<i>% growth/decline compare to last year</i>
ICI musique:						
Base - 2016-2017						
Elimination of revenue on radio						
Total - ICI musique						



FRENCH SERVICES – ADVERTISING REVENUES (CONT'D)

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

(\$000's)	Budget 2016-2017	Forecast 2016-2017	Proposed Budget 2017-2018	Forecast 2018-2019	Forecast 2019-2020	Forecast 2020-2021
RDI:						
Base - 2016-2017						
Surplus / (Shortfall) - 2016-2017						
Market growth / (decline)						
Total - RDI						
Contra agreements under Media Solutions' responsibility						
Total - RDI (including contra agreements)						
<i>% growth/decline compare to last year</i>						
ARTV:						
Base - 2016-2017						
Surplus / (Shortfall) - 2016-2017						
Market growth / (decline)						
Total - ARTV						
<i>% growth/decline compare to last year</i>						
Explora:						
Base - 2016-2017						
Surplus / (Shortfall) - 2016-2017						
Market growth / (decline)						
Total - Explora						
Contra agreements under Media Solutions' responsibility						
Total - Explora (including contra agreements)						
<i>% growth/decline compare to last year</i>						
Advertising Revenue - Value-added / Contra Revenue						
Total - Advertising Revenue - French Services						



FRENCH SERVICES – SUBSCRIBER REVENUES

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

	Budget	Forecast	Proposed Budget	Forecast	Forecast	Forecast
(\$000's)	2016-2017	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
RDI:						
Base - 2016-2017						
Surplus / (Shortfall) 2016-2017						
Total - RDI						
<i>% increase/(decrease) vs prior year (vs budget in 2016-2017)</i>						
ARTV:						
Base - 2016-2017						
Surplus / (Shortfall) 2016-2017						
Impact of						
Total - ARTV						
<i>% increase/(decrease) vs prior year (vs budget in 2016-2017)</i>						
Explora:						
Base - 2016-2017						
Surplus / (Shortfall) 2016-2017						
Total - Explora						
<i>% increase/(decrease) vs prior year (vs budget in 2016-2017)</i>						
Tou.tv extra:						
Base - 2016-2017						
Surplus / (Shortfall) 2016-2017						
Total - Tou.tv extra						
<i>% increase/(decrease) vs prior year (vs budget in 2016-2017)</i>						
Curio						
Base - 2016-2017						
Total - Curio						
<i>% increase/(decrease) vs prior year (vs budget in 2016-2017)</i>						
Total - Subscriber Revenue - French Services						
<i>% increase/(decrease) vs prior year (vs budget in 2016-2017)</i>						



FRENCH SERVICES – OTHER REVENUES

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

(\$000's)	Budget 2016-2017	Forecast 2016-2017	Proposed Budget 2017-2018	Forecast 2018-2019	Forecast 2019-2020	Forecast 2020-2021
Facility rentals						
Canada Media Fund (television) -						
Distribution and content sales						
Commercial production						
Others						
<i>Sub-total - Other Revenue (excl. contra agreements)</i>						
Value-added / contra agreements						
Total - Other Revenue - French Services						

Related expenditures:

Facility rentals	
Canada Media Fund (television) -	
Distribution and content sales	
Commercial production	
Others	
<i>Sub-total - Related expenditures (excl. contra agreements)</i>	
Value-added / contra agreements	
Total expenditures	



DIGITAL ADVERTISING REVENUE ASSUMPTIONS – BOTH SERVICES: 2016-2017 TO 2020-2021

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

(\$000's)		2016-2017 Forecast	2017-2018 Proposed Budget	2018-2019 Proposed Budget	2019-2020 Proposed Budget	2020-2021 Proposed Budget
English Services	Digital					
	Year over Year Variance					
	Video (With Pan Am in Fiscal 2015-16)					
	Display (With Pan Am in Fiscal 2015-16)					
	Programmatic (Display)					
	Fullscreen					
French Services	Digital					
	Year over Year Variance					
	Video					
	Display					
	Programmatic (Display)					

❖ *Zenith Optimedia Dec 2016 Market for:

❖

*Zenith Optimedia Advertising Expenditure Forecasts, December 2016



APPENDIX H – REGIONAL MEDIA BUDGETS



ENGLISH SERVICES – REGIONAL BUDGETS

	2016-2017 Current Budget (\$000's)	2016-2017 Forecast (\$000's)	2017-2018 Forecast (\$000's)	2018-2019 Forecast (\$000's)	2019-2020 Forecast (\$000's)	2020-2021 Forecast (\$000's)
APPLICATION OF FUNDS						
Newfoundland						
Maritimes						
Ottawa						
Toronto						
Windsor						
Ontario (small stations)						
Quebec						
CBC North						
Manitoba						
Saskatchewan						
Calgary						
Edmonton						
British Columbia						
Office of General Manager & Regional Budget						
TOTAL APPLICATION OF FUNDS						



FRENCH SERVICES – REGIONAL BUDGETS

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

	2016-2017 Current Budget (\$000's)	2016-2017 Forecast (\$000's)	2017-2018 Fore cast (\$000's)	2018-2019 Forecast (\$000's)	2019-2020 Fore cast (\$000's)	2020-2021 Fore cast (\$000's)
APPLICATION OF FUNDS						
Atlantic						
Québec						
Regions of Québec						
Ottawa-Gatineau						
Regions of Ontario						
West						
Programming and general management						
Regional Services (per multi-year overview)						
Ottawa Production Centre (OPC)						
TOTAL - APPLICATION OF FUNDS						



APPENDIX I – MTIS - PRIORITIES



MTIS – PRIORITIES

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

Media Technology and Infrastructure Services and forecast in 2016-2017)

budget in 2017-2018,

budget

Priorities for 2017-2018:

Real Estate priorities for 2017-2018:



MTIS – PRIORITIES

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

Media Technology and Infrastructure Services
and forecast in 2016-2017) (cont'd)

budget in 2017-2018,

budget

- Technology, Production and Engineering priorities for 2017-2018:



MTIS – CHALLENGES & PRESSURES

Financial Challenges

- MTIS is committed

Current Financial Pressures

- The Strategy 2020 operating environment, for which MTIS was built and funded, has changed:

Underlying Financial Pressures



APPENDIX J – MEDIA PARTNERS - PRIORITIES



MEDIA PARTNERS – PRIORITIES

General and Administrative Services
in 2016-2017)

budget in 2017-2018,

budget and

forecast

a) Strategy and Public Affairs
forecast in 2016-2017)

budget in 2017-2018,

budget and

Priorities for 2017-2018:



■ Public Affairs

■ Research and Analysis



MEDIA PARTNERS – PRIORITIES

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

- Enterprise Communications



MEDIA PARTNERS – PRIORITIES

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

- b) General Counsel, Corporate Secretariat and Compliance budget in 2017-2018,
budget and forecast in 2017-2018)
- Priorities for 2017-2018:



MEDIA PARTNERS – PRIORITIES

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

c) People and Culture budget in 2017-2018, budget and forecast in
2016-2017)

Priorities for 2017-2018 :



MEDIA PARTNERS – PRIORITIES

d) Finance and Administration budget in 2017-2018, budget and forecast in
2016-2017)

Priorities for 2017-2018:

e) Shared Services Centre budget in 2017-2018, budget and forecast in 2016-
2017)

Priorities for 2017-2018: