



## 2015: EVERYONE, EVERY WAY CBC/RADIO-CANADA'S FIVE-YEAR STRATEGIC PLAN

### CBC/Radio-Canada is evolving

CBC/Radio-Canada serves the second largest and one of the most diverse countries in the world. Our new five-year strategy, *2015: Everyone, Every way*, recognises that the public broadcaster can't be all things to all people. But, in its scope, it stakes the claim that we can be something for, and mean something to, every Canadian. Whether it's connecting them to this country, to their communities, or to each other as individuals with their own realities and interests, CBC/Radio-Canada will be there — for everyone, every way.

That is the overarching promise of this strategic plan: technology, geography and demography both challenge us and give us the opportunity to change fundamentally the relationship we can have, and we wish to have, with Canadians. Our function need no longer be limited to broadcasting what we make to viewers and listeners, although we will continue to focus on providing great Canadian content. Increasingly, we can now genuinely aspire to interact with, to engage with, Canadians in new ways and to provide a publicly owned, publicly minded space where Canadians can meet and exchange with each other and with the country.

Clearly, life is changing. Every day, the effects of demographic, cultural, social, and technological change confront and inspire citizens around the world. In Canada, we are experiencing changes to the country, our communities and the way in which we conduct our lives as individuals.

CBC/Radio-Canada is also changing. We are seizing opportunities to meet Canadians where they are and how they want us to be in their lives. In the midst of social and cultural transformation, Canadians expect meaningful content from their national broadcaster. Content that provides value. Content that reflects their personal experience and continues to be relevant. Content that anticipates where they are going. They also expect to participate in the creation of content and to personally influence the public debate.

While CBC/Radio-Canada's mandate from Parliament remains the same, the way in which we deliver our services to Canadians has been changing. And with our new five-year strategic plan, *Everyone, Every way*, our relationship with Canadians, and how we serve them, will change even more.

In short, *Everyone, Every way* redefines the way CBC/Radio-Canada will engage with Canadians as members of their communities and as individual citizens. At a time when Canadians are demanding more and in different ways, CBC/Radio-Canada will be more than a broadcaster for its audiences. In today's digital world, we have the opportunity to create new spaces and to make new links between the country's public broadcaster and the public that we serve. This is our vision for Canada's national public broadcaster.

## *Everyone, Every way: What are we offering Canadians?*

For nearly 75 years, CBC/Radio-Canada has provided high-quality programming across the country. We address Canadians as citizens who want to be informed and challenged, as well as entertained. They want to be exposed to a broad range of subjects, opinions and ideas that reflect the diversity and complexity of Canadian society, and that add depth to its democratic life.

This is CBC/Radio-Canada's essential role and mandate. Since 1936, culture and democratic life have been at the heart of our mission. Culture, we express. Democratic life, we enrich. And our aspiration is to be recognised by Canadians as the leader in doing both on their behalf.

We will deliver on our promise in four ways: by creating and delivering original and innovative, high-quality Canadian content; by reflecting and drawing together all Canadians; by actively engaging with audiences; and, by being cost-effective and accountable.

With *Everyone, Every way*, we've developed a set of guiding principles that expand on what our mission means and serve as a guide to our decisions at all levels throughout the organisation.

Canadians are today consuming our programming in record numbers, even in the context of an unprecedented availability of channels and stations. But to be a cultural leader and an effective public broadcaster now and into the future, we need to be more *national*, more *regional* and more *digital*, and in a more focused way.

### **Our network programming strategy**

We connect with the country as a whole by offering high-quality, informative, enlightening, and entertaining network programming – by, for and about Canadians. Our national radio, television and digital networks offer public space for citizens to tell each other their singularly Canadian stories. These are the stories that define who we are and who we aspire to be as a country. They are Canada's most effective means of sharing experience, of communicating to and understanding each other across one of the most geographically and demographically diverse countries in the world. CBC/Radio-Canada is the home of Canadian content. By 2015, we will give Canadians more of their own stories.

***Everyone, Every way* commits us to:**

- completing our news renewal in our English and French services, including our multimedia extension and integration, in order to maintain our leading position in radio, online and specialty news, and grow our audiences for our television news programs;
- continuing to produce programming that enlightens Canadians and contributes to a shared national identity by facilitating dialogue amongst Canadians in a public space. CBC/Radio-Canada remains singularly positioned to fulfil a nation-building role; and,
- offering more original, innovative homegrown stories, humour and culture. We will build on our successes in creating and broadcasting high-quality Canadian entertainment. We will also continue to build a music service dedicated to promoting Canadian talent and to developing and exposing Canadians to more of their own high-quality music, on traditional platforms and online.

As examples of our commitments, we will produce and air ten “signature events” per year on both our English and French networks. Events of significant meaning to Canadians. Programs or initiatives that leave their mark.

Documentaries will continue to be a distinctive part of our offering, as well as sports. Increasingly, children’s programming will be streamed online, supporting changing viewing habits and rebalancing the use of national airtime.

On television, we will strive for overwhelmingly Canadian content. CBC Television will continue its commitment to high production-value Canadian drama and original Canadian series, and will put more drama, comedy and factual programming on *CBC.ca*. Télévision de Radio-Canada will continue its tradition of high-impact, high production value drama series. Radio-Canada will also launch its new integrated music website in support of Canadian performers and creators. We will review our approach to international broadcasting, to increase our presence and impact.

We know that our environment will continue to change, and that we will need to continuously review what services we provide, and adapt and adjust to new realities as we go.

## **Our regional programming strategy**

We connect with Canadians at home and in their regions. Through our regional presence, programming and activities, CBC/Radio-Canada is a significant part of the vitality and distinctiveness of the regions and communities where Canadians live. And this is where we want to be especially relevant. Canadians have told us time and again that the regions rank among our foremost priorities in their minds, but that they don’t feel we live up to our potential. For different reasons, we haven’t always been everywhere we need to be, or able to do everything we need to do. We will reverse that trend, bridge that perception gap and strengthen our presence in the regions. By 2015, we will strengthen our footprint in the regions by reallocating existing resources.

***Everyone, Every way* commits us to:**

- being the leader in regional presence in all served markets using a multimedia approach. This strategy will accelerate our efforts and ensure that more Canadians have local service;
- increasing the breadth and depth of our footprint in terms of region, coverage and range of content;
- maintaining and expanding regional programming genres beyond news to reflect local communities;
- expanding service in selected underserved markets to address gaps in coverage, with several new local station openings planned (primarily radio);
- adjusting across markets and regions to reflect demographic shifts, market needs and new delivery models; and,
- pursuing new partnerships to enhance our reach.

Implementation will vary by market, but we are committed to launching new stations and expanding others. We will introduce new local websites and mobile services to provide survival information and increase regional news during the day. For instance, Radio-Canada will launch new “hyperlocal” websites serving the north and south shores of Montreal.

We are committed to responding to the needs of Aboriginal Canadians above and below the 60th parallel as they experience major demographic changes. In the next 12 months, we will undertake a cross-cultural study of Aboriginal-language media use and develop a program plan informed by its results. We will showcase a sweeping television documentary series and website on the Aboriginal people of Canada through our Cross-Cultural Fund. And we will explore possible partnerships.

## **Our digital programming strategy**

We connect with Canadians on digital platforms where, when and how they want us to be in their daily lives. New media is profoundly transforming how individuals consume and interact with information, entertainment and content. Technology is giving people more control over their lives and the media they use. As part of our five-year strategy, we want to give Canadians the tools they need to tailor CBC/Radio-Canada programming to their specific interests and requirements.

*Everyone, Every way* will see CBC/Radio-Canada gradually increase our spend on new technology to fund innovation and development of our online platforms.

**It commits us to:**

- maintaining a leading competitive position in the digital media environment;
- delivering our content on the platforms that will be relevant to Canadians in 2015 and beyond;
- building a full multi-platform suite of branded Canadian destinations. In addition to news content, we will focus on differentiated arts and entertainment content;
- to pursuing new partnerships to enhance our existing digital services; and,
- doubling our current level of digital investment to at least five per cent of programming budget by 2015 in order to increase the amount and accessibility of original online content, to build a robust regional online offering and to allow us to invest in innovation and experimentation.

By way of example, our French Services will launch a new specialty television channel, SENS, in 2011-2012, featuring programming about health, science, nature, and the environment, and will continue to develop TOU.TV and original content for the Web. CBC will look at specialty options for Kids, Sports and A&E.

## Making it happen

New investments require new money. To fund our strategy, we need to grow our commercial revenues faster than the overall market. We expect our conventional advertising revenues to increase by 2.8 per cent, which is beyond industry forecasts of 2.4 per cent, and our digital and other platform revenues to at least double over the next five years in comparison with our current levels. We also need to continue to pursue efficiencies in our capital and operating costs. Several cost reviews are underway to find ways to operate more efficiently. By 2015, we will be more financially flexible and agile in order to fund the core elements that will translate this strategy into action.

### ***Everyone, Every way* commits us to:**

- balancing the overall financial plan and enhancing the level of service we provide to Canadians, without abandoning our existing audiences;
- pursuing revenue growth initiatives, cost improvements, resource redirections, and examining our assets to extract as much value as we can;
- further trimming our operating costs. We have undertaken a corporate general and administrative cost review, and a review of our overall procurement spend for goods and services; and,
- reviewing our network production methods, to be as efficient as we can be.

Examples of our commitments for funding this strategy include a continued move to 360° revenue management, an enterprise-wide approach to procurement and merchandising, and further development of online advertising capabilities which are becoming more desirable as digital deals can be linked to traditional media.

## Our people

People have always been the Corporation's biggest asset. They are the source of our success. CBC/Radio-Canada will be a rewarding, progressive and diverse workplace that builds professional teams of innovative and highly skilled people dedicated to accomplishing the mission. We will develop and sustain a leadership climate that encourages collaboration, decisiveness and trust, while recognising the importance of risk-taking and accountability. We will provide a work environment that fosters creativity and a culture of excellence, and strengthens the passion for what we do to serve Canadians.

Our people are key to our ability to deliver successfully on our strategy. To implement the strategy, we need to adapt as an organisation and to modernise the way we produce and deliver our services in the coming years. Like all organisations today, we need to examine how technology can improve, and make more efficient our processes and methods of production. We must move with speed. To accomplish all of this, we need to push down decision-making in the organisation to employees and managers, we need to distribute leadership, empower our people, and delegate more. Our people need the freedom to implement our vision and deliver on our plan. And, in this more nimble way of thinking about how we will manage ourselves, we must and will commit to increasing our training for employees. Our people will need to deal with the challenge of change: to know what to keep, and what to leave behind so that we can invest, adapt and adjust as quickly as the other media companies around us.

Our workforce is used to change and is, in fact, an advocate of change. And it is capable of accelerating the rate of change that we have experienced in recent years. In short, this plan will produce disruption, “innovative disruption.” We are ready for it. We understand that things will not be all right if we stay with the status quo.

**Everyone, Every way commits us** to reflecting the country’s multicultural makeup and contributing to the diversity of voices on the airwaves. The importance of diversity is woven through our strategy, committing us to:

- reflecting the country’s diversity through its programming in terms of subject matter, on-air personalities, guests, actors, and creative and production crews;
- continuing to focus on attracting a diversified talent pool through recruitment and the development our workforce; and,
- not only appearing, but also being, as diverse as the country.

We continue to act on the feedback received through our employee surveys in order to create the best working environment for our employees.

## Measuring our success along the way

Our mission is to be the recognised leader in expressing Canadian culture and enriching the democratic life of all Canadians. To accomplish that, we will create and deliver original and innovative, high-quality Canadian content, reflect and draw together all Canadians, actively engage with audiences, and be cost-effective and accountable.

To evaluate progress, we have developed metrics to track and assess our performance by service and genre against the strategy twice a year.

- At the **service** level, we will measure how well our conventional television, specialty television, radio networks, and digital services inform, enlighten and entertain.
- Each of the different content **genres** for our English Services and French Services will be separately evaluated.
- We will assess how well our television and radio services inform, enlighten and entertain, as stipulated in the 1991 *Broadcasting Act*.
- We will examine the delivery of each of our services in comparison with the net cost of producing and broadcasting them. Our key television genres will be examined against four metrics: quality, differentiation, market failure, and net cost per viewer. This is an approach commonly used among public broadcasters and will lead to greater accountability and easier tracking of results over time.

In recent years, we have shown our commitment and our efforts towards transparency. In addition to publishing and posting corporate documents on our public website, such as our Annual Report and our Corporate Plan Summary, we also post our programming policies and our management policies. As part of our Proactive Disclosure policy, we post the quarterly business travel and duty hospitality expenses of our Senior Executive Team, our two Ombudsmen and the Chair of the Board of Directors, as well as our rules and policies related to such expenses. As for Access to Information, we have posted tens of thousands of pages of records released by the Corporation since 2007, and we will continue to do so. As well, in addition to our

Annual Report financial statements, beginning with fiscal 2011-2012, we intend to post quarterly financials and Management Discussion and Analysis information. We also provide transparency through our Annual Public Meeting, a multimedia event streamed live for all Canadians to view.

## *Everyone, Every way: It's the future*

The role of public broadcasting in Western nations is generally to provide an independent space that caters to the broad public as citizens, is diverse in scope and distinctive in both its offering and quality. To fulfil this role now and into the future, public broadcasters everywhere are faced with the need to adapt to a radically changing environment, without leaving behind its traditional audience.

While social media is taking the world by storm and Canadians are its most active users on the planet, with 57 per cent visiting social networking sites each month, television remains the most pervasive medium of mass culture, and radio still has the broadest reach. There is an intelligent balance to find.

Meanwhile, the broadcasting industry is in the midst of a grand transformation. Conventional business models are facing severe strain and new pressures. Significant transactions have spawned greater consolidation and vertical integration. The result, in Canada and elsewhere, is a media environment increasingly dominated by a handful of well-funded companies, which offer a wide range of services, but a relatively narrow spectrum of perspectives. Yet Canada has one of the most diverse populations in the world. And, it inhabits the single most competitive broadcasting environment on the planet, bordering on the most powerful and successful exporter of popular culture the world has ever known. In this context, the need for a diversity of our domestic voices is even more profound.

The Canadian broadcasting system has been, historically, as strong as its ability to maintain a careful balance between encouraging the private sector to do what it can and establishing the public broadcaster as the principle tool of public policy, delivering public-minded radio and distinctive, broadly based programming to television audiences.

The strength of the Canadian system hinges on a robust national public broadcaster that creates public spaces and experiments with new formats and new ways of reaching Canadians. Each of these is a source of CBC/Radio-Canada's strength and potential, only so long as we maintain the very things that make us distinct.

*Everyone, Every way* is CBC/Radio-Canada's commitment to use the tools of modern media to keep to its promise and purpose under the *Broadcasting Act*. To inform, enlighten and entertain Canadians, to build shared identity, to reflect the country as it is today and tomorrow. We intend to do that by fostering a genuine, engaged relationship with every Canadian, in every way we know how.

## *Let's embrace the future*

Over the next five years, Canadians can expect more of us. They can expect a public broadcaster that is more nimble, distinctive, regional, and interactive than it is today. Canadians will come to recognise us as the leader in expressing culture and enriching democratic life on their behalf – where, when and how they choose. And they will come to know us as a better listener and partner as well as a broadcaster. We will seek to serve Canadians, *everyone*, and to serve them *every way*. This is our commitment.