378th MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
Toronto, Ontario – November 16 – 17, 2010

Tuesday, November 16, 2010

ITEM	START TIME	LED BY	MOTION REQUIRED	DOCUMENT
1. In Camera with President and CEO	12:30	ALL		
2. Approval of minutes of the September 21-22, 2010 meeting and of the conference call meeting of October 21, 2010	13:00	Tim Casgrain	YES	YES
3. Matters arising from previous meetings				
4. Chair's Report		Tim Casgrain		
5. President's Report		Hubert T. Lacroix		
6. Strategic Planning Committee Report		Peter Charbonneau	YES	YES
Adjournment	17:30			
Wednesday, November 17, 2010				
7. Audit Committee Report	9:00	Peter Charbonneau		
a. Recommendation re Nominations to Pension Board of Trustees for 2011			YES	YES
b. Amendment to the Pension Plan Trust Deed			YES	YES
c. IFRS Accounting Policy Decisions			YES	YES
8. Update on 75th Anniversary Plans		Bill Chambers Francine Letourneau		
9. Update on Business Transaction		Michel Tremblay		YES
10. Update on Employee Engagement Survey		Katya Laviolette		YES
11. Update on Litigation		Maryse Bertrand		YES
12. Strategic Planning Committee Report follow-up (if needed)		Peter Charbonneau		
Working Lunch - Update on News		Sylvain Lafrance Kirstine Stewart		
Next meeting – January 18-19, 2011 – Montreal, QC				
Conclude	14:00			

UPDATES/INFORMATION

a) Summary of Government Funding (10 year operating & capital) – Suzanne Morris
b) Labour Relations Update – Katya Laviolette
c) Workforce Distribution – Katya Laviolette
d) 2010-2011 Quarterly Management Financial Report – 2nd Quarter – Suzanne Morris
e) Update re Risk Management – Suzanne Morris
f) Update on the Transition to Digital Transmission – Steven Guiton
g) Guidelines for Referrals to Board Committees – Maryse Bertrand

376th MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
Ottawa, Ontario – June 22 – 23, 2010

Tuesday, June 22, 2010

ITEM	START TIME	LED BY	MOTION REQUIRED	DOCUMENT
1. In Camera with President and CEO	09:30 (30 min)	ALL		
2. Approval of minutes of the May 11-12, 2010 meeting	10:00	Hubert T. Lacroix	YES	YES
3. Matters arising from previous meetings				
4. President's Report		Hubert T. Lacroix		
5. Strategic Planning Committee Report		Peter Charbonneau		YES (To follow)
Adjournment	18:00			
Wednesday, June 23, 2010				
6. Audit Committee Report	09:00	Peter Charbonneau		
a. Approval of the Financial Statements Approval of Management Discussion & Analysis section of Annual Report			YES	YES (To follow)
b. Calendar of meetings/Audit Committee Terms of Reference			YES	YES
c. Capital Project – Relocation and Sale of Calgary CBR A.M. Site			YES	YES
7. Strategic Planning Committee Report follow-up				
LUNCH – Update on News		Richard Stursberg Sylvain Lafrance		
8. Human Resources and Compensation Committee Report		Rémi Racine		
a. SCFP Negotiation Mandate			YES	
b. Key Executive Long Term Incentive Program			YES	
9. Health, Safety and Environmental Report		Katya Laviolette		YES
10. Nominating and Governance Committee Report		Edna Turpin		
a. President and CEO's Objectives			YES	
b. Committee membership			YES	YES
c. Calendar of meetings			YES	
Next meeting – September 21 - 22, 2010 Edmonton, Alberta				
Conclude	15:00			

376th MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
Ottawa, Ontario – June 22 – 23, 2010

UPDATES/INFORMATION

a) Summary of Government Funding (10 year operating & capital) – Suzanne Morris
b) Labour Relations Update – Katya Laviolette
c) Workforce Distribution – Katya Laviolette
d) President and CEO's Signing Authority – Maryse Bertrand
e) 2009-2010 Quarterly Management Financial Report – 4th Quarter – Suzanne Morris
f) Report on the Administration of the *Access to Information Act* – Maryse Bertrand
g) Report on the Administration of the *Privacy Act* - Maryse Bertrand
h) Risk Management Update – Suzanne Morris

REVISED

375th MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
Ottawa, Ontario – May 11-12, 2010

Tuesday, May 11, 2010

ITEM	START TIME	LED BY	MOTION REQUIRED	DOCUMENT
1. In Camera with President and CEO	12:00 (30 min)	Hubert T. Lacroix		
2. Approval of minutes of the March 16, 2010 meeting	12:30	Tim Casgrain	YES	YES
3. Matters arising from previous meetings • Update re tracking information by market for local news, CBCNN, and The National • Post-mortem Board Approved Business Deals – 1 year after ▪ International Sales ▪ Wonderworld (Children's Broadband Channel)		Richard Stursberg Richard Stursberg		YES YES YES
4. Chair's Report		Tim Casgrain		
5. Strategic Planning Committee Report		Peter Charbonneau		YES
Adjournment	18:00			
Wednesday, May 12, 2010				
6. Human Resources and Compensation Committee Report • SARTEC Mandate • ACTRA Mandate • Evaluation of President and CEO's performance 2009-2010 (in camera) • President and CEO's objectives for 2010-2011 (in camera) • Performance assessment (Corporate / Component / Individual) and compensation planning recommendations for SET members • Incentive payout summary for all Executives • Key Executive Long Term Incentive Program	12:00	Rémi Racine	YES YES YES YES YES YES	
7. Audit Committee Report • SX Camera Replacement		Peter Charbonneau	YES	
8. Real Estate Committee Report • Presentation on Real Estate Direction and Challenges		Rémi Racine		YES

375th MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
Ottawa, Ontario – May 11-12, 2010

Next meeting – June 22 & 23, 2010 **Ottawa, Ontario**				
Conclude	13:45			

UPDATES/INFORMATION

a) Summary of Government Funding (10 year operating & capital) – Suzanne Morris
b) Labour Relations Update – Katya Laviolette
c) Workforce Distribution – Katya Laviolette
d) Annual Report Presentation – Bill Chambers

Driving Towards 2015:
Long-Term Strategic Planning

Update and Costing the Strategic Directions

CBC/Radio-Canada Board of Directors

September 21 -22, 2010

CBC Radio-Canada

Table of Contents

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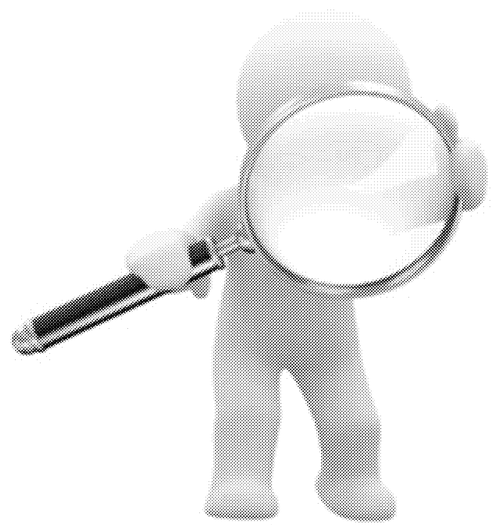
3. Key Strategic Thrusts	15
4. Funding the Strategy	55
5. Risks and Prioritization	73
6. Mobilization Plan	78
7. Next steps	82

Note: Additional information provided in the appendices is indicated in green.

1. Overview



1

Overview

- After a nine-month strategic planning process, we have now completed the following phases:
  - Developed a Mission framework, the related guiding principles and metrics to assess performance
  - Laid out future directions for Program genres
  - Set a new course for our Regional strategy
  - Re-stated our specialty strategy
  - Paved the way to a greater commitment to fund new platforms
  - Costed the strategies

- Since the June Board meeting, we have updated the guiding principles and metrics, provided expected outcomes and key performance measures for our programming, regional and platform strategies and costed the strategies

- Our key focus today is to ensure that the Board understands how our new strategic approach is to be funded

- <u>We will also solicit the Board's views on the overall strategy as we prepare for final approval at the November Board meeting</u>

1 At the Outset, we Described Success for this Initiative in the Following Terms…

1. **Promotes alignment and a more consistent view amongst the Board, Senior management, the two Media Lines and the overall Corporation** around the market evolution and CBC/Radio-Canada priorities
2. **Accelerates current momentum** in increasing cultural leadership and impact
3. **Provides additional "room to maneuver"** to deliver against a broad programming mandate, both through revisiting fixed commitments and existing funding models, including both public and commercial
4. **Provides strategic blueprint to** drive longer-term strategy and planning (platform, programming and organizational level) AND inform near-term decisions
5. **Clearly identifies and sizes what investments are required** (platform, content, new business) to **grow "share of voice"**
6. **Ensures full benefits from CBC/Radio-Canada's overall scale, while reflecting and respecting inherent differences** in French- and English-language markets

1 The Corporate Strategic Plan Will Provide Guidance to Overall Direction for CBC/Radio-Canada

	Corporate Strategy	Media Group Strategy
Definition:	• **Vision, clear direction** and **guiding principles** that focus business on future • Clear set of **priorities** for guiding ongoing business decisions • "Filter" for evaluating **resource allocation** and investments • **Structure** and accountability for managing the overall enterprise	• **Strategy** to win with **Canadians** and be **competitive** in the market • Prioritization of **audience** segments and **programming** strategy • **Revenue** strategy and business unit-level **investment** decisions • Generally **aligned with corporate strategy**, at greater level of detail
Typical timeline:	• Updated every ~5 years • Refined as needed to reflect changes in external environment	• Updated every 2-3 years, and refined as needed
Typical activities:	• Portfolio management, M&A • Major new initiatives and investments (e.g., new platforms) • External stakeholder engagement	• Audience and programming strategy • Sales and pricing strategy • Product development

1 Driving to 2015: The Integrated Strategy Is Now Fully Developed

1. CBC/Radio-Canada mission/promise

CBC/Radio-Canada will be the **recognized leader** in **expressing Canadian culture** and will **enrich the democratic life** of all Canadians

2. Mission delivery guiding principles

- Creating and delivering **original**, **innovative, quality "Canadian content"**
- **Reflecting** and **drawing together** all Canadians
- Actively **engaging with audiences**
- Being **cost-effective** and **accountable**

3. Strategic priorities

3a. Programming genre priorities

- Regain **leadership in national & international news**, across all platforms
- Be a **leader in regional presence through a multimedia approach**
- Build on **cultural leadership in arts & entertainment** programming
- Annual commitment to **'signature event' programming**

3b. Platforms/position

- **Maintain/enhance** position and audience reach in **conventional broadcast TV & radio**
- **Expand reach of CBC/Radio-Canada on other platforms**
  - Invest to establish leading presence in digital and non-linear (including unmatched multimedia regional presence)
  - Consolidate the position of existing specialty channels

4. Drive excellence in sales performance and resource efficiency

5. Ensure accountability and measurement against goals

2. Mission Framework and Guiding Principles

2 Mission Framework Features Three Levels of Definition

Mission Framework

Inputs

- Broadcasting Act, public service mandate and public policy
- Canadian audience needs
- Competitive environment
- Distinctive differences between French & English markets

Impact

- Guides strategy
- Defines service priorities
- Serves as “prism” to inform ongoing and future decisions
- Sets expectations for performance

2

Issues Raised by Board Members in June

- At the meeting of the Board in June, there were a number of areas that still required clarification:

  1) the manner in which we measure our commitment to content that **informs, enlightens and entertains** now that it has been added as a guiding principle

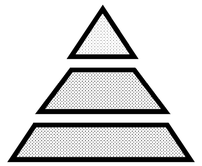
  (2) whether our **perception questions** should be asked of **all Canadians or users only**

  (3) the manner in which we intend to evaluate the **service we provide to minorities**, and

  (4) **clarification as to how the bubble size** was determined

These are discussed in the appendix starting on page 4

Revised Mission Statement

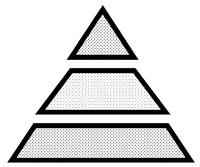


CBC Radio-Canada

CBC/Radio-Canada will be the **recognized leader** in **expressing Canadian culture** and **will enrich the democratic life** of all Canadians

- Creating and delivering **original** and **innovative**, **quality Canadian** content
- **Reflecting** and **drawing together** all Canadians
- ***Actively*** **engaging** ***with*** **audiences**
- Being **cost-effective and accountable**

Revised Guiding Principles



Mission:

CBC/Radio-Canada will be the **recognized leader** in **expressing Canadian culture** and will **enrich the democratic life** of all Canadians through…

… original, innovative, quality "Canadian content"

… that reflects and draws together Canadians …

… actively engaging with audiences …

… while being cost-effective and accountable

Guiding principles:

- Creating and delivering **quality content** for, by and about Canada & Canadians
  - Leading in **Canadian cultural expression**
  - Offering a **distinctly Canadian perspective**
- Investing in **differentiated programming**
- Commitment to 'signature event' programming

- Contributing to **shared national identity** & social cohesion
- Reflecting Canada's **multicultural diversity**
- Reflecting **the regions** to themselves and to the country
- Contributing to **diversity of voices**

- **Serving a large number** of Canadians
- Reflecting **content preferences** of Canadian audiences across a mix of genres
- Adapting to **evolving media usage** of Canadians across platforms

- Delivering our services in the **most efficient manner**
- Ensuring the **economic sustainability** of our services
- Optimizing the percent of **funds** spent on **content**

… and provide a 'wide range' of programming that informs, enlightens and entertains

2 The Mission and Guiding Principles Address All Components of the Broadcasting Act

CBC/Radio-Canada will be the **recognized leader** in **expressing Canadian culture** and will **enrich the democratic life** of all Canadians through…

… original, innovative "Canadian content" …

- Creating and delivering **quality content** for, by and about Canada & Canadians
  - Leading in **Canadian cultural expression**
  - Offering a **distinctly Canadian perspective**
- Investing in **differentiated programming**
- Committing to 'signature event' programming

… that reflects and draws together Canadians …

- Contributing to **shared national identity** & social cohesion
- Reflecting Canada's **multicultural diversity**
- Reflecting **the regions** to themselves and to the country
- Contributing to **diversity of voices**

… effectively engaging audiences …

- **Serving a large number** of Canadians
- Reflecting **content preferences** of Canadian audiences across a mix of genres
- Adapting to **evolving media usage** of Canadians across platforms

… while being cost-effective and accountable

- Delivering our services in the **most efficient manner**
- Ensuring the **economic sustainability** of our services
- Optimizing the percent of **funds** spent on **content**

1991 Broadcasting Act:

- "...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**

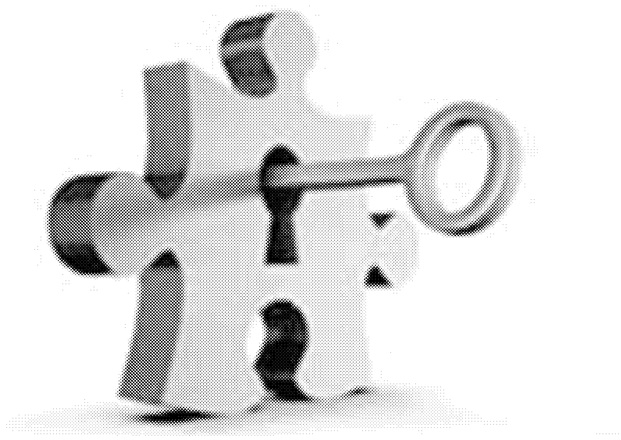
Source: Broadcasting Act, 1991
Note: Bold emphasis inserted

- 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
  - **Reflect the multicultural and multiracial nature of Canada**

2 Measuring the Mission Delivery of Our Services and TV Genres

- In earlier versions of this document, we have presented the ‘bubble charts’ for each of our services and key television genres
- With the availability of ‘real data’, you will see that there has been an evolution in how we are measuring the mission delivery of television genres
  - The portfolio of our English and French services continue to be shown in the ‘bubble charts’ and may now be found in the appendix (pages 24-25)
  - The television genres are now presented in charts which provides greater granularity and easily allows performance to be tracked over time
    - This is the same approach as has been adopted by the BBC
    - These charts may be found in the appendix (pages 27-28)

3. Key Strategic Thrusts



3 Our New strategy Draws Together English and French Services Around Common Priorities

News	Complete news renewal including multimedia expansion and integration – and grow audiences across all platforms
Regions	Increase the breadth and depth of our footprint – in terms of geography, 24/7 coverage and range of content
Arts & Entertainment	Continue to extend CBC/Radio-Canada's leadership in entertaining Canadians with their stories, their humour, their culture
New Platforms	As audiences migrate to new platforms, maintain a leading competitive position in the Canadian media environment

The execution of the strategy will respect the uniqueness of the English and French markets

Key Strategic Thrusts Fall into Two Categories

1. Strategic investments and services priorities

- Programming Priorities
- Regional
- Platforms (Digital & Specialty)

2. Improvements to monetization and efficiency

- Advertising/Monetization
- Operating Costs
- Capital Assets Review

3.1 Programming Priorities

3.1

Programming Priorities - Overview

- The following pages present in summary form the program genre priorities that were included in the June presentation to the Board
- In each program genre we have included expected outcomes and indicators of the measures that we will use to measure success
- The appendix presents the complete detailed programming genre priorities as discussed at the June Board meeting

  (pages 36-45)
- Slides 20 & 21 should be read in conjunction with this material

3.1 English Services: Programming Actions to Support Future Trajectory

s.68.1

3.1 French Services: Programming Actions to Support Future Trajectory

s.68.1

3.1 Reflecting Canada's Diversity is Woven Through Our Strategy - It is a Catalyst for Social Cohesion

- CBC/Radio-Canada is committed to reflecting the country's diversity through its programming. It's important that all Canadians be able to recognize themselves on-air and that its programs reflect the changing face of Canada on all platforms
- The Corporation is also focused on attracting a diversified talent pool, thus ensuring that diversity is incorporated into the way it recruits and develops its workforce
- Through this commitment, the Corporation can leverage our society's similarities and differences as it strives to become an open, inclusive and progressive organisation

Three pillars:

- **Our Brand** – an inclusive, modern company reflecting the people we aim to serve
- **Our workforce** – an employer open to Canadians of all origins and conditions; establishing targets and recruitment aids
- **Our programs** – improve and measure our reflection of diversity in: subject matter, on-air personalities; guests, actors, creative and production crews

3.1

Meeting the Needs of Aboriginal Canadians

- **According to Statistics Canada, there are 1.5 million First Nations people in Canada**
  - 5% live above the 60th parallel
  - 95% live below the 60th parallel

s.68.1

- **CBC/Radio-Canada's Northern Service provides service to Canada's Aboriginal population who live above the 60th parallel in eight languages**
  - CBC North's budget is
-
- **In the next twelve months, French and English services will**
  -
  -
  -
  -
  -

3.1 CBC/Radio-Canada's Presence on the International Scene

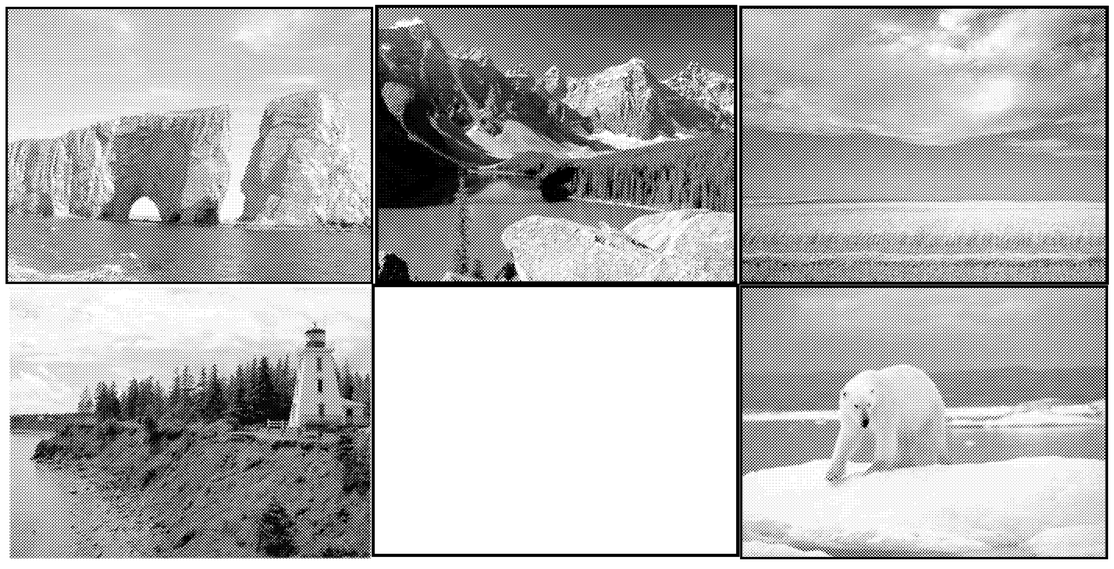
- **CBC/Radio-Canada is present on the international scene in many ways:**
  - RCI
  - TV5Monde
  - TOU.tv
  - As a member of several International broadcasting organisations

- **Currently, Radio Canada International (RCI):**
  - Produces news, cultural and social programming in French, English, Spanish, Mandarin, Arabic, Portuguese and Russian
  - Broadcasts on shortwave radio in many parts of the world, but usually for only an hour or two a day
  - Is broadcast on FM by 20 partner organizations in Africa and South America
  - Is broadcast on Sirius Satellite Radio
  - Has a complete website offering streaming of radio content, original video and text content aimed both at foreign audiences and recent Canadian immigrants
    - Mobile content is being developed
  - Has a budget of s.68.1

-

Strategy to be Completed - Update in November 2010

3.2 Regional



3.2

Regional Services: Context

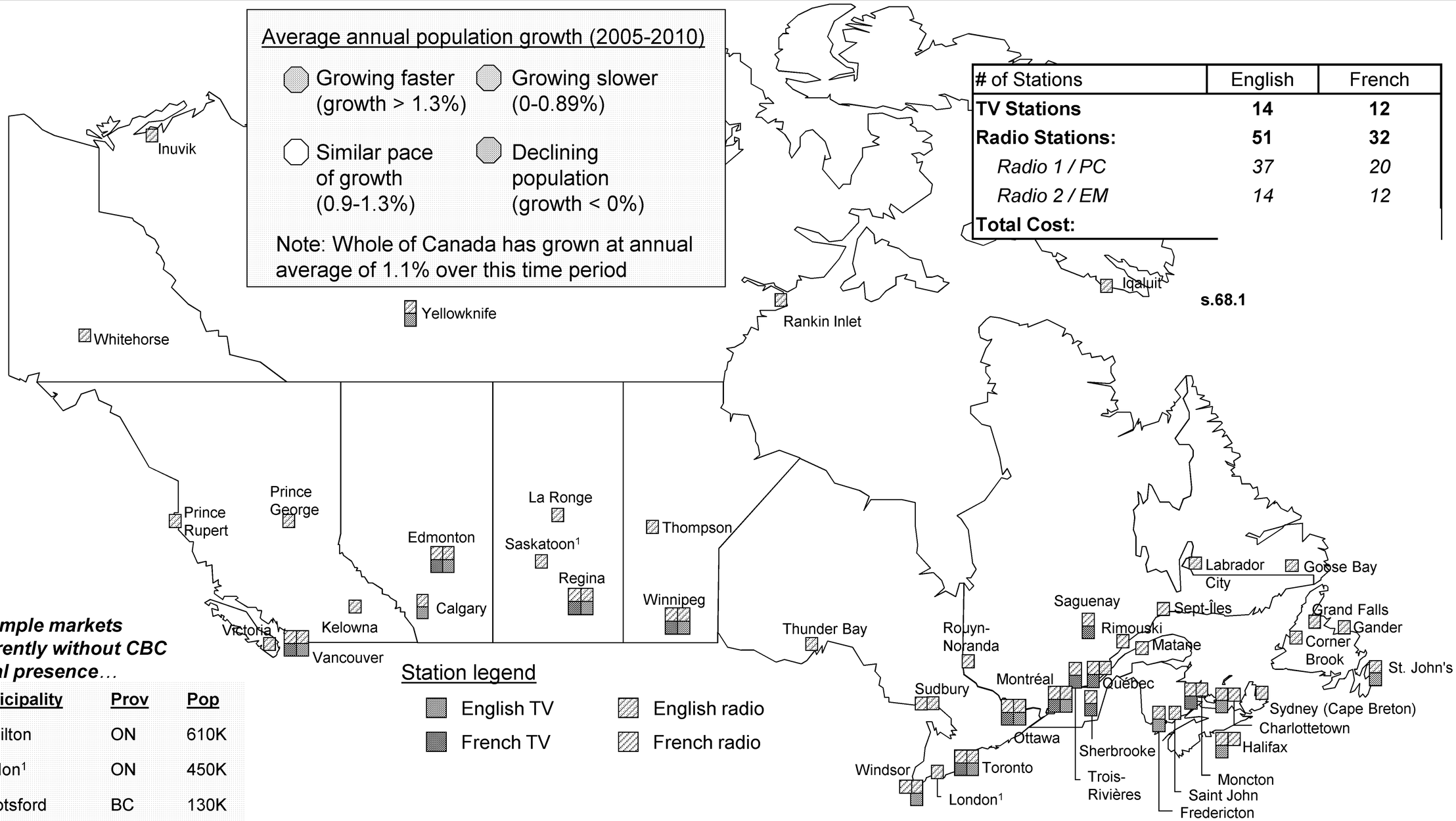
s.68.1

3.2

Regional Strategy: Overview

s.68.1

3.2 Current Footprint Does not Fully Reflect the Distribution of Canada's Population



# of Stations	English	French
TV Stations	**14**	**12**
Radio Stations:	**51**	**32**
Radio 1 / PC	*37*	*20*
Radio 2 / EM	*14*	*12*
Total Cost:		

s.68.1

Example markets currently without CBC local presence…

Municipality	Prov	Pop
Hamilton	ON	610K
London[1]	ON	450K
Abbotsford	BC	130K

Note: [1]Saskatoon and London shown as stations because CBC employees reside in these markets, complete local service is not delivered in these markets, only contributions to regional programs; Source: CBC/Radio-Canada government relations station list (May 5, 2010); Statistics Canada quarterly population estimates (2005,2010)

3.2 This Contributes to Differences in Cost to Serve Different Parts of the Country

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

3.2

Market Share of Local News Trails Competitors

s.68.1

3.2 English Services Regional Strategy – Actions and Objectives

s.68.1

Initiative	Key actions	Expected Outcome/KPI

3.2 French Services Regional Strategy – Actions and Objectives

s.68.1

Initiative	Key actions	Expected Outcome/KPI

3.3 Platforms (Digital & Specialty)

3.3 Old Habits Die Hard: Media Consumption Will "Evolve" Over the 5-year Planning Horizon

	SITUATION	IMPLICATION FOR CBC/RADIO-CANADA
Conventional TV	Traditional networks will continue to command large audiences, but are facing erosion to specialty	Our TV networks will remain our most important platforms to reach audiences
Specialty TV	Many niche channels comprising the bulk of viewing but now facing slower growth	Consolidate position of our existing specialty channels and expand portfolio when opportunities arise (e.g. through partnerships)
Terrestrial Radio	Conventional radio usage will remain significant, but listening faces erosion	Our radio networks will remain an important platform to reach audiences
New Platforms	New platforms are expected to grow rapidly - from their current small base	Smart significant investment in the platforms of the future

3.3

Platform Strategy - Overview

s.18(b)

CBC/Radio-Canada commits to delivering its content on the multiple platforms that will be relevant to Canadians in 2015 and beyond

1. **Strengthen/grow the competitive position of the existing multi-platform offering**
   -
   -
   -

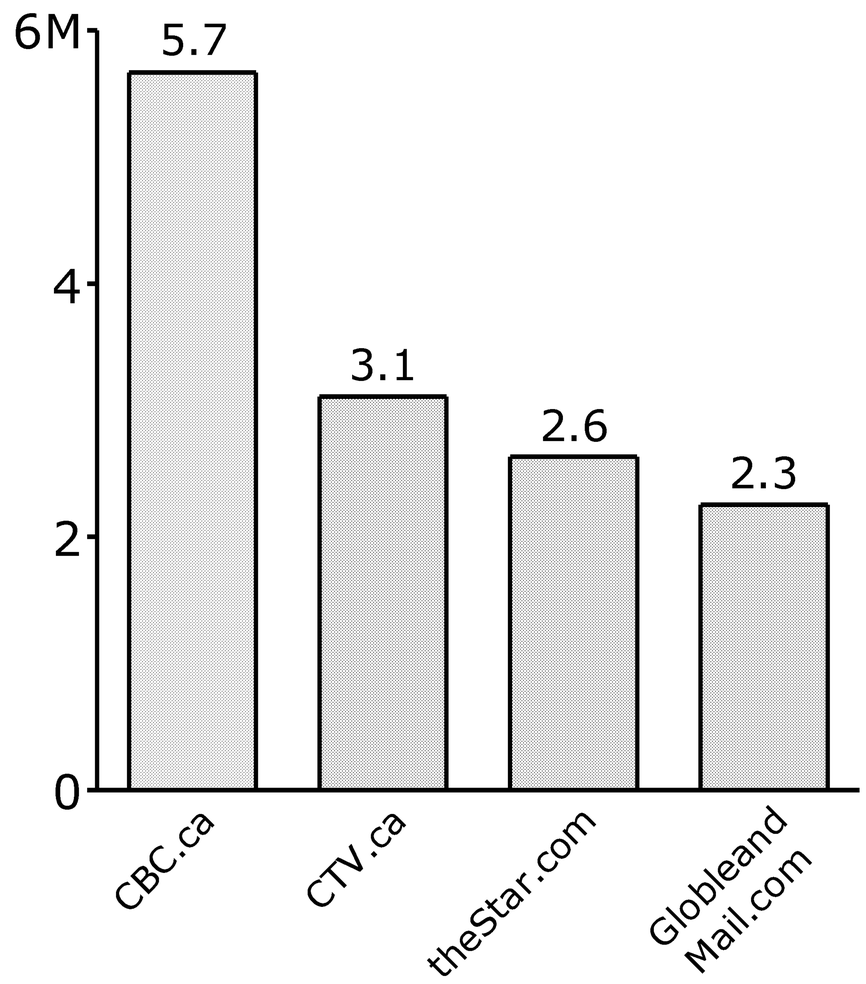
2. **Build a full suite of branded multi-platform Canadian destinations**
   -
   -

3. **Pursue expanded partnering opportunities** to enhance CBC/Radio-Canada existing set of properties
   -
   -

We Have a Strong Overall Position in Digital…

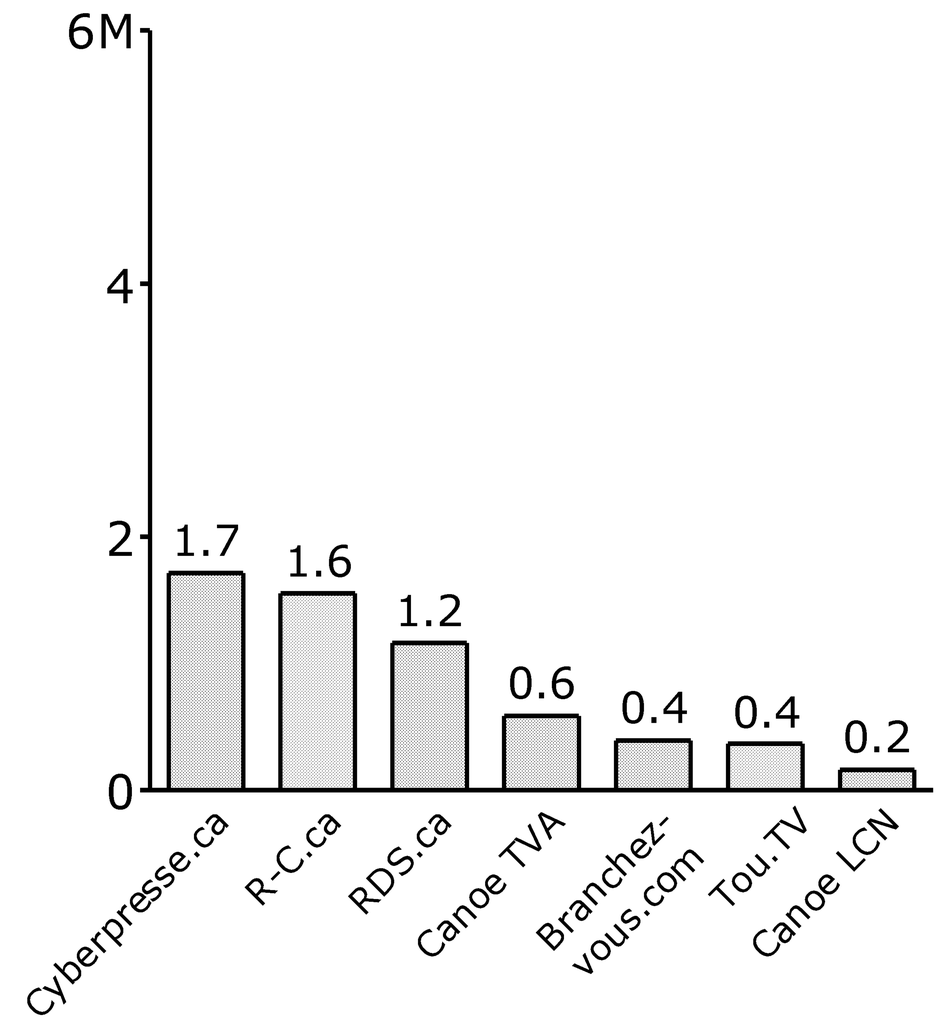
CBC.ca is leading English News site

Monthly unique visitors to
EN Canada Web sites (May 2010)



Radio-Canada.ca is joint leader

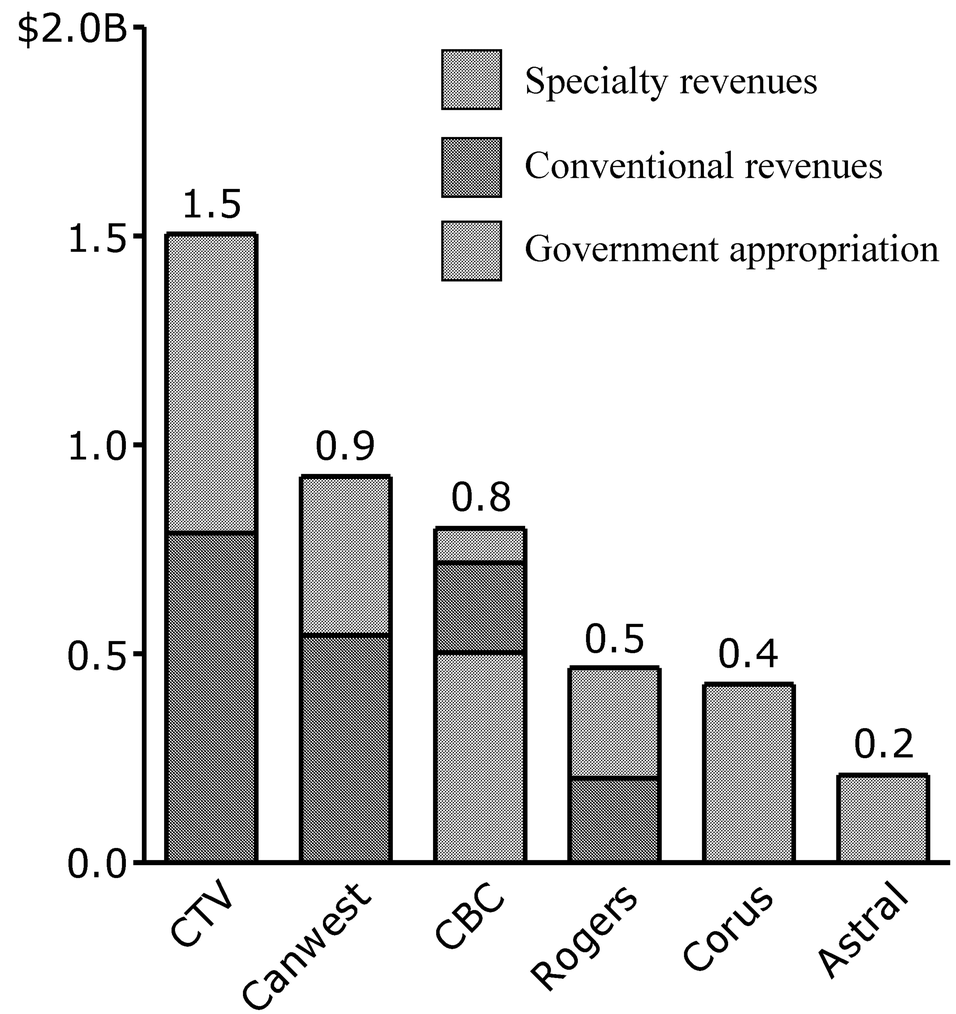
Monthly unique visitors to
FR Canada Web sites (May 2010)



Source: May 2010 CBC Comcscore report; May 2010 Radio-Canada.ca / Tou.TV report

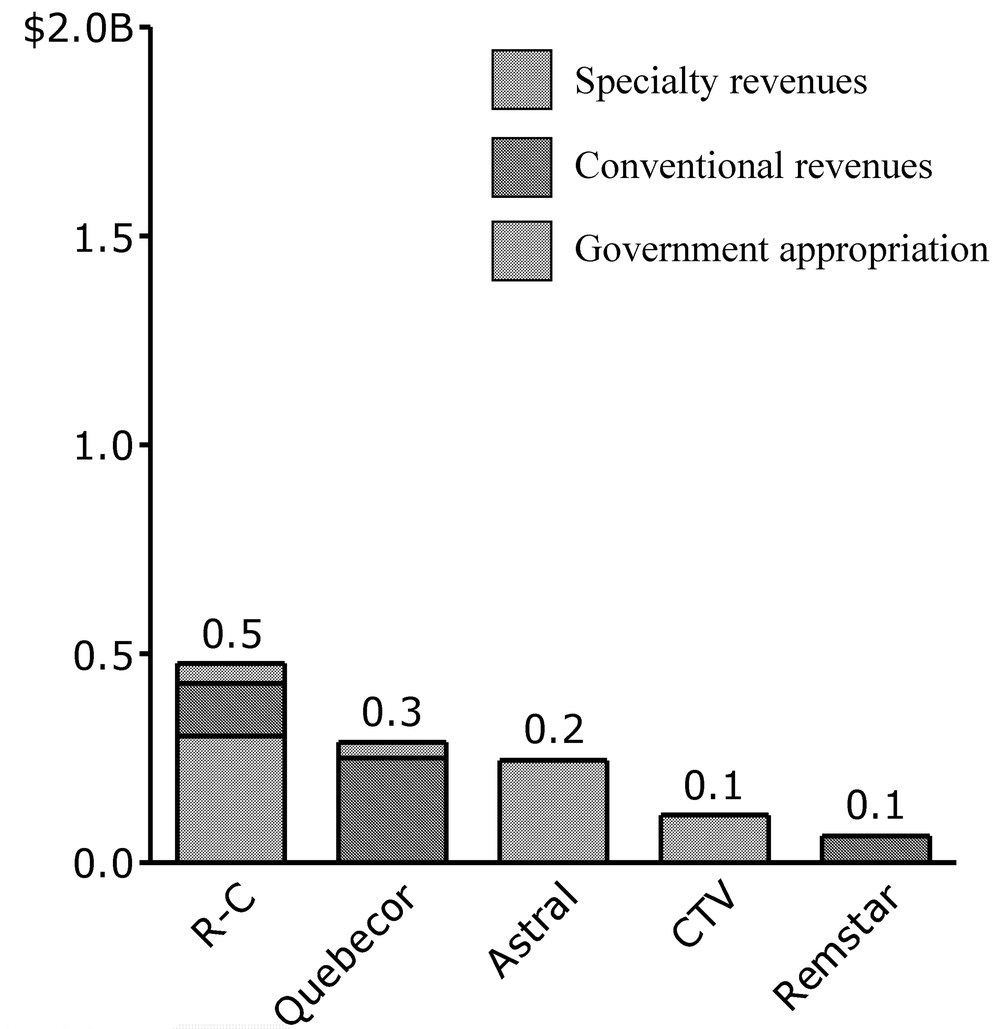
…but Are a Minor Player in Specialty

English TV broadcast revenues (08-09 FY)



Spec rev as % of total:	48%	41%	10%	57%	100%	100%

French TV broadcast revenues (08-09 FY)



Spec rev as % of total:	10%	13%	100%	100%	0%

Source: CBC/Radio-Canada annual report (08-09 FY); CRTC competitor filings (08-09 broadcast year)

3.3 Focus is Therefore on Digital, We are Committed to Raising Investment to of Budget

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

3.3 English Services Platform Strategy – Actions and Objectives

Initiative	Key actions	Expected Outcome/KPI
Specialty TV channels •		
s.68.1		
Regional Online •		
Genres Online •		
•		
Agility around emergent technology and behaviour •		
•		
s.18(b)		
•		

3.3 French Services Platform Strategy – Actions and Objectives

Initiative	Key actions	Expected Outcome/KPI
Strategic Investment in Digital Platforms s.18(b)	•	•
Specialty TV channels		
s.68.1		
Regional Digital		
Genre Digital		
s.68.1		

3.3

Key Strategic Thrusts Fall into Two Categories

1. Strategic investments and services priorities

- Programming Priorities
- Regional
- Platforms (Digital & Specialty)

2. Improvements to monetization and efficiency

- Advertising/Monetization
- Operating Costs
- Capital Assets Review

Plans to address these three areas of improvement are outlined in the following slides.

3.4 Maximizing Advertising Revenues

3.4

Maximizing Advertising Revenues

s.18(b)

-
-
- Advertising revenues remain a central element in balancing CBC/Radio-Canada's 5-year strategic plan

3.4 CBC/Radio-Canada Conventional TV Advertising Forecast Exceeds Industry Growth Projections

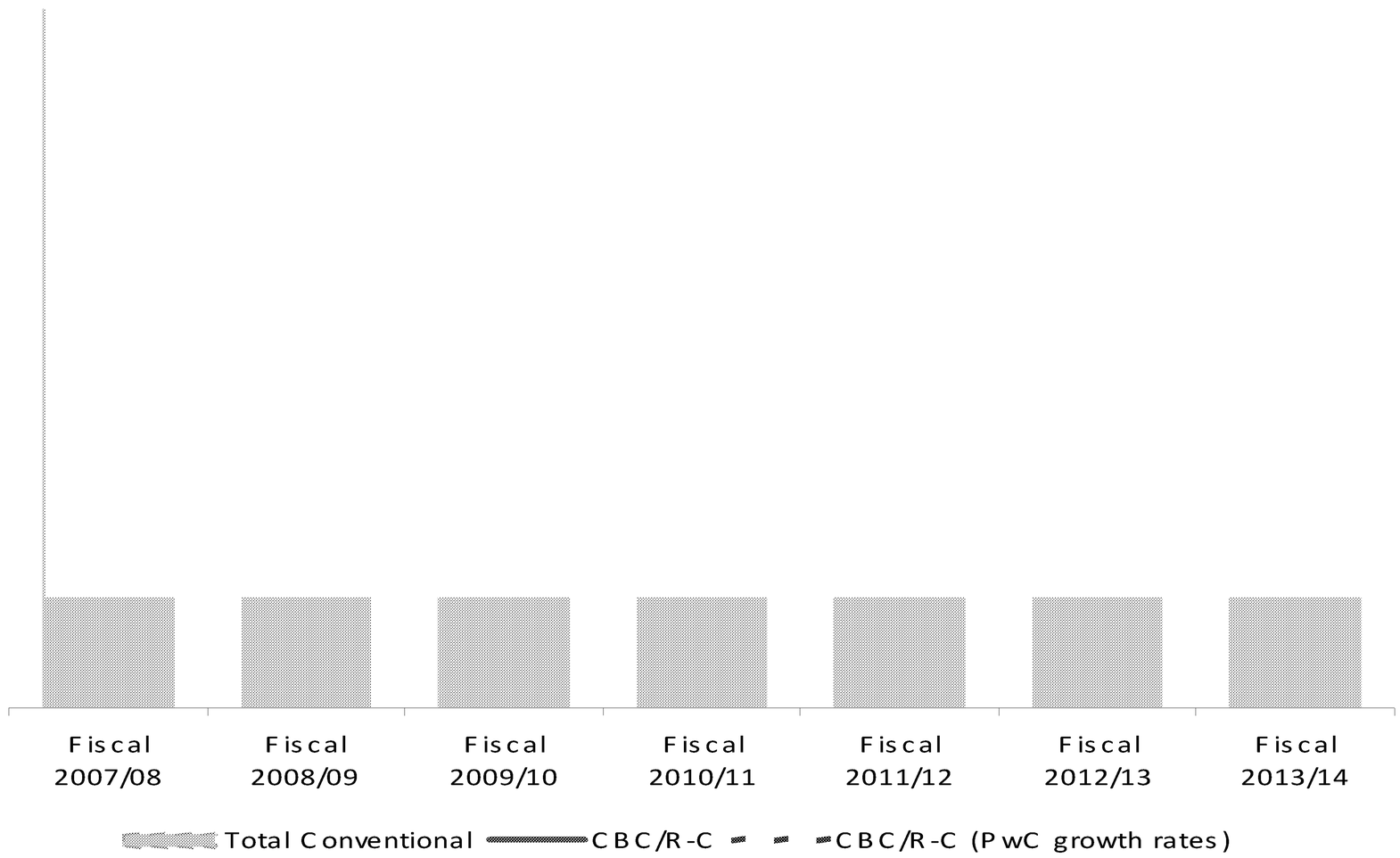
s.18(a)

s.18(b)

Conventional TV Advertising Revenue
CBC/Radio-Canada Compared to Total Conventional
2007/08 to 2013/14 ($millions)

CBC forecast growth greater than market (PwC).

- The conventional industry will not recover to 2007/08 levels until 2013/2014
- Total conventional growth (2010 to 2014) is predicted to be one-half of specialty (2.4% versus 4.8%)



Industry broadcast TV advertising revenues
- Historical industry revenue: CRTC 2010 Communications Monitoring Report; Forecasted industry revenue: PricewaterhouseCoopers (PwC) Entertainment & Media Outlook 2010 converted to Canadian currency at average 2009 exchange rates

CBC/Radio-Canada TV advertising revenues
- Historical CBC revenue: CRTC 2010 Communications Monitoring Report;
-

3.4 CBC's Audience Monetization Reflects Differences in Inventory and Nature of Content

s.18(b)

Advertising Revenue-per-share of English TV Networks
(A25-54, broadcast yr 08/09)

Share (A25-54)	10.3%	6.9%	4.7%	3.0%
Audience:	169	115	85	50
Inventory:				

Audience: A25-54 average-minute-audience (k's).

Note: Above chart includes conventional TV revenues only
Source: CBC internal data; CRTC fillings; BBM

3.4 English Services Projected TV Ad Revenues: The Potential for Improved Sales Performance Romains

- [redacted]

- **Growth will be achieved through continued improvements:** s.18(a) s.18(b)

Increased audiences	*Improved go-to-market strategies*	*Increased customer-focus*
[redacted]	[redacted]	[redacted]

3.4

Radio-Canada is Monetizing its Audience Well

FR TV advertising revenue per
share of A25-54 (broadcast yr 08/09)

Share (A25-54):	25%	12%	7%

s.18(a)

s.18(b)

Note: Above chart includes conventional TV revenues only
Source: CBC internal data; CRTC fillings; BBM; PwC media outlook 2010

3.4 CBC and Radio-Canada Are Both Positioned for Further Online Monetization

2009 ad revenue per avg. monthly page view

•

s.18(b)

Total online ad revenue					
Page views	165M	117M	118M	38M	188M
Unique video viewers	1.3M	0.3M	1.3M	0.7M	0.6M

Source: comScore Dec 2009 report; Convergence consulting group online report; CBC internal data and 10/11 budget estimates
Note: CTV includes TNS.ca. Quebecor TV ad revenue estimated from TVA.canoe.ca and canoe.ca

3.5 Operating Costs Review

3.5 Further Flexibility Will Be Provided by Ongoing Cost Management

- CBC/Radio-Canada faces unavoidable cost increases, notably in salary, contract rights (e.g. HNIC), real estate maintenance and repairs, service contracts and utilities. More information on cost pressures and solutions are provided in the Financial Update in section 4
- To help address these cost pressures and to generate funds for the new strategic initiatives, the following actions are being pursued:

Corporate G&A

- **Cost efficiencies (and increased revenues)** from Corporate Support and Media Related activities
- **A tentative target of** **p.a.** has been established
  - Initiatives being pursued are described on the next slide
  - Detailed assessment has started and will continue in September and October

Media line costs

- A review of the potential for production method efficiencies will be carried out in the next few months. This is being pursued in conjunction with the Asset Pool Review, described in the next section
- **A tentative target of** has been established

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

3.5

Cost Management – Review Areas

Procurement/Strategic Sourcing:

–

–

Toronto Broadcast Center:

–

–

Shared/Centralized Services:

–

Short Term Disability Management Program:

–

–

Merchandising:

–

s.18(b)

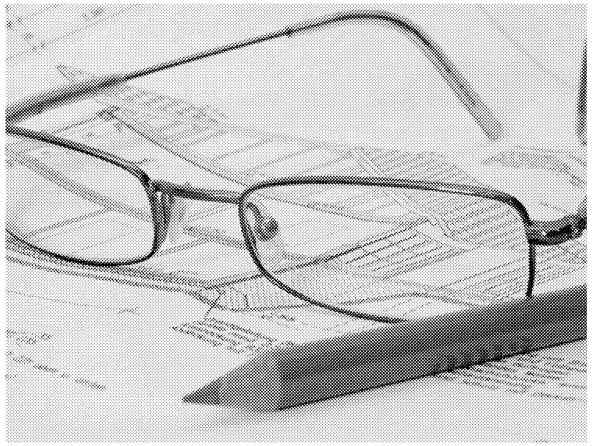
Content Archives:

–

Other Areas:

–

3.6 Capital Asset Review



3.6

Our Review of Capital Assets is Also Underway

- **The objectives of the review are to balance the long-term capital plan and right-size CBC/Radio-Canada's infrastructure while delivering the strategy in a cost-effective manner**
- **Our review identified four areas that could yield potential savings:**
  - Real estate,
  - Transmission,
  - Production and
  - IT assets;
- **A capital asset task force has begun work to identify specific initiatives in each of these areas and is expected to deliver a preliminary report in October 2010**
  - Further details are provided on the next page
- **Too early to establish a savings target but the target outcome is to identify enough savings to eliminate the capital funding shortfall**

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

3.6

Asset Pools – Review Areas

s.18(b)

Real Estate:

–

Transmission:

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Production:

–

–

–

Information Technology and Telecommunications:

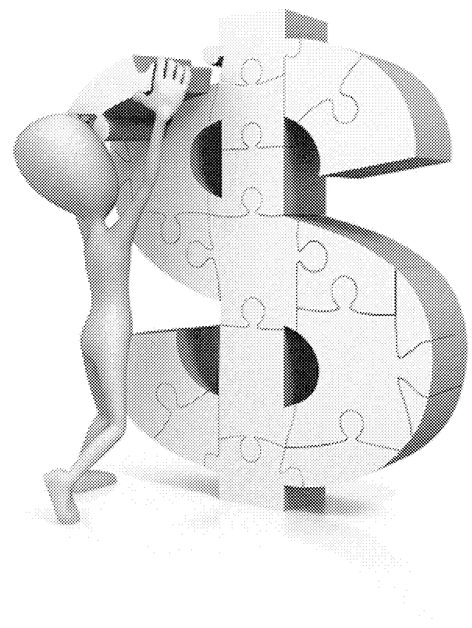
–

–

–

–

4. Funding the Strategy



4

Funding the Strategy

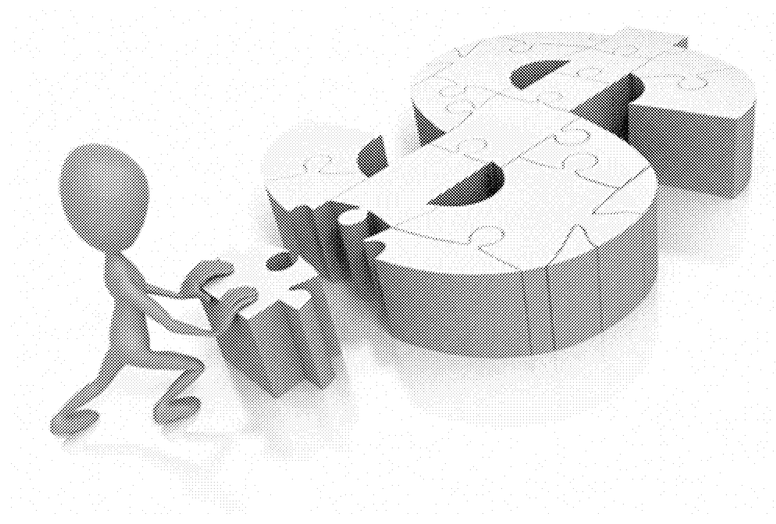
- Now that the key strategic directions have been laid out, we turn our attention to the financial investment required to deliver the strategy over the next 5 years

- The focus then shifts towards optimization of resources to balance the overall financial plan and enhance the level of service to Canadians as per the strategic plan

- Balancing the financial plan is achievable through a combination of revenue growth initiatives, cost improvements and resource redirections

- Details of the financial plan are outlined as follows:
  1. New Strategic Initiatives - Cost and Revenues (Details in appendix pages 47-58)
  2. Financial Outlook – Before Strategic Initiatives (Details in appendix pages 60-69)
  3. Financial Outlook – After Strategic Initiatives
  4. Initiatives to Support the Strategy and Close the Financial Gap

4.1 New Strategic Initiatives – Cost and Revenues



4.1 New Strategic Initiatives: Investment Roll Out – English Services

s.68.1

	2011-12	2012-13	2013-14	2014-15	2015-16
Program Strategy					
Regional Strategy					
Platform Strategy					

4.1 New Strategic Initiatives: English Services Roll-Out in Full Force in 2012/13

s.68.1

4.1 New Strategic Initiatives - Cost and Revenues – English Services

s.68.1

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

2010-11 Forecast	2011-12 Forecast	2012-13 Forecast	2013-14 Forecast	2014-15 Forecast	2015-16 Forecast

4.1 Strategic Initiatives: Investment Roll Out – French Services

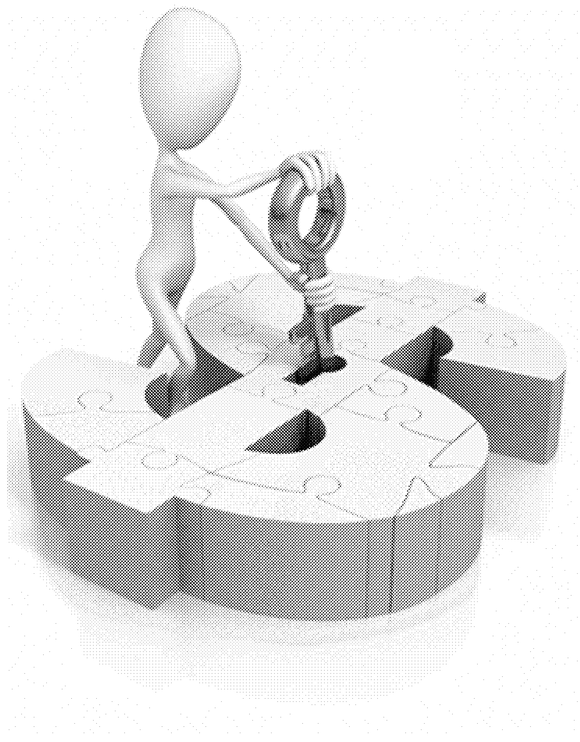
s.68.1

	2011-12	2012-13	2013-14	2014-15	2015-16
Program Strategy					
Regional Strategy					
Platform Strategy					

4.1 New Strategic Initiatives - Cost and Revenues French Services

s.18(a) s.18(b)	2010-2011 Forecast ($000's)	2011-2012 Forecast ($000's)	2012-2013 Forecast ($000's)	2013-2014 Forecast ($000's)	2014-2015 Forecast ($000's)	2015-2016 Forecast ($000's)

4.2 Financial Outlook – Before Strategic Initiatives



4.2 Financial Outlook Before New Strategic Initiatives: Update from March Board

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

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

4.2

Financial Outlook: Before Strategic Initiatives

-
-
-

4.2 Increased Revenues Have Narrowed Base Funding Gap in the Operating Budget

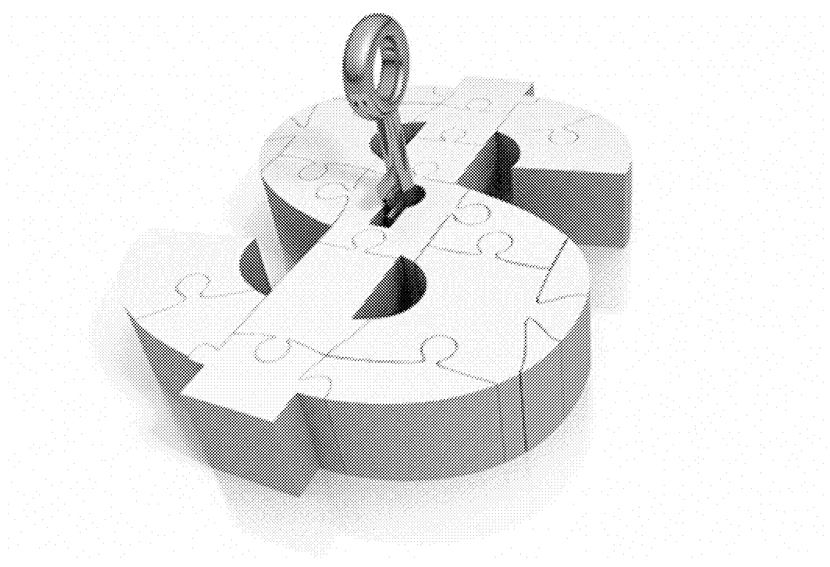
s.18(a)
s.18(b)

4.2

Five-year Financial Outlook: Before Strategy

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

4.3 Financial Outlook – After Strategic Initiatives



4.3

Five-year Financial outlook: After strategy

-

s.18(a)

s.18(b)

-

-

4.3

Five-year Financial Outlook: After Strategy

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

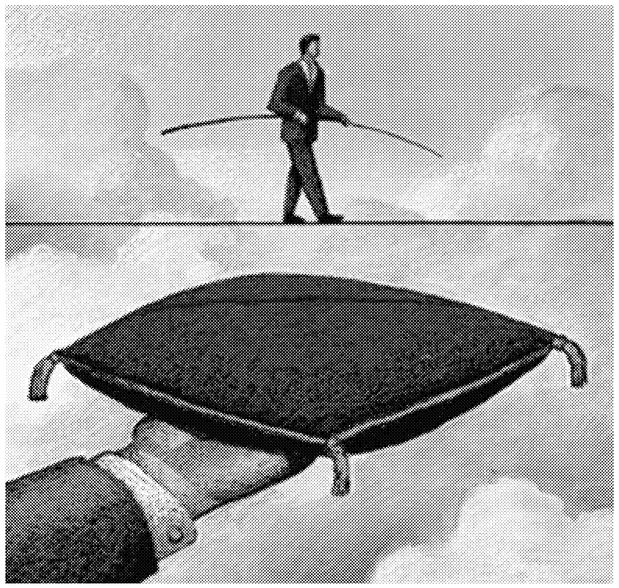
4.3 Achieving a Balanced Annual Budget and Addressing Downside Risks

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

4.3 Initiatives to Support the Strategy and Close the Financial Gap

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

5. Risks and Prioritization



5

There Are Several Key Risks Associated with the Strategy for us to Consider

Government & Regulatory

- LPIF sunsets in 2012 and not replaced by other source of local production incentive
- Parliamentary Appropriation Reduction
- DTV Conversion - interpretation of CRTC requirements
- CRTC license renewals in 2011affect conditions of license and impact elements of strategy and/or service levels
- Pending pension legislative and regulatory changes and requirement for actuarial valuation within the next two years; investment market uncertainty

Market

Economic

- Double dip recession
- Inflation/Deflation
- Increased competition (specialty, digital) affects revenue

English Services

French Services

Internal

- Change management
- Ability to achieve balanced plan through internal redirections without affecting strategy or increasing costs
- Coordination of Cost Efficiency measures across the Corporation

s.18(b)
s.68.1

While the above risks will be actively managed, these points highlight the need to prioritize strategic investments

5 As Available Resources Expand or Contract, so to Will the Scope of Strategic Actions

Downside		Upside
• Contingency plans have been prepared to address the impact on strategic initiatives in event of constrained resources	s.18(a) s.18(b)	• In the event of additional resources, strategic initiatives would be implemented earlier than planned and there would be more flexibility in spending redirections;
•		•
		•
		•
		•
• **Contingency plans presented in next two slides**		•
		•
		•

5

Downside: English Services

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

-
-

5

Downside: French Services

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

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-
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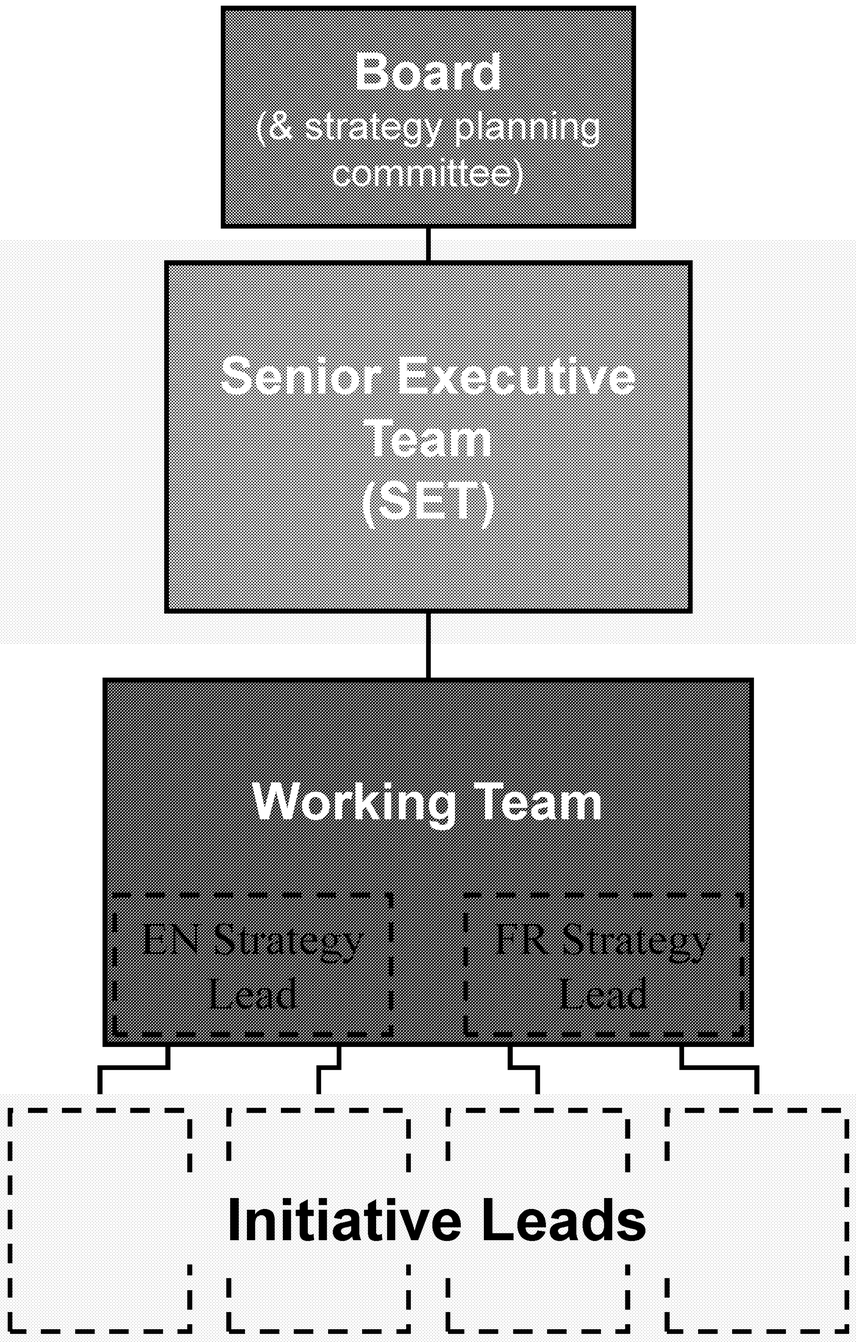
6. Mobilization Plan

6 Project Structure will be Established to Support Implementation and Reviewed after 12 months



- **Ultimate authority** over strategy process
- **Bi-annual review** of progress

- Will **adopt the role of Steering Committee**, providing overall leadership and direction
- Senior executive **support, credibility and decision-making authority**
- **Aligned with SET meeting schedule**, with distinct agenda item added to address strategy implementation progress

- Significant time allocation required for strategy leads from each of Corporate, English Services and French Services
- Additional members drawn in as necessary
- Responsible for sharing best practices across media lines
- Prepares **reporting for SET**

- Empowered initiative teams and additional members to provide input and analysis as required
- **Meets on ongoing basis**; communicates regularly with English Services and French Services strategy leads

Effective communication of the Corporate Strategy will be an integral part of its success

Employees and Unions

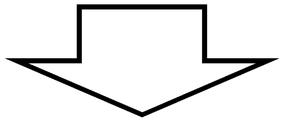
- Senior managers will **drive** the Corporate Strategy – key element of Leaders' Forum in October
- Broader workforce in turn needs to be **inspired** by the strategy
- We need to fully explain the strategy to union leaders for them to become engaged **partners** in the change process

CRTC and Government

- A clear and compelling message will increase the likelihood of regulatory decisions and government funding that **support** the strategy
  - ABC's recent strategic plan was well received by the Australian government and supported to tune of A$167M over three years

Canadian Public

- Clear communication of mission, key objectives and performance will contribute to improving our **accountability** to the public that funds us



Development of tailored messages, based on simple and consistent themes, is now a priority

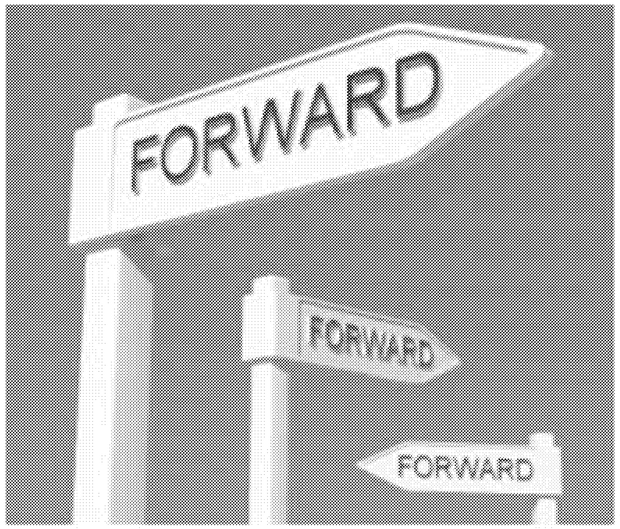
6 Activities to March 2011 will Provide Further Definition and Impact Budgets for Next Year

- Mobilization structure and all initiative teams to be kicked-off and process for monitoring progress established

- Strategic initiatives to be further defined by Media Lines and discussed with Steering Committee
  - Including detailed sub-initiatives, key metrics and ongoing targets for 5-year period

- Specific resource commitments to be reflected in fiscal budgets, presented and approved by Board of Directors

7. Next steps



7

Next Steps

- **October** **14-15** **Leaders' forum**
  - » Discussion of the overall strategy
- **November** **16-17** **Board Meeting**
  - » Finalizing the details of the strategy as required
  - » Obtaining the final approval of the Board
- **January** **18 –19** **Board Meeting**
- **March** **15-16** **Board meeting**
  - » 2011-12 Budget approval based on new strategic directions
- **June** **21-22** **Board meeting**
  - » 1st report card discussed at Board meeting (TBC)

Driving Towards 2015:
Long-Term Strategic Planning

Update and Costing the Strategic Directions

— Book of Appendices —

CBC/Radio-Canada Board of Directors

September 21 -22, 2010

Appendices

- The appendices have been organised according to the sections of the main presentation
- Main presentation sections for which additional information is presented in the appendices are indicated below:

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	page
1. Overview	3
2. Mission Framework and Guiding Principles	9
3. Key Strategic Thrusts	16
4. Funding the Strategy	58
5. Risks and Prioritization	83
6. Mobilization Plan	88
7. Next steps	91

Appendices - Table of Contents

2. Mission Framework and Guiding Principles

⇒ June Board Follow-up 4

reference in the main presentation: page 10

⇒ Measuring the Mission Delivery by Our Services and TV Genres 9

reference in the main presentation: page 14

⇒ Output and Perception Measures Used to Create the Bubble Charts 31

reference in the main presentation: page 14

3.1 Key Strategic Trusts – 3.1 Programming priorities

⇒ Programming Genre Priorities (as presented at June Board Meeting)

1. English Services 36

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2. French Services 42

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4. Funding the Strategy

⇒ Detailed Strategic Investments 46

reference in the main presentation: page 56 & 62

⇒ Five-year Financial Outlook: Before Strategy – Details 59

reference in the main presentation: page 56,60,62, 65 & 67

2. Mission Framework and Guiding Principles

⇒ June Board Follow-up

ref. main presentation: page 10

June Board Follow-up

1. A commitment to content that informs, enlightens and entertains

- The Board felt that the current mission statement did not encompass the full intent of the *1991 Broadcasting Act* in that it failed to specifically acknowledge that our content should inform, enlighten and entertain

- This key element of the Act have now been captured as part of the guiding principles

- We will add the following question to the end of our survey measuring the perception of programming:
  - ***"According to the Broadcasting Act, the CBC's mandate is to 'inform, enlighten and entertain' Canadians by providing a wide range of programs." Thinking about CBC's services overall, how would you rate the CBC's performance (on a scale of 1 to 10) in terms of being: Informative Enlightening Entertaining***

- Our English and French services currently track the extent to which the programming offered by their radio and television services is informative, enlightening and entertaining (see page 30)

June Board Follow-up

2. **Should perception be measured among all Canadians or just users of a service?**

- The Board discussed the pros and cons of conducting our perception research among all Canadians versus users. Some Board members felt all Canadians should be given the opportunity to give an opinion on CBC/Radio-Canada, given that we are Canada's national public broadcaster

- **Proposed Solution:**
  - Ask the perception questions regarding services and genres of users only. Use the question on whether the programming we offer on all our services is informative, enlightening and entertaining to track the perception among all Canadians

  - As the provision of information, enlightening and entertaining programming is the culmination of our mission, it will be measured among all Canadians and provided to the Board twice every year

June Board Follow-up

3. Measurement of Service to Linguistic Minorities

- The Board views the provision of services to linguistic minorities as an important priority, but noted that the new strategic plan does not contain measures of the usage and perception of our services to linguistic minorities (francophones outside Quebec and anglophones in Quebec)

- **Proposed Solution:**
  - With respect to usage, data exists that would allow us to monitor the usage of our television, radio and new media services among linguistic minorities
  - In the case of the perception of our services by linguistic minorities, we will participate in a syndicated survey sponsored by the Alliance of Minority Media Official Languages
  - It will be measured outside the mission metrics framework, but reported to the Board annually

June Board Follow-up

4. Bubble Size

- The Board seemed to be uncertain as to the meaning of the 'bubble size' in the two by two graphs

  Solution:

  – Using real data we have provided an example showing how composite scores are used in developing the bubble charts (see pages 21 to 25)

2. Mission Framework and Guiding Principles

⇒ Measuring the Mission Delivery by Our Services and TV Genres

ref. main presentation: page 14

The Metrics Will Become a Regular Measure of the Effectiveness of Our Programming

Metrics will cover services and genres

- Measurement at **service level**
  - **Conventional TV**
  - **Specialty TV** (CBC NN, RDI, bold, doc, ARTV)
  - **Radio** (Radio 1, 2, 3, Premiere Chaine, Espace musique, bande à part)
  - **Digital** (cbc.ca, radio-canada.ca, tou.tv)
- Content **genres**
  - **Slightly different for English Services & French Services**, and to be **tested with audience** before finalizing
    - EN: arts/entertainment, news & info (national, international, local), sports, kids, current affairs, documentaries
    - FR: magazines d'information/reportage, nouvelles (national, international, local), sport, jeunesse, varietes, dramatique
- Overall, do TV and Radio Services Inform, Enlighten and Entertain?
- Not to be applied at individual program level

Biannual process coordinated across media lines

- Overall mission evaluation to be conducted **twice per year**
  - Audience perception surveys should be in field in **late March and early November – will build on existing surveys conducted by English and French Services**
  - Results in place prior to annual report and CRTC reporting
  - All the data used for the evaluation will be validated or provided by recognized third parties; as a result, we do not see a need for the results to be audited
- Further development of this initiative to be a **cooperative process** across Media lines, **coordinated by Corporate Planning**
  - To ensure consistent measurement, application and reporting

Mission Metrics Balance Weights Across Pillars, and Output & Perception Scores…

s.18(b)

Several Factors Caused Us to Refine the Approach to Assessing "New Technology"

- Concept of what is "new technology" is **constantly changing** and definition of output metrics will require ongoing redefinition, impairing comparability over time
- "New technology" is **not effectively measured via audience survey**
  - Survey respondents are **unable to recognize the** "**contribution to new technologies**" of individual CBC services
- **Strong performance will be captured** in the online service bubble as well as the usage of TV genres, as audience switches to new platforms

As with "inform, enlighten, entertain", our performance vis à vis new technologies will be reported on a separate scorecard

Reporting our Use of New Technology Focuses on Four Dimensions

s.18(b)

1. Output
2. Audience
3. Perception
4. Economics

New Technologies Report Cards

s.18(b)

s.18(b)

2. Mission Framework and Guiding Principles

Mission Metrics Balance Weights Across Pillars, and Output & Perception Scores

Since Our Last Meeting We Have Collected New Data to Inform the Initial Assessment Using this Framework

Output measures

- **Initial scores developed** by Corporate Research and Media Line programming offices using **BBM audience data** and **other existing internal data sources**
  - Based on real data
  - Further refinement to methodology may be required to fine tune go-forward process

Perception measures

- **TNS omnibus survey delivered in July** to 1,400 Canadians
- Survey measured audiences' **usage and perception of CBC/ Radio-Canada's services** and television genres

Audience levels

- Preliminary **audience figures released by BBM and comScore**
  - Final BBM audiences for 2009/10FY to be released ~October 2010

The Evolution of the Mission Metrics Framework

- **We have refined the mission metrics framework since we last met with you in June**

s.68.1

Service Level Metrics

The Evolution of the Mission Metrics Framework

- **The advantages of the approach we have adopted include the following:**
  - It is very similar to the approach that was originally presented to the Board
    - With the three pillars of the Y-axis each having an equal weight
    - The relative importance of the services to mission delivery continues to be shown by the 'bubble charts'
  - It is accountable
    - The data is used in reporting to the CRTC or collected by an independent third party (BBM Canada, Survey Research Company)
  - It is relatively easy to understand
    - Scores are out of 100, no calibration is necessary
  - Implementation and on-going reporting of the framework should not be onerous

The Evolution of the Mission Metrics Framework

Genre Level Metrics

- **Initially we intended to apply the same approach to genres as was applied at the service level, but after considerable discussion we came to the conclusion that genres require a different set of metrics which are best not portrayed by bubbles**
- **We believe that performance of genres is most effectively shown by charts that indicate performance on selected measures over time (see pages 27 & 28)**
  - This is, in fact, the approach used by the BBC
- **Initially we are proposing that each genre be measured by four metrics:**
  - Quality
  - Differentiation
  - Market failure and
  - Cost per viewer

The Evolution of the Mission Metrics Framework

- **The advantages of this approach include the following:**
  - It uses many of the same metrics that are used to measure performance at the service level
  - It is accountable
    - The data is used in reporting to the CRTC or collected by an independent third party (BBM Canada, Survey Research Company)
  - It effectively shows changes to performance on a number of dimensions over time
    - While the bubbles represent a total score based on a number of variables, the charts track each variable separately
  - Implementation and on-going reporting of the framework should not be onerous

2. Mission Framework and Guiding Principles

Measuring Mission Delivery Without Considering Audience Yielded The Following Scores

2. Mission Framework and Guiding Principles

Mission Scores with Audience Usage Added (3rd pillar)

How the Overall Score Was Calculated – An Example Using CBC TV

s.68.1

s.68.1

English Services Portfolio

2. Mission Framework and Guiding Principles

s.68.1

French Services Portfolio

Measuring Mission Delivery of Our TV Genres

- **Given the importance of our television services, the Board felt the need to monitor the most important TV genres**

- **Further analysis has proven that the bubble charts approach used at the service level is not the best way to measure TV genres**

- **In order to track the performance of our TV genres, we have developed report cards based on the BBC approach.**
  - The two following slides show the TV genres report cards for both CBC TV and Télévision de Radio-Canada

s.68.1

CBC TV Genre Performance Measures

s.68.1

Télévision de Radio-Canada Genre Performance Measures

2. Mission Framework and Guiding Principles

Initial Public Perceptions Survey Provides Important Performance Benchmarks Going Forward

Additional Perception Research Being Conducted to Understand 'Enlightening'

s.68.1

2. Mission Framework and Guiding Principles

⇒ Output and Perception Measures
Used to Create the Bubble Charts

ref. main presentation: page 14

2. Mission Framework and Guiding Principles

Output and Perception Measures – English Services

Underlying Data: English Services

s.68.1

Output and Perception Measures – French Services

s.68.1

s.68.1

Underlying Data: French Services

Section 3 Key Strategic Trusts
3.1 Programming Genre Priorities
⇒ English Services

ref. main presentation: page 20

 s.68.1

English Services: Programming Genre Priorities (1 of 5)

Genre	Future trajectory/ current share of spend	Current situation	2015 aspirations	Strategic actions

s.68.1

English Services: Programming Genre Priorities (2 of 5)

Genre	Future trajectory/ current share of spend	Current situation	2015 aspirations	Strategic actions

 s.68.1

English Services: Programming Genre Priorities (3 of 5)

Genre	Future trajectory/ current share of spend	Current situation	2015 aspirations	Strategic actions

s.68.1

English Services: Programming Genre Priorities (4 of 5)

Genre	Future trajectory/ current share of spend	Current situation	2015 aspirations	Strategic actions

3. Key Strategic Trusts – 3.1 Programming Genre Priorities

English Services: Programming Genre Priorities (5 of 5)

Genre	Future trajectory/ current share of spend	Current situation	2015 aspirations	Strategic actions

Section 3 Key Strategic Trusts
3.1 Programming Genre Priorities
⇒ French Services

ref. main presentation: page 21

French Services: Programming Genre Priorities (1 of 3)

Genre	Future emphasis: current share of spend	Current situation	2015 aspirations	Strategic actions

 s.68.1

French Services: Programming Genre Priorities (2 of 3)

Genre	Future emphasis; current share of spend	Current situation	2015 aspirations	Strategic actions

3. Key Strategic Trusts – 3.1 Programming Genre Priorities

French Services: Programming Genre Priorities (3 of 3)

Genre	Future emphasis; current share of spend	Current situation	2015 aspirations	Strategic actions

4. Funding Strategy

⇒ Detailed Strategic Investments

ref. main presentation: pages 56 & 62

4. Funding Strategy

New Strategic Initiatives - English Services Programming Strategy

s.68.1

	Incremental costs (revenues) – 2015/16
News & Information	
Drama/Comedy/Factual/Kids	
Signature Events	
Music	
Sports	

4. Funding Strategy

New Strategic Initiatives - English Services Regional Strategy

s.68.1

	Incremental costs (revenues) – 2015/16
Expand CBC Radio Footprint:	
Expand CBC.ca Footprint (including increase local news & non-news content)	
Television – increase regional news presence on network schedule throughout the day	
Radio – Increase local programming on Radio One	

4. Funding Strategy

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

New Strategic Initiatives - English Services Platform Strategy

s.68.1

	Incremental costs (revenues) – 2015/16
Specialty TV Channels	
Regional Online	
Genres Online	
Agility around emergent technology and behavior	

s.68.1

4. Funding Strategy

Detailed Strategic Initiatives – English Services

PROGRAM GENRES STRATEGY	2010-11 Forecast (000's)	2011-12 Forecast (000's)	2012-13 Forecast (000's)	2013-14 Forecast (000's)	2014-15 Forecast (000's)	2015-16 Forecast (000's)
News & Information						
Drama & Entertainment (Comedy, Factual, Kids)						
Events						
Music						
Sports						

s.68.1

4. Funding Strategy

Detailed Strategic Initiatives – English Services

REGIONAL STRATEGY	2010-11 Forecast (000's)	2011-12 Forecast (000's)	2012-13 Forecast (000's)	2013-14 Forecast (000's)	2014-15 Forecast (000's)	2015-16 Forecast (000's)
Expand CBC Radio footprint						
Expand CBC.ca Footprint (including increase local news & non-news content)						
Television - increase regional news presence on the network schedule throughout the day						
Radio - Increase local programming on Radio One						

s.68.1

4. Funding Strategy

Detailed Strategic Initiatives – English Services

PLATFORM STRATEGY							
s.18(a) s.18(b)	2010-11 Forecast (000's)	2011-12 Forecast (000's)	2012-13 Forecast (000's)	2013-14 Forecast (000's)	2014-15 Forecast (000's)	2015-16 Forecast (000's)
Specialty TV Channels						
Regional Online						
Genres Online						
Agility around emergent technology and behaviour						
Non-linear revenues						

4. Funding Strategy

s.68.1

New Strategic Initiatives - French Services

Programming Strategy	Incremental costs (revenues) – 2015/16
News & Information	
Drama	
Culture & Variety	
Signature Event Programming	
Music	
Kids	
Sports	

4. Funding Strategy

New Strategic Initiatives - French Services

s.68.1

Regional Strategy

	Incremental costs (revenues) – 2015/16
Round out multimedia regional presence	
Expand online and mobile service	
Continue to transition towards a multiplatform approach	

4. Funding Strategy

New Strategic Initiatives - French Services

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

s.68.1

Platform Strategy

	Incremental costs (revenues) – 2015/16
Increase digital spend to at least 5% of budget	
Specialty TV channels	
Regional Digital	
Genre Digital	

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

4. Funding Strategy

Detailed Strategic Initiatives – French Services

PROGRAM GENRES STRATEGY	2010-2011 Forecast ($000's)	2011-2012 Forecast ($000's)	2012-2013 Forecast ($000's)	2013-2014 Forecast ($000's)	2014-2015 Forecast ($000's)	2015-2016 Forecast ($000's)
News & Information						
Drama & 'arts & entertainment'						
Culture& Variety						
Music						
Kids/Youth						
Sports						
Total - French Services (Program Genres) - Gross Investment	(994)	(3,244)	(9,519)	(9,769)	(10,019)	(10,269)
Total - French Services (Program Genres) – Net Investment	-	(2,250)	(6,005)	(6,179)	(6,351)	(6,521)

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

4. Funding Strategy

Detailed Strategic Initiatives – French Services

Regional Strategy	2010-2011 Forecast ($000's)	2011-2012 Forecast ($000's)	2012-2013 Forecast ($000's)	2013-2014 Forecast ($000's)	2014-2015 Forecast ($000's)	2015-2016 Forecast ($000's)
Round out multimedia regional presence						
Expand online and mobile service						
Continue to transition towards a multiplatform approach						
Total - French Services (Regional Strategy) - Gross Investment	(19,327)	(27,294)	(28,751)	(23,104)	(23,104)	(23,104)
Total - French Services (Regional Strategy) – Net Investment	(4,250)	(5,350)	(5,351)	(5,351)	(5,351)	(5,351)

4. Funding Strategy

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

Detailed Strategic Initiatives – French Services

PLATFORM STRATEGY	2010-2011 Forecast ($000's)	2011-2012 Forecast ($000's)	2012-2013 Forecast ($000's)	2013-2014 Forecast ($000's)	2014-2015 Forecast ($000's)	2015-2016 Forecast ($000's)
Increase digital spend to 5% of budget						
Specialty TV channels						
Regional Digital						
Genre Digital						
Total - French Services (Platform Strategy) – Gross Investment	(640)	(4,227)	(7,437)	(9,306)	(11,115)	(13,013)
Total - French Services (Platform Strategy) – Net Investment	(640)	(3,519)	(4,293)	(4,468)	(4,858)	(5,593)

4. Funding Strategy
⇒ Five-year Financial Outlook: Before Strategy – Details

ref. main presentation: pages 56, 60, 62, 65 & 67

4. Funding Strategy

Five-year Financial Outlook: Before Strategy

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

Financial Outlook Before Strategic Initiatives (including a Comparison of Current Forecasts to Forecast Presented to the Board in March 2010)

	March 2010	Current	March 2010	Current	March 2010	Current	March 2010	Current	Current (not included in March BOD presentation)		
	2009-2010 Forecast Results ($000's)	2009-2010 Final Results ($000's)	2010-2011 Approved Budget ($000's)	2010-2011 Forecast * ($000's)	2011-2012 Forecast ($000's)	2011-2012 Forecast ($000's)	2012-2013 Forecast ($000's)	2012-2013 Forecast ($000's)	2013-2014 Forecast ($000's)	2014-2015 Forecast ($000's)	2015-2016 Forecast ($000's)
SOURCES OF FUNDS											
Parliamentary Appropriation											
Local Programming Improvement Fund											
Sale of Assets											
Commercial Revenues - English Services											
Commercial Revenues - French Services											
CBC News Network											
Bold											
Réseau de l'information											
Galaxie Revenues											
TBC land - interest											
Miscellaneous Revenues											
TOTAL SOURCES OF FUNDS											
Variance between March BOD presentation and current forecasts											
APPLICATION OF FUNDS											
English Services											
French Services											
Galaxie											
Media-Related Activities											
Support Activities											
Corporate Reserve Commitments											
TOTAL APPLICATION OF FUNDS											
Variance between March BOD presentation and current forecasts											
NET POSITION for the Fiscal Year											
Variance between March BOD presentation and current forecasts											
Prior Year Carryover											
NET POSITION - Cumulative											
Variance between March BOD presentation and current forecasts											

* 2010-2011 year-end forecast as at June 30, 2010

4. Funding Strategy

Five-year Financial outlook: Before strategy – Details

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

(English Services)

English Services	2010-2011 Forecast * ($000's)	2011-2012 Forecast ($000's)	2012-2013 Forecast ($000's)	2013-2014 Forecast ($000's)	2014-2015 Forecast ($000's)	2015-2016 Forecast ($000's)
SOURCES OF FUNDS						
Share of Parliamentary Appropriation						
Local Programming Improvement Fund						
Sale of Assets						
Commercial Revenues						
Internet Revenues						
Value-added / Contra Revenues						
CBC News Network Revenues						
Bold Revenues						
Miscellaneous Revenues						
TOTAL SOURCES OF FUNDS						
APPLICATION OF FUNDS						
English Television						
CBC News Network						
Bold						
English Radio						
TOTAL APPLICATION OF FUNDS						
NET POSITION for the Fiscal Year						
Shortfall as a % of Total Revenues						
Prior Year Carryover						
NET POSITION - Cumulative						
Impact of salary funding reductions						

* 2010-2011 year-end forecast as at June 30, 2010

4. Funding Strategy

Five-year Financial outlook: Before strategy – Details

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

(French Services)

French Services	2010-2011 Forecast * ($000's)	2011-2012 Forecast ($000's)	2012-2013 Forecast ($000's)	2013-2014 Forecast ($000's)	2014-2015 Forecast ($000's)	2015-2016 Forecast ($000's)
SOURCES OF FUNDS						
Share of Parliamentary Appropriation						
Local Programming Improvement Fund						
Sale of Assets						
Commercial Revenues						
Internet Revenues						
Value-added / Contra Revenues						
Réseau de l'information						
Miscellaneous Revenues						
TOTAL SOURCES OF FUNDS						
APPLICATION OF FUNDS						
French Television						
Réseau de l'information						
French Radio						
Radio Canada International						
TOTAL APPLICATION OF FUNDS						
NET POSITION for the Fiscal Year						
Shortfall as a % of Total Revenues						
Prior Year Carryover						
NET POSITION - Cumulative						
Impact of salary funding reductions						

* 2010-2011 year-end forecast as at June 30, 2010

4. Funding Strategy

Five-year Financial outlook: Before strategy – Details

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

Media-Related Activities	2010-2011 Forecast * ($000's)	2011-2012 Forecast ($000's)	2012-2013 Forecast ($000's)	2013-2014 Forecast ($000's)	2014-2015 Forecast ($000's)	2015-2016 Forecast ($000's)
SOURCES OF FUNDS						
Share of Parliamentary Appropriation						
Miscellaneous Revenues:						
Real Estate Services						
Transmission and Distribution						
Merchandising Division						
Mobile Division						
TOTAL SOURCES OF FUNDS						
APPLICATION OF FUNDS						
Real Estate Services						
Transmission and Distribution						
Media Technology Services (excluding Transmission and Distribution)						
Merchandising Division						
Mobile Division						
Ottawa Production Centre						
Content Management						
2009-2010 Digitial Archives Project						
Technology Strategy Board						
TOTAL APPLICATION OF FUNDS						
NET POSITION for the Fiscal Year						
Shortfall as a % of Total Revenues						
Prior Year Carryover						
NET POSITION - Cumulative						

Shortfall reconciliation:
Unfunded salaries
Building repairs (incl. MRC tower repairs)
Unavoidable costs - Real Estate
Unavoidable costs - T&D
Total annual shortfall

4. Funding Strategy

Five-year Financial outlook: Before strategy – Details

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

Support Activities

	2010-2011 Forecast * ($000's)	2011-2012 Forecast ($000's)	2012-2013 Forecast ($000's)	2013-2014 Forecast ($000's)	2014-2015 Forecast ($000's)	2015-2016 Forecast ($000's)
SOURCES OF FUNDS						
Share of Parliamentary Appropriation						
Miscellaneous Revenues:						
Interest Revenue and Capital Recoveries						
Canadian Retransmission Rights Association (CRRA)						
Strategy and Business Partnerships						
TOTAL SOURCES OF FUNDS						
APPLICATION OF FUNDS						
Office of the President and CEO						
Office of the Chairperson and Board of Directors						
Ombudsmen - English and French Services						
Priorities and Implementation						
Branding, Communications and Corporate Affairs						
Strategy and Business Partnerships						
Regulatory Affairs						
General Counsel, Corporate Secretariat and Compliance						
People and Culture						
Severance Pay and Other Personnel Costs						
Dental Plan, EAP and Crisis Management						
Training and Development						
Shared Services						
Corporate Finance and Administration						
Insurance, Corporate Forms, Taxes, etc.						
Internal Audit						
International Relations						
Information Technology						
TOTAL APPLICATION OF FUNDS						
NET POSITION for the Fiscal Year						
Shortfall as a % of Total Revenues						
Prior Year Carryover						
NET POSITION - Cumulative						

Shortfall reconciliation:
Unfunded salaries
Unavoidable costs - Corporate expenses
Unavoidable costs - IT
Total annual shortfall

Financial Outlook: Key Cost Assumptions

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

Financial Outlook: Key Revenue Assumptions

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

Financial Outlook: Key Revenue Assumptions

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

Financial Outlook: English Services Revenue Assumptions

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

	Plan 2010-11	Forecast 2010-11	Forecast 2011-12	Forecast 2012-13	Forecast 2013-14	Forecast 2014-15	Forecast 2015-16
Revenues							
Advertising Revenues							
Main Channel							
Conventional							
Digital							
Main Channel Advertising Revenues							
Specialty							
Sub-total Advertising Revenues							
Subscriber Revenues							
Other Revenues							
Total Revenues							
Commercial Revenues							
Digital Revenues							
Specialty & Subscriber							
Other							

Financial Outlook: French Services Revenue Assumptions

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

	Plan 2010-2011	Forecast 2010-2011	Forecast 2011-2012	Forecast 2012-2013	Forecast 2013-2014	Forecast 2014-2015	Forecast 2015-2016
Revenues							
Advertising Revenues							
Main Channel							
Conventional							
Digital							
Main Channel Advertising Revenues							
Specialty							
Sub-total Advertising Revenues							
Subscriber Revenues							
Other Revenues							
Total Revenues							
Commercial Revenues							
Digital Revenues							
Specialty & Subscriber							
Other							

CBC Radio-Canada

June 17, 2010

Senior Vice-President, Corporate Strategy and Business Partnerships

Driving Towards 2015: Update on Strategic Directions

To:

Linda Black
Edward Boyd
Tim Casgrain
Peter Charbonneau
George Cooper
Hubert T. Lacroix
Patricia McIver
Brian Mitchell
Rémi Racine
Edna Turpin
John Young

cc:
Bill Chambers
Sylvain Lafrance
Francine Létourneau
Richard Stursberg
Suzanne Morris

At the May 11 Board meeting, we committed to come back to the Board with the following three key pillars of the strategy:

- **Program genre priorities**
- **Regional Strategy**
- **Platform Strategy**
    - which includes both linear platforms, like specialty services, and
    - non-linear platforms, like Tou.tv.

We will also review the updated Mission statement and the related metrics.

The attached meeting material covers these aspects.

CBC/Radio-Canada Mission Statement

"***CBC/Radio-Canada will be the recognized leader in expressing Canadian culture and will enrich the democratic life of Canadians***"

You will recall that at the May meeting we presented to you an update on the strategic planning process. Our key focus at that time was on the newly crafted Mission statement, the related guiding principles and the metrics we are proposing to use to track the evolution of services and program genres over time.

Since then considerable work has been done with a view to test and clarify the wording of the Mission in light of the comments you provided. You will note that, as a result, changes were introduced. We will present at the meeting an overview of the focus groups that were conducted to help make the statement better understood and meaningful.

Program Genres Priorities

The strategic directions before you today include an overview of the future program directions of both English and French medias. Programming is at the core of our business, so no strategy would be complete without this key element.

This section also introduces a commitment, on a yearly basis, to events that are defining for a public broadcaster. At least 10 of these multimedia events will be presented annually by each Media.

We hope the Board will engage in a significant way in the discussion of our future program activities.

We have included in your package the television program schedules of both CBC Television and La Télévision de Radio-Canada for the Summer and Fall 2010 and for Winter 2011.

Regional Strategy

"***CBC/Radio-Canada commits to be a leader in regional presence through a multimedia approach***"

Reflecting the Regions and providing news/information that is relevant at the local level is central to the role of CBC/Radio-Canada and a key element of our mandate under the Broadcasting Act. However, we have to be much more than a provider of news in reflecting the Regions.

Both English and French Medias have taken steps to modernize and increase the relevance of our regional services. News integration across Media and the development of and experimentation with new operating models are prime examples of how we are progressing on this front.

Nevertheless, we must continuously adapt to changing demand and population shift; face fierce competition from private broadcasters, especially in television; deal with mounting costs; and, modernize the way we operate in the Regions.

Our challenges are no different than those faced by other major broadcasters as they are pursuing flexibility and efficiency in their operations and in how they serve their regions.

The discussion we would like to have with the Board centers around how our regional strategy will evolve to a multimedia presence; how we will select market for growth to strengthen our viewership position; and, lead expansion in new markets.

Platform Strategy

"***CBC-Radio-Canada commits to delivering its content on the multiple platforms that will be relevant to Canadians in 2015 and beyon***"

Audiences are embracing new platforms and demanding more flexibility as to how and when they will interact with content. This has lead to time –shifting of television viewing through PVRs and VOD and increased demand for mobile

viewing. The recent deal between Rogers and CBC Television is a prime example of how demand for prime content on new platforms, like the 2010 FIFA World Cup, gives rise to new business opportunities. The instant success of Tou.tv, launched by Radio-Canada, which allows the viewing of prime TV series on-line, is another clear indication that the demand for content delivered on-demand is growing rapidly.

Yet, for all these changes in media consumption, traditional linear medium like television and radio continue to dominate and will continue to do so for quite some time. Our challenge is to continue to sustain the success of our Television and radio networks while we must invest to grow existing platforms and expand on new platforms.

At the meeting, we will discuss how to maintain and grow our leadership position on the new digital platforms and what is our strategy for linear television platforms like specialty services.

Next Steps

Finally, we will discuss the steps forward and how we plan to bring back to the Board an integrated and costed strategy at its September meeting. Choices will need to be made to ensure we have the means to undertake these new initiatives as we deal with our on-going financial challenges.

The Board should be aware that work is underway with regards to how we can expand our revenue base; how we can be more cost efficient in our operations; and, how we can adjust our capital assets base to future needs.

Looking forward to an interesting discussion.

Michel Tremblay

CBC Radio-Canada

SUMMER 2010

AND

FALL-WINTER 2010-2011

ENGLISH AND FRENCH

TELEVISION SCHEDULES

OF

CBC/RADIO-CANADA

Pages 162 to / à 166

are withheld pursuant to section

sont retenues en vertu de l'article

68.1

of the Access to Information Act

de la Loi de l'accès à l'information

Driving Towards 2015:
Long-Term Strategic Planning

Update on Strategic Directions

CBC/Radio-Canada Board of Directors

June 22/23, 2010

Agenda

- **Introduction/overview**
- Mission metrics
- Program genre priorities
- Regional strategy
- Platform strategy
- Next steps

CBC Radio-Canada
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Objectives for today

- Provide an update on key strategic directions where the Working Team and Steering Committee have established clear direction
- Solicit your feedback on the emerging overall strategy
- Outline path forward for the strategy process

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The corporate strategic plan will provide guidance to overall direction for CBC/R-C

	Corporate strategy	Media group strategy
Definition:	• **Vision, clear direction** and **guiding principles** that focus business on future • Clear set of **priorities** for guiding ongoing business decisions • "Filter" for evaluating **resource allocation** and investments • **Structure** and accountability for managing the overall enterprise	• **Strategy** to win with **viewers** and be **competitive** in the market • Prioritization of **audience** segments and **programming** strategy • **Revenue** strategy and business unit-level **investment** decisions • Generally **aligned with corporate strategy**, at greater level of detail
Typical timeline:	• Updated every ~5 years • Refined as needed to reflect changes in external environment	• Updated every 2-3 years, and refined as needed
Typical activities:	• Portfolio management, M&A • Major new initiatives and investments (e.g., new platforms) • External stakeholder engagement	• Audience and programming strategy • Sales and pricing strategy • Product development

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Driving to 2015: the integrated strategy continues to take shape

1. CBC | R-C mission / promise

CBC/R-C will be the **recognized leader** in **expressing Canadian culture** and will **enrich the democratic life** of all Canadians

2. Mission delivery guiding principles

- Creating and delivering **original**, **innovative, quality Canadian** content
- **Reflecting** and **drawing together** all Canadians
- Effectively **engaging audiences**
- Being **cost-effective** and **accountable**

3. Strategic priorities

3a. Programming genre priorities

- Regain **leadership in national & international news**, across all platforms
- Be a **leader in regional presence through a multimedia approach**
- Build on **cultural leadership in drama/entertainment** programming
- Annual commitment to **'event' programming**

3b. Platforms / position

- **Maintain/enhance** position and audience reach in **conventional broadcast TV & radio**
- **Expand reach of CBC/R-C on other platforms**
  - Invest to establish leading presence in digital and non-linear (including unmatched multimedia regional presence)
  - Consolidate the position of existing specialty channels

4. Drive excellence in sales performance and resource efficiency

5. Ensure accountability and measurement against goals

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The strategy incorporates seven primary initiatives

1. Mission framework, Guiding principles and delivery assessment
2. Programming genre priorities
3. Regional strategy
4. Platform strategy

Largely complete – today's focus

5. Advertising/monetization full potential
6. Operating cost efficiency (production & support)
7. Capital assets & production culture

To be covered at next Board update

CBC Radio-Canada
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Where we are now…

- **Jun 8:** Meeting of the Senior Executive Team - Completed
- **Jun 14:** Discussion with Board Strategic Committee - Completed
  First meeting of Capital Assets Review Team - Completed
- **Jun 22/23:** **Discussion with Board**
- **Jun/Jul:** Establish teams to take forward development of initiatives
- **Aug 5:** Steering Committee meets to prepare September Board
- **Early Sep:** Meeting of Board Strategic Planning Committee
- **Sep 21-22:** Board meeting - presentation of integrated strategy

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Agenda

- Introduction/overview
- **Mission metrics**
- Program genre priorities
- Regional strategy
- Platform strategy
- Next steps

CBC Radio-Canada
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Mission Framework - Update

- At the last meeting of the Strategic Planning Committee, and at the May Board, there were extensive discussions of the concepts behind the mission statement and its wording

- Since then we have conducted further focus groups and reviewed the matter

- As you will see from the next slide, we are recommending a change to the wording, which is highlighted. We believe it is more action oriented, responds to comments of Board members and factors in the results of the focus groups

- We must keep in mind the public and other key stakeholders of Government, our senior executives, managers and employees and the CRTC to which we must communicate our strategy. We believe this statement will resonate with them

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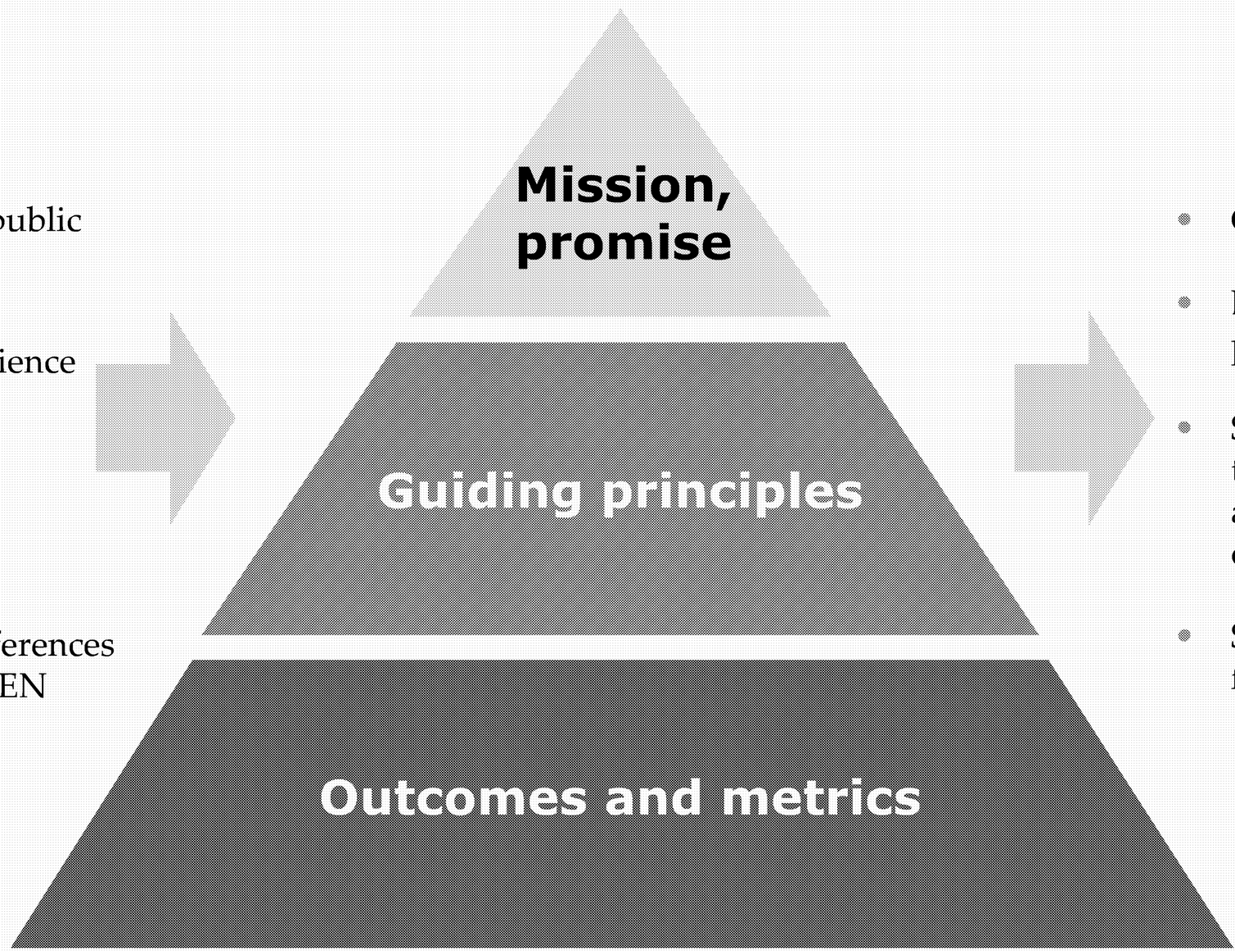
Mission framework features three levels of definition to guide strategy and focus activities

Mission Framework

Inputs

- Mandate and public policy
- Canadian audience needs
- Competitive environment
- Distinctive differences between FR & EN markets



Impact

- Guides strategy
- Defines service priorities
- Serves as "prism" to inform ongoing and future decisions
- Sets expectations for performance

CBC Radio-Canada
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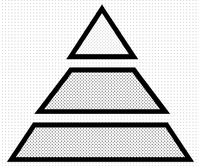
CBC/R-C mission/promise to Canadians



CBC Radio-Canada

CBC/R-C will be the **recognized leader** in **expressing Canadian culture** and will enrich **the democratic life** of all Canadians

- Creating and delivering **original** and **innovative, quality Canadian** content
- **Reflecting** and **drawing together** all Canadians
- Effectively **engaging audiences**
- Being **cost-effective and accountable**

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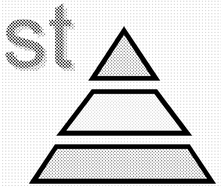
To deliver on this mission, CBC | R-C services must align with **guiding principles**



Mission:

Express Canadian culture and **enrich democratic life** through …

- **… original, innovative, quality Canadian content …**
- **… that reflects and draws together Canadians …**
- **… effectively engaging audiences …**
- **… while being cost-effective and accountable**

Guiding principles:

- Creating and delivering **quality content** for, by and about Canada & Canadians
  - Leading in **Canadian cultural expression**
  - Offering a **distinctly Canadian perspective**
- Investing in **differentiated programming**
- Committing to 'event' programming

- Contributing to **shared national identity** & social cohesion
- Reflecting Canada's **multicultural and multilingual diversity**
- Reflecting **the regions** to themselves and to the country
- Contributing to **diversity of voices**

- **Serving a large number** of Canadians
- Reflecting **content preferences** of Canadian audiences across a mix of genres
- Adapting to **evolving media usage** of Canadians across platforms

- Delivering our services in the **most efficient manner**
- Ensuring the **economic sustainability** of our services
- Optimizing the percent of **funds** spent on **content**

Providing high public value to Canadians

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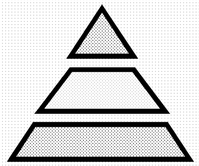
The mission and guiding principles address all components of the Broadcasting Act



Express Canadian culture and **enrich democratic life** through…

… original, innovative Canadian content …

- Creating and delivering **quality content** for, by and about Canada & Canadians
  - Leading in **Canadian cultural expression**
  - Offering a **distinctly Canadian perspective**
- Investing in **differentiated programming**
- Committing to 'event' programming

… that reflects and draws together Canadians …

- Contributing to **shared national identity** & social cohesion
- Reflecting Canada's **multicultural and multilingual diversity**
- Reflecting **the regions** to themselves and to the country
- Contributing to **diversity of voices**

… effectively engaging audiences …

- **Serving a large number** of Canadians
- Reflecting **content preferences** of Canadian audiences across a mix of genres
- Adapting to **evolving media usage** of Canadians across platforms

… while being cost-effective and accountable

- Delivering our services in the **most efficient manner**
- Ensuring the **economic sustainability** of our services
- Optimizing the percent of **funds** spent on **content**

1991 Broadcasting Act:

- "…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
  - **Reflect the multicultural and multiracial nature of Canada**

Source: Broadcasting Act, 1991
Note: Bold emphasis inserted

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Mission Metrics - Update

- As you will see in the next slide, we have introduced considerable definition to the weighting of the guiding principles. This was done after extensive discussions with our audience research experts

- Each of the main factors has been given an equal weight (33%) because we believe they are of equal importance. Sub-factors were then given a relative weight within each category

- These factors are at the base of the "bubble charts" that are designed to provide an illustration of where our broad program genres and services sit in relation to the guiding principles

- It should be noted that the ''Bubble charts" contained in this document are **preliminary**, in case of Services, and for **illustration purposes only** at genre level, as not all the necessary data has been assembled yet

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The metrics will become a regular measure of the effectiveness of our programming

Metrics will cover genres and services

- Content **genres**
  - **Slightly different for EN & FR**, and to be **tested with audience** before finalizing
    - EN: arts/entertainment, news & info (national, international, local), sports, kids, current affairs/documentaries
    - FR: magazines d'information/reportage, nouvelles (national, international, local), sport, jeunesse, varietes, dramatique
- Measurement at **service level**
  - **Conventional TV**
  - **Specialty TV** channels (CBC NN, RDI, bold, doc, ARTV)
  - **Radio** (Radio 1, 2, 3, Premiere Chaine, Espace Musique, bandeapart, Sirius)
  - **Digital** (cbc.ca, r-c.ca, tou.tv, podcasts, mobile)
- Not to be applied at individual program level

Biannual process coordinated across media lines

- Overall mission evaluation to be conducted **twice per year**
  - Audience perception surveys should be in field in **late March and early November – will build on existing surveys conducted by EN and FR Services**
  - Results in place prior to annual report and CRTC reporting
  - All the data used for the evaluation will be validated or provided by recognized third parties; as a result, we do not see a need for the results to be audited
- Further development of this initiative to be a **cooperative process** across Media lines, **coordinated by Corporate Planning**
  - To ensure consistent measurement, application and reporting

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Mission metrics balance weights across pillars, and output & perception scores…

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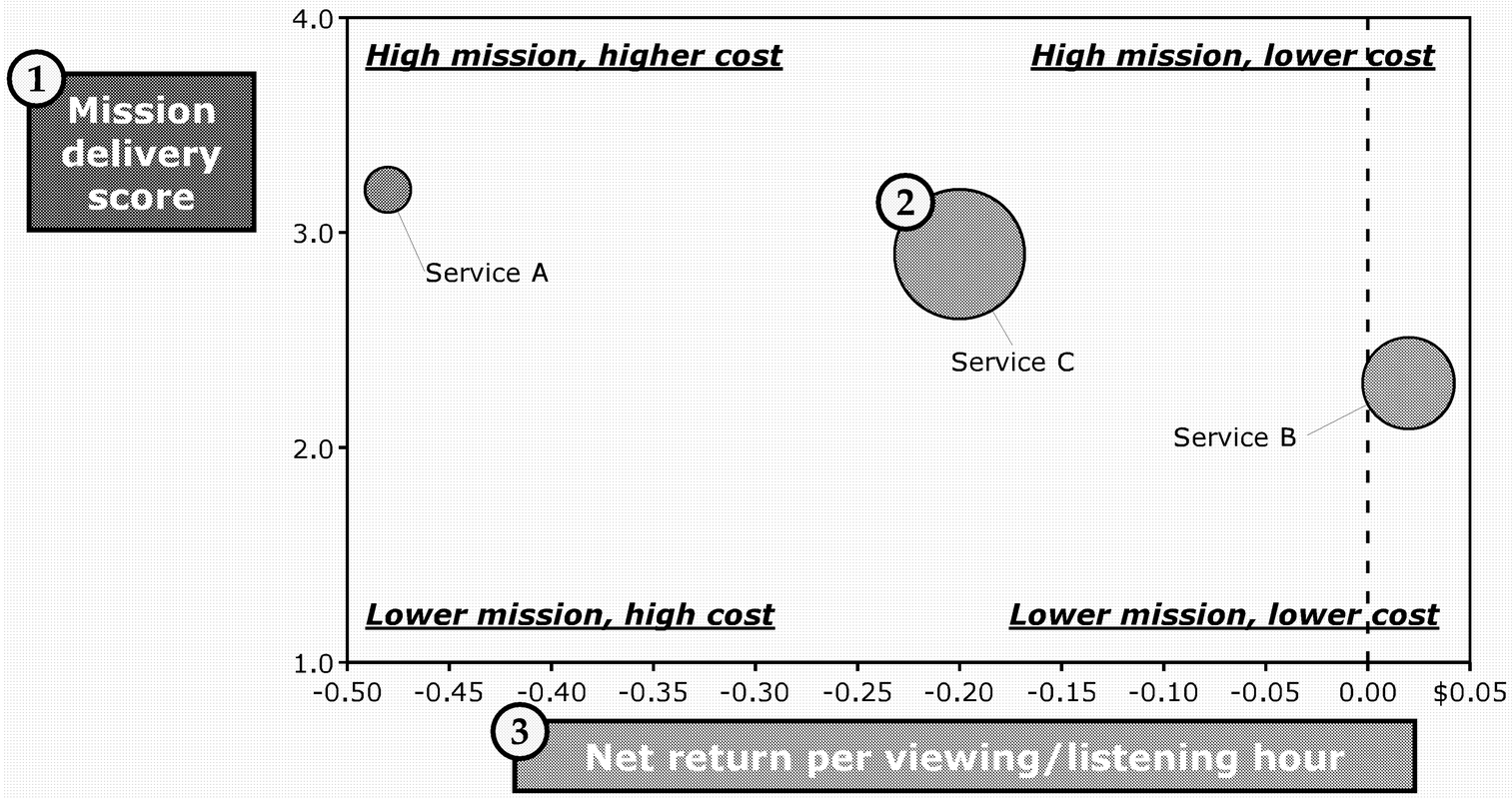
… which allows insight to three key attributes of our portfolio

Note: Services A, B and C below are illustrative



- This allows a view of the relative **mission delivery** and **economics** of different components of our portfolio
- To be used to **support discussions** amongst senior executives and Board, not to be applied at individual program level
- We intend to use these metrics to
  - Define current state performance
  - Track progress over time
  - Help inform resource allocation decisions

1. Position on y-axis describes measure of **delivery on CBC/R-C mission** components…
2. … with exception of **audience** which is described by the bubble size
3. The **economics** of programming are described by x-axis – bubbles to right of the dotted line contribute positive returns; figures to the left describe amount of subsidy needed to deliver one audience member for one hour – which reflects the dynamics of costs, revenues generated and audience attracted

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This will help define service and resources to maximize value provided to Canadians at service level [EN]…

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This will help define service and resources to maximize value provided to Canadians at service level [FR]…

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…and also at a genre level [EN]

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…and also at a genre level [FR]

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Agenda

- Introduction/overview
- Mission metrics
- **Program genre priorities**
- Regional strategy
- Platform strategy
- Next steps

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Programming Genre Directions

- Programming is at the core of all our activities. It defines who we are and carries the brand we stand for

- A description of how we foresee the evolution of these genres over the next 5 years will be a central element in our strategy. It will provide a rationale to the choices we make in other areas

- The following section provides an overview of the priorities within key programming genres for EN and FR Services
  - EN: News & info (network); News & info (regional); Drama & entertainment; Kids; Sports; Smart talk; Music
  - FR: News & info; Regional; Drama; Culture/social; Music; Kids/youth; Sports

- In addition, we describe examples of event programming initiatives that will be undertaken on a yearly basis by each service

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EN Media: Programming genre priorities (1 of 5)

Genre	Future trajectory/ current share of spend	Current situation	2015 aspirations	Strategic actions

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EN Media: Programming genre priorities (2 of 5)

Genre	Future trajectory/ current share of spend	Current situation	2015 aspirations	Strategic actions

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EN Media: Programming genre priorities (3 of 5)

Genre	Future trajectory/ current share of spend	Current situation	2015 aspirations	Strategic actions

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EN Media: Programming genre priorities (4 of 5)

Genre	Future trajectory/ current share of spend	Current situation	2015 aspirations	Strategic actions

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EN Media: Programming genre priorities (5 of 5)

Genre	Future trajectory/ current share of spend	Current situation	2015 aspirations	Strategic actions

Note: Share of spend based on programming costs; excludes ~25% related to non-programming overhead

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FR Media: Programming genre priorities (1 of 3)

Genre	Future emphasis: current share of spend	Current situation	2015 aspirations	Strategic actions

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FR Media: Programming genre priorities (2 of 3)

Genre	Future emphasis: current share of spend	Current situation	2015 aspirations	Strategic actions

Note: Share of spend based on programming costs; excludes ~40% related to non-programming overhead plus $12M RCI spend

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FR Media: Programming genre priorities (3 of 3)

Genre	Future emphasis: current share of spend	Current situation	2015 aspirations	Strategic actions

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‘Event Programming’ on a yearly basis will be a key component of the CBC/R-C offer

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Distinctive ‘Event Programming’ has important benefits for CBC/ R-C and our audience

These suggest three key criteria for green-lighting potential ‘events’

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A Few Examples of Event Programming – English Media

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A Few Examples of Event Programming – French Media

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Regional strategy is critical to CBC I R-C and the Corporate Strategy

- Reflecting regions and providing news/information that is relevant at a local level is **central to the role of CBC/R-C**
  - Key part of mandate
  - Importance reinforced in public surveys

- Both EN and FR Services display **mixed performance** in regional programming

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- Both EN and FR Services have taken **important recent steps to modernize and increase relevance** of regional services

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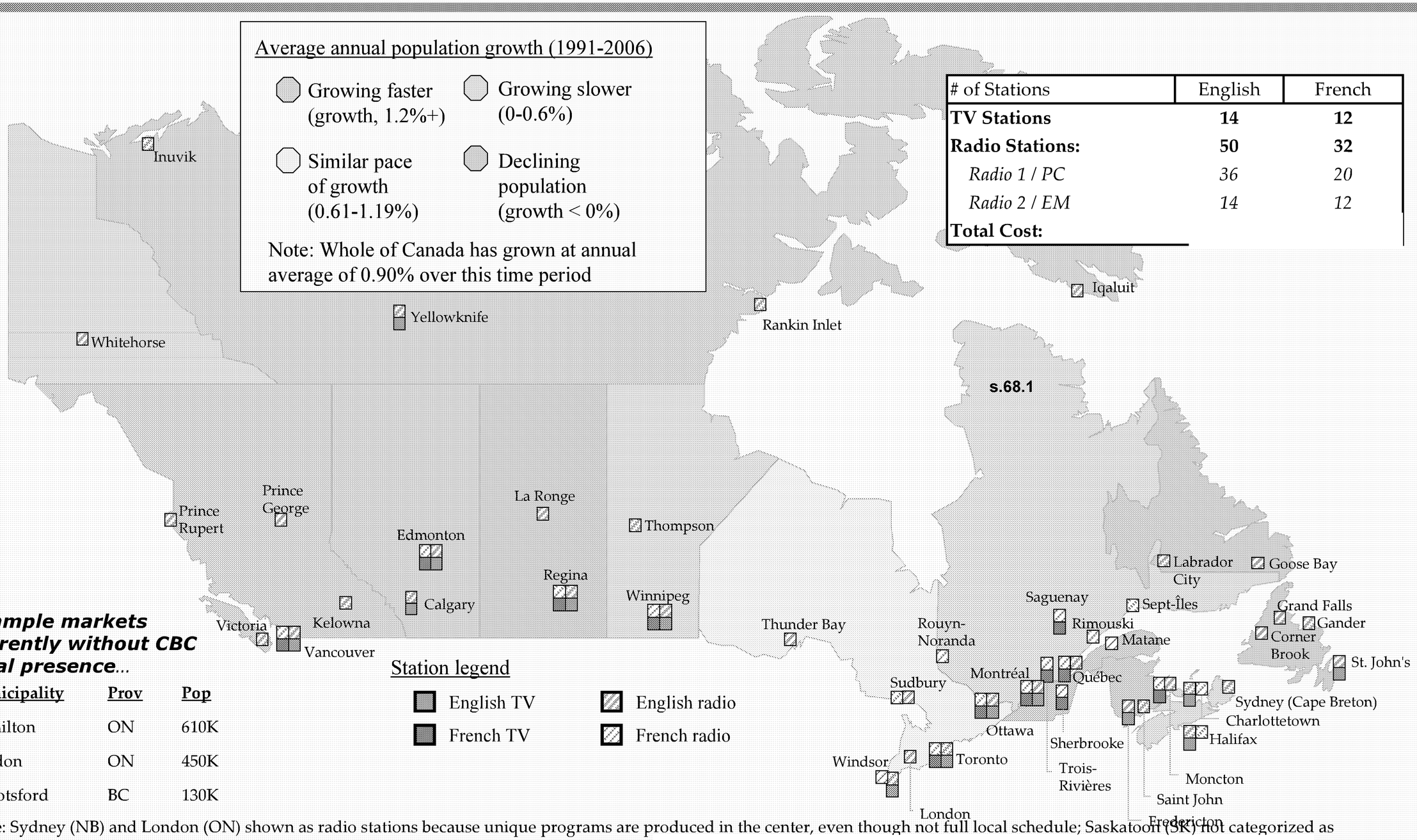
Current CBC I R-C footprint…

Average annual population growth (1991-2006)

- Growing faster (growth, 1.2%+)
- Growing slower (0-0.6%)
- Similar pace of growth (0.61-1.19%)
- Declining population (growth < 0%)

Note: Whole of Canada has grown at annual average of 0.90% over this time period

# of Stations	English	French
TV Stations	**14**	**12**
Radio Stations:	**50**	**32**
Radio 1 / PC	*36*	*20*
Radio 2 / EM	*14*	*12*
Total Cost:		



Example markets currently without CBC local presence…

Municipality	Prov	Pop
Hamilton	ON	610K
London	ON	450K
Abbotsford	BC	130K

Note: Sydney (NB) and London (ON) shown as radio stations because unique programs are produced in the center, even though not full local schedule; Saskatoon (SK) not categorized as station as does not produce complete unique programs, only fractions of regional programs;]

Source: CBC/R-C government relations station list (May 5, 2010); Statistics Canada Census population by province 1991, 2006

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After years of decline, competitive position in CBC TV viewing has been improving…

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… although both EN and FR Services still trail competitors by a significant margin today

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Markets are being served with stations which are not consistently tailored to the market conditions

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EN Services			FR Services		
• Vancouver • Halifax • Winnipeg • Toronto	• Montreal • St. John's • Calgary • Yellowknife		• Montreal • Moncton • Quebec • Ottawa		
• Edmonton • Ottawa • Regina • Fredericton	• Windsor • Charlottetown		• Winnipeg • Toronto • Vancouver • Regina	• Edmonton • Saguenay • Rimouski • Sherbrooke	• Trois-Rivières
• Iqaluit • Whitehorse • Sudbury • Thunder Bay • Quebec City • Victoria • Saint John	• Northern Quebec • Sydney • Labrador • Corner Brook • Rankin Inlet • Saskatoon • Grand Falls	• Gander • Goose Bay • Kelowna • Moncton • Inuvik • Prince George • Cambridge Bay • Prince Rupert	• Matane • Sudbury • Sept Îles • Rouyn-Noranda		
• No current examples			• Windsor		

Note:

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There is also considerable variation in the cost to deliver local/regional programming across Canada

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

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Current initiatives of EN/FR Services reflect evolving technologies and market challenges

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EN Services initiatives	FR Services initiatives

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Similar to CBC I RC, peers in private sector and public service are pursuing flexibility and efficiency

PSB peers

BBC (UK)	France Televisions	ABC (Australia)
• Maintain strong presence and service to regions in face of cost pressures • Plans to invest £68M in network of 60+ local video websites shelved due to expense relative to public value and potential impact on commercial rivals • 2009 **MOU signed with key competitor** (ITV) to explore sharing of newsrooms and studios – **ITV estimates savings of ~13%**	• Seeking to **increase production flexibility** and potential for cost efficiency by reducing number of regional locations • Moving from 23 regional service locations to greater use of "hubs" in ~8 locations • Plan is to increase flexibility of production with fewer locations	• Increasing local presence with launch of online service across country • Launch of **local online news in 53 markets** across country • Overlaps with network of 45 local radio stations • Budgeted at A$15M for 2009 • Continue to maintain eight regional TV news shows at territorial level

Private sector examples

ABC (US)	CBS (US)	Other US Broadcaster
• Making efforts in recent months to **increase flexibility** of job roles – Training all producers as 'digital reporters' to replace full newsgathering crews • Additional operating cost reduction initiatives include: – **Leveraging digital tools** such as Skype over satellite trucks – **Centralizing assignments** to larger centres such as New York, rather than remote bureaus	• Reducing workforce through attrition, by pursuing efficiencies and improvements in newsgathering and production resources • **Opportunity being investigated to partner with CNN** to leverage newsgathering resources across the US and internationally	• Pursued workforce reductions in radio division in 2009, primarily in engineering, IT and programming • Redesigned large station network to an **integrated network of regional hubs and local stations** • Significantly reduced cost of local stations by **remotely producing** significant portion of local programming schedule

Source: Stelter, Brian *Job cuts at ABC*, NY Times (May 1, 2010); Schechner, Sam *CBS News Job cuts* (Feb 3, 2010); Bain experience;

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Regional strategy emphasizing multimedia nature of service is a natural evolution

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Four areas of the strategy drive increases and decreases in costs of regional service

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Markets will shift to a multimedia presence while also playing a role in a more integrated network

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There are a number of criteria to consider in specific local/regional service decisions

- Local population
- Regional population
- Political & cultural factors
- Competitor presence
- LPIF

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Overall, we expect to increase total # of local markets served and adjust type of presence in others

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Beyond service changes, investments to drive share and online infrastructure are anticipated

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This strategy requires effective management of several cost reduction initiatives

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Regional strategy: Risk assessment summary

s.18(b)

Risk factor	Description	Steps to mitigate risk/other considerations
Execution risk:		
Audience reaction:		
Other stakeholder reactions:		
LPIF:		

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Recap: key elements of regional strategy

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Media consumption has changed within linear TV and is moving to non-linear platforms for video/audio

- **Specialty TV audiences now represent ~60%** of the total for linear TV, in which the audience fragmentation continues in FR but slows down in EN
  - **Profits are shifting away** from conventional TV in both languages
- **Audiences are also embracing new, more flexible/on-demand platforms**
  - **TV** is moving to time-shifted (PVR/VOD), online TV and mobile viewing
  - **Radio** is eroding at 2%/yr, while digital substitutes are growing at 5-10%/yr
  - **Online**, Cdns (especially 18-34) have increased use of social media/UGC

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- Overall, traditional **linear TV and radio** are expected to **continue to dominate** consumption
- **Advertisers are following the audience**,

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CBC | R-C is present on a large number of linear and non-linear platforms : 25+ different services

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Strategy supports delivery of CBC | R-C content across multiple platforms, with emphasis upon digital growth

CBC/R-C commits to delivering its content on the multiple platforms that will be relevant to Canadians in 2015 and beyond

s.18(b)

1. **Strengthen/grow the competitive position of the existing multi-platform offering**

2. **Build a full suite of branded multi-platform Canadian destinations**

-

3. **Pursue expanded partnering opportunities** to enhance CBC|R-C existing set of properties

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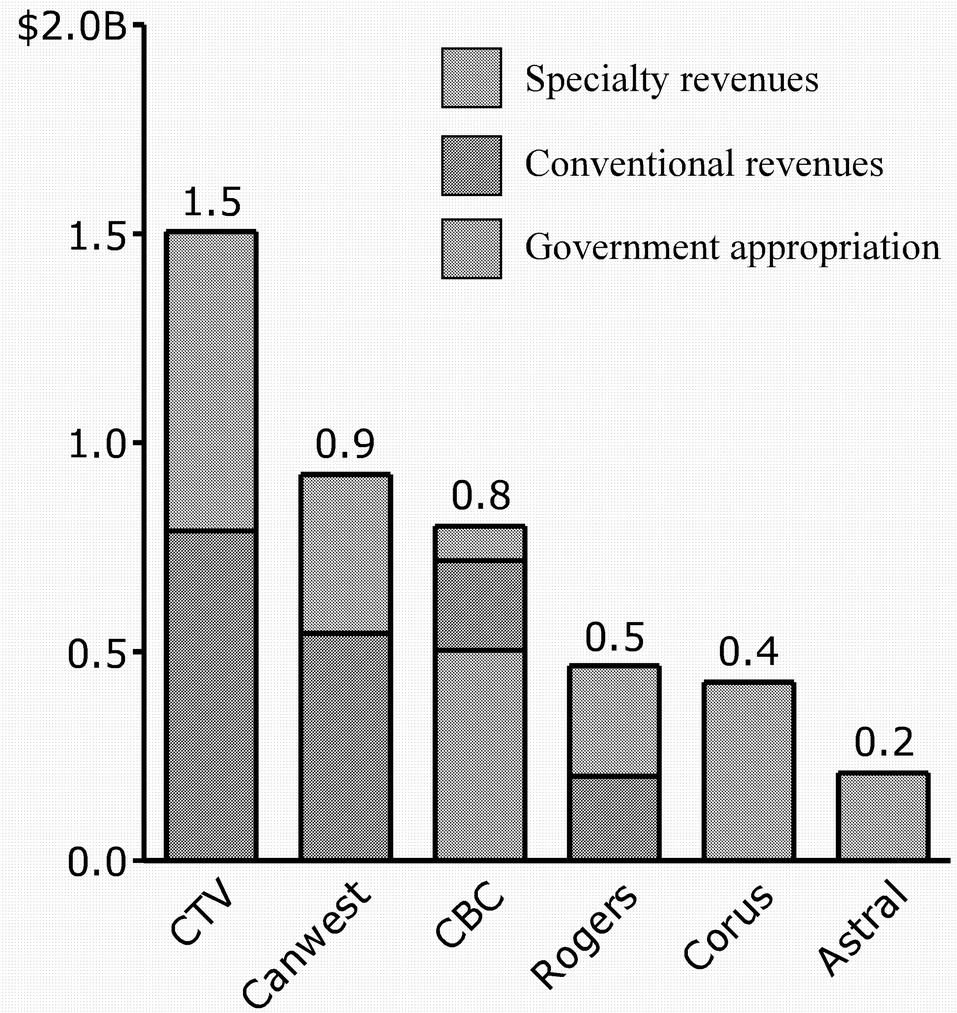
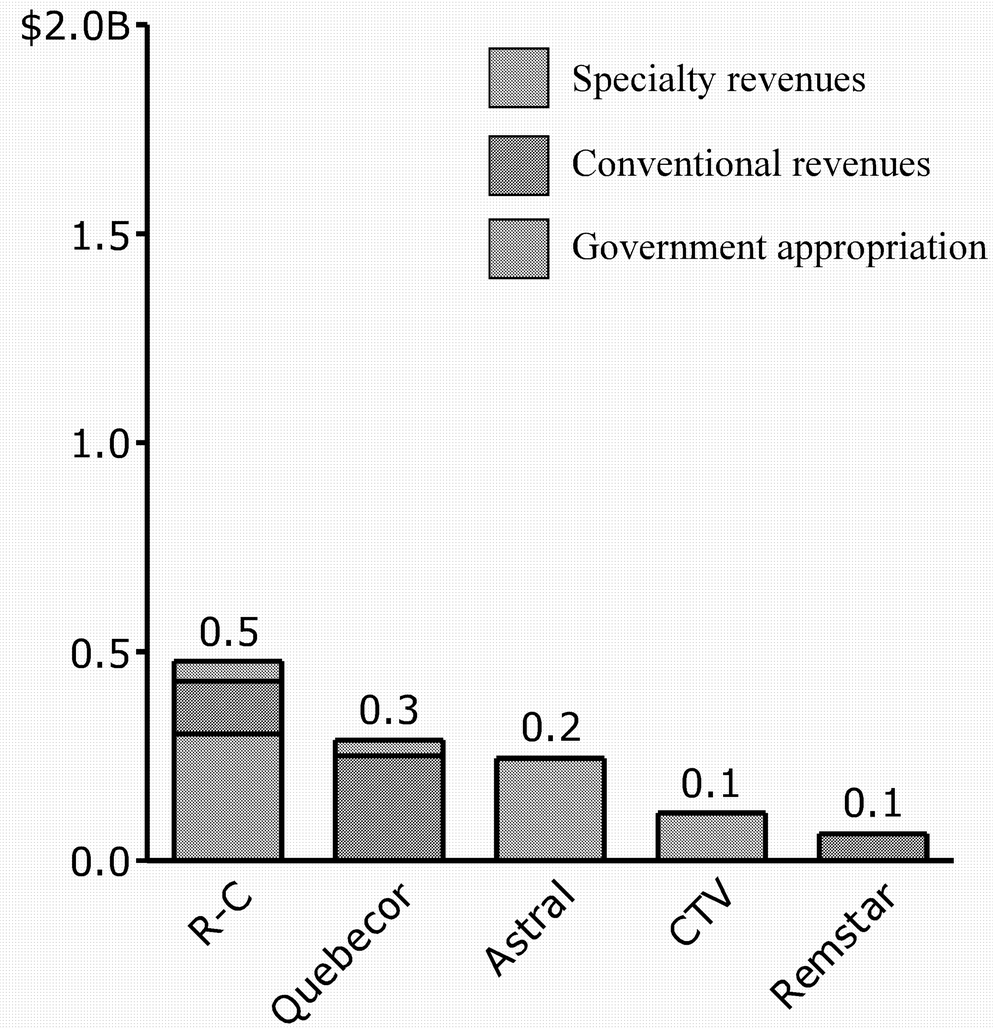
CBC and R-C have low specialty revenue compared to others

English TV broadcast revenues (08-09 FY)



Spec rev as % of total:	48%	41%	10%	57%	100%	100%

French TV broadcast revenues (08-09 FY)



Spec rev as % of total:	10%	13%	100%	100%	0%

Source: CBC|R-C annual report (08-09 FY); CRTC competitor filings (08-09 broadcast year)

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EN & FR Services will take market specific approaches to developing specialty presence

Spec TV

PSB peers and Canadian competitors are also pursuing digital initiatives

Digital

Global PSB peers are adapting to digital, together with distributors

BBC

- Future Media & Technology structure to work across BBC
- Development and heavy marketing of iPlayer to access BBC content online
- Leadership role in Project Canvas to develop open IPTV platform

France Television

- Member of Hybrid Broadcast BB TV initiative to develop European standard for hybrid set-top boxes

Australian Broadcasting Corp.

- Created separate New Media and Digital Services division

Aggressively developing digital organization & experimenting with new tech/content

Canadian broadcast competitors have yet to stake out major claims

CTV and Global

- Conventional and specialty TV content available for free online and on VOD
- Appear to own the rights to most of their popular Cdn content
- Global strategy will likely be impacted by Shaw's purchase and VOD focus

TVA

- Focused on feeding content to Quebecor-owned platforms
  - Canoe (web) and Illico (VOD)
- Quebecor is making large investments in building a mobile network to converge with fibre optic network

Opportunity for CBC|R-C to lead the way and build a strong position in new media platforms

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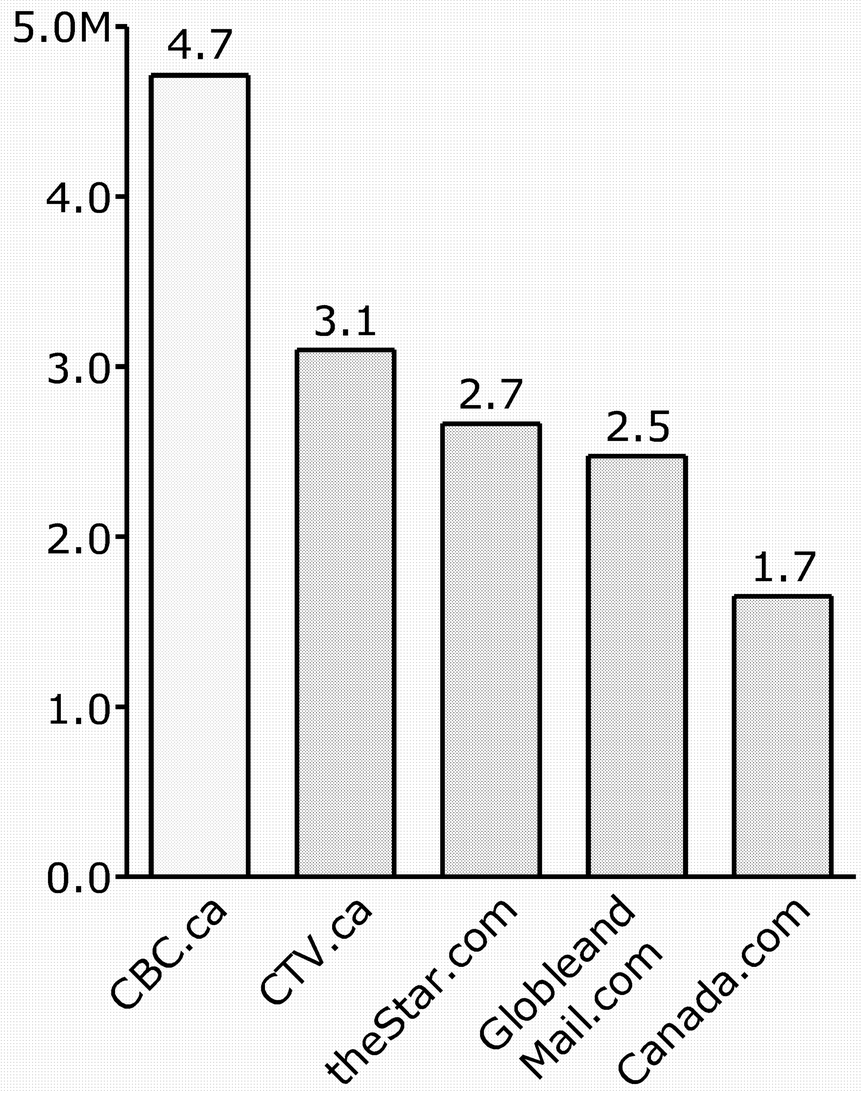
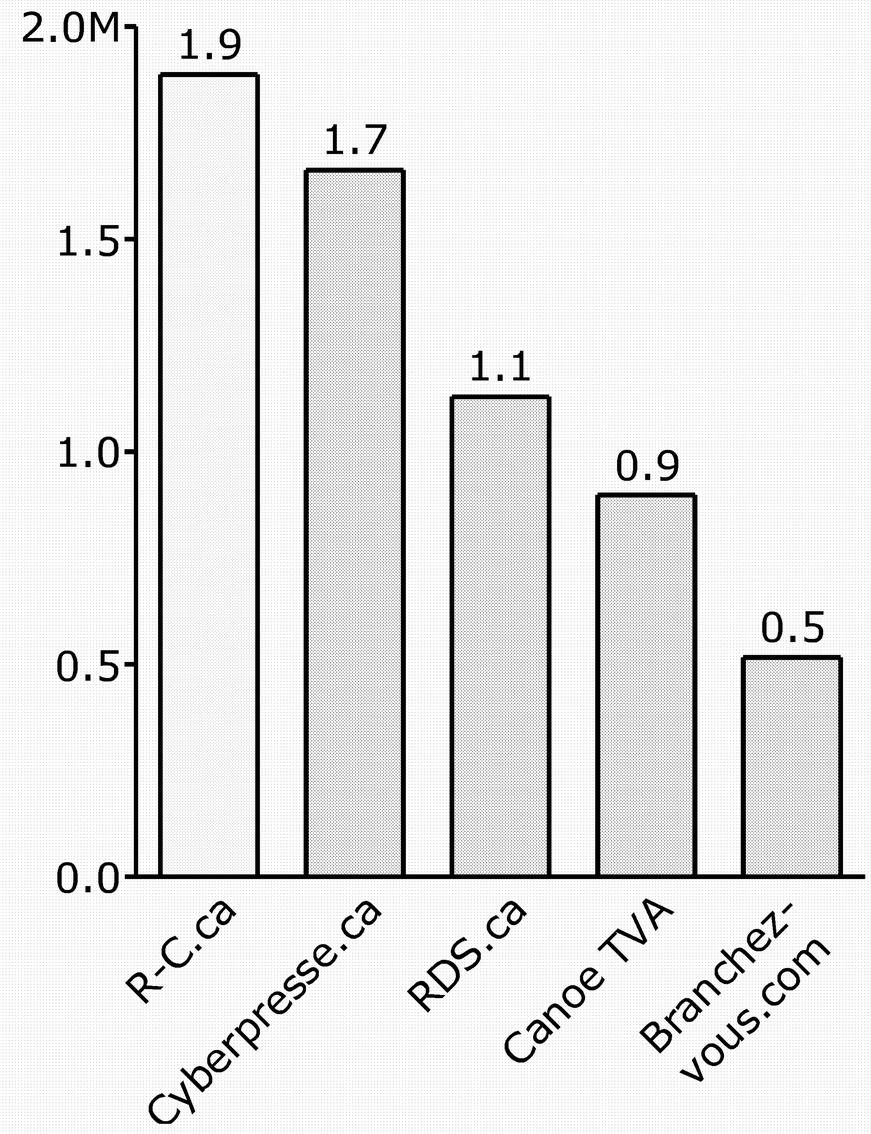
Both CBC and R-C lead their domestic peers in terms of unique visitors to websites

Digital

EN Internet unique visitors (Sep 2009)



FR Internet unique visitors (Oct 2009)



Source: Comscore (content companies websites)

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EN & FR digital strategy can be based on similar underlying "blueprint" for service offerings

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Digital

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Five year EN and FR digital expenditure plans could have total

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

Digital

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Recap: key elements of multi-platform strategy

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Multi-platform strategy	Action implications for CBC|R-C

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Next steps

- **Jun 22/23:** **Discussion with Board**
- **Jun/Jul:** Establish teams to take forward development of initiatives
- **Aug 5:** Steering Committee meets to prepare September Board
- **Early Sep:** Meeting of Board Strategic Planning Committee
- **Sep 21-22:** Board meeting - presentation of integrated strategy

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Internal Memo
Note de service

CBC Radio-Canada

Date ➢ **May 6, 2010**

From/De ➢ **Michel Tremblay**

Subject/Objet ➢ **Driving Towards 2015 : Long term Strategic Plan**

CBC/Radio-Canada Board of Directors

Cc :

Steering Committee

Sylvain Lafrance
Richard Stursberg
Bill Chambers
Francine Létourneau

Bain Team

s.19(1)

Our purpose today is to apprise the Board of the progress made over the last four months in developing a new strategic direction and to seek its input on a number of fronts including:

- A proposed mission framework or promise to Canadians, and,
- A set of guiding principles to bring definition to how we will deliver on our promise to Canadians.

We will as well take a look at our competitive environment and at the challenges faced by other national Public Service Broadcasters. We will speak to the key findings to date and identify the emerging priorities that we are working on with the guidance of the Board Strategic Planning Committee.

Background

In November 2009, we informed the Board that we were launching a new strategic planning process designed to provide the organization with a set of long-term strategic directions that will strengthen the position of CBC/Radio-Canada in the digital environment.

We have retained Bain & Company to work with us to develop the plan. They bring considerable planning and media expertise from a North American and European perspective and from both a public and private broadcasting perspective.

We have established a Steering Committee and Working Team to drive the project and have consulted with a large number of our people from CBC/Radio-Canada. All have invested a tremendous amount of time and energy in contributing to this project.

The Strategic Planning Committee of the Board (P. Charbonneau, Chair of the Committee, Tim Casgrain, Linda Black, George Cooper and Rémi Racine) has so far met three times to take stock of our progress and to discuss the key elements of the proposed strategy. These discussions have been of great help to test a wide range of ideas.

Our meeting today

On May 11, we will spend at least three hours with the Board to present the part of our work to date that has been fully discussed and validated by the Strategic Planning Committee. We plan to discuss the emerging strategies with the Board at its next meeting.

Our specific objectives for the meeting are as follows:

1. Do a recap of project goals and provide an update of progress against the Plan;

2. Discuss highlights of the current CBC/Radio-Canada situation and present the relevant experience of other key Public Service Broadcasters (PSBs);

3. Discuss the proposed mission framework and the related guiding principles and highlight the emerging priorities; and,

4. Discuss next steps

We will involve both members of the Steering Committee and from the Bain Team in the presentation.

I will make myself available to you at a time of your choice, if you would like to discus the project prior to the meeting.

Looking forward to a fruitful discussion,

Michel

CBC Radio-Canada

BAIN & COMPANY

Driving Towards 2015: Long-Term Strategic Planning

CBC/Radio-Canada Board Update
May 11th, 2010

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Objectives for today's discussion

1. Recap project goals and provide update on progress against plan

2. Discuss highlights of current CBC | R-C situation and relevant experience from Public Service Broadcasters (PSBs) peers

3. Discuss proposed mission framework, guiding principles and highlight emerging strategies

4. Highlight key next steps

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Corporate strategic plan will provide guidance to overall direction for CBC□R-C

	Corporate strategy	Media group strategy
Definition:	• **Vision, clear direction** and **guiding principles** that focus business on future • Clear set of **priorities** for guiding ongoing business decisions • "Filter" for evaluating **resource allocation** and investments • **Structure** and accountability for managing the overall enterprise	• **Strategy** to win with **viewers** and be **competitive** in the market • Prioritization of **audience** segments and **programming** strategy • **Revenue** strategy and business unit-level **investment** decisions • Generally **aligned with corporate strategy**, at greater level of detail
Typical timeline:	• Updated every ~5 years • Refined as needed to reflect changes in external environment	• Updated every 2-3 years, and refined as needed
Typical activities:	• Portfolio management, M&A • Major new initiatives and investments (e.g., new platforms) • External stakeholder engagement	• Audience and programming strategy • Sales and pricing strategy • Product development

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For CBC | R-C, success in this effort is defined by gaining clarity on vision, priorities & actions

1. **Promote alignment and a more consistent view amongst leadership team** around the market evolution and CBC | R-C priorities

2. **Provide clear direction and a "filter" at the corporate level** to guide longer-term strategy and planning priorities <u>and</u> inform near-term decisions

3. **Accelerate current momentum** in increasing cultural leadership and impact

4. **Clearly identify and size what investments are required** (content, platform, new business) to **grow "share of voice"**

5. **Provide additional "room to maneuver" financially** to deliver against a broad programming mandate, through revisiting fixed commitments and existing funding models

6. **Ensure full benefit from CBC | R-C's overall scale, while reflecting and respecting inherent differences** in French- and English-language markets

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Agenda

- Outline process to date and current project status
- Share context for strategy
  - -External environment, learnings from PSB peers
  - -CBC/R-C “point of departure”
- Discuss mission interpretation and framework for assessment of success in delivery
- Highlight key areas of focus for emerging integrated strategy and review next steps

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Our project spans three main phases to define corporate strategy for next 5 years

Current project status

Phase 0	1 Strategic Foundation	2 Making & Enabling Choices	3 Preparing for Mobilization
Key activities: • Interview key CBC/RC executives • Gather data to inform next phases • Develop hypotheses	• Define future environment - Audience trends - Competitive landscape trends - Content trends • Identify public service mission, regulatory regimes and implications • Synthesize and integrate findings • Outline preliminary options • Assess mobilization challenges	• Articulate desired CBC□ R-C role in future environment • Define, assess, iterate and improve upon options • Confirm trade-offs required and implications • Define and assess investments and funding flexibility required to achieve desired mission • Identify additional capabilities required to achieve desired role	• Continue to align key stakeholders around recommendations • Develop implementation and mobilization plan • Define and lay groundwork for people and process required to execute plan • Prioritize key gaps to address (structural, financial, capabilities)
Outcomes: • Detailed workplan • Joint team start-up • Initial analysis	• Common view of external environment to help guide decision-making • Perspective on PSB-specific issues and winning strategies to address	• Recommendation for long-term strategic plan • Key investments and pro forma financials • Alignment on plan from Executive team, Steering Committee	• Road-map of activities to realize strategic plan • Metrics/indicators to track success

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A broad range of people have been heavily involved in project to date

	Members	Key responsibilities	Interactions
Steering Committee	• Hubert Lacroix • Sylvain Lafrance • Richard Stursberg • Bill Chambers • Francine Letourneau • Michel Tremblay	• Establish goals of joint CBC | Radio-Canada / Bain effort • Make decisions and provide approval on path forward • Remove internal roadblocks	• Formal meetings every 3-4 weeks to review findings • Interim 1 on 1 progress check-ins and discussions on particular issues as required
Working team	• Mark Allen • Marie-Philippe Bouchard • Francine Letourneau • Stan Staple • Michel Tremblay • Christine Wilson	• Work with Bain team to -Gather & analyze data -Generate ideas -Summarize options and recommendations • Facilitate collaboration with other CBC l Radio-Canada stakeholders	• Formal meetings every ~2 weeks • One on one discussions to solicit perspective at outset • Additional in-person and follow up meetings as required to understand data, detail activities
Other CBC/R-C staff	• As needed through process • Michel & Francine to invite	• Input on specific issues and data items	• Ad hoc as required
"Les effervescents"	• 11 "out of the box thinkers" from across the organization	• Provide feedback on options generated	• Conducted calls to gather feedback on mission interpretation and emerging strategic priorities

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Today, we are seeking board input on top two layers of strategic plan elements

Strategic plan elements	Key decisions for CBC | R-C
Mission	• Our promise to Canadians
Guiding principles	• How we define the actions that we should take to live up to our promise to Canadians
Strategic priorities & key initiatives	• Priority investments over next 5 years - E.g., programming genres, platforms • Changes in current service delivery
Funding, resources, organization	• Operating budget guidelines & constraints • Operational improvement goals (e.g., ad sales, cost efficiency) • Capital asset requirements • Funding & future environment scenario analysis
Implementation planning	• Communications & stakeholder engagement strategy • Timeline of actions, initiatives • Resource, capability requirements & accountability • Milestones & metrics

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Summary findings from external environment review

Market Trends

- Sustained shift from **conventional** broadcasting to **specialty** channels in EN & FR
- Emergence of non-linear consumption on **digital platforms** (esp. news)
- Increasing **competitor investment in non-linear** platforms, but with challenged monetization
- Lack of clear Cdn leaders in building **online content** destinations
- **Regional/local TV news** becoming **cost-prohibitive** for competitors

Implications for CBC | R-C

- Need for clear **framework for interpreting mission** and guiding CBC | R-C initiatives
- Need to **secure new outlets** for content, reduce dependency on conventional broadcast
- **"Window of opportunity"** to launch definitive strategy and clarify role with **digital** platforms
- Urgent **need to address cost** structure to be competitive, especially in news
- Need to selectively explore areas for **coordinating strategy** and **operations** across EN/FR services

CBC | R-C Performance

- **Ratings** growth in EN/FR TV
- Strong and growing **share** in **radio**
- Competitive lead in **online traffic**
- Focus on **broadcast** TV (vs. **specialty)** hurting competitive position
- **High cost** position in EN & FR services (esp. news)
- Inconsistent **coordination** of activities in EN/FR

Public/Regulatory

- **Mixed (but improving) public perception** of CBC | R-C delivery on broadcasting mandate
- **"Room to maneuver"** in interpretation of CBC | R-C mission (although with political risks)
- Volatile relationship with government creating **greater uncertainty for long-term support**
- Unpredictable and **short-term funding shifts** leading to reactive CBC | R-C behavior
- **Pressure** from commercial competitors against **"unfair" public funding**, access to carriage fees

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Media consumption is growing and shifting to non-linear, on-demand digital platforms

s.20(1)(a) s.20(1)(b) s.20(1)(c)

TV

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The shift from conventional to specialty TV continues

TV

s.18(b)

Source: 2009 CRTC Monitoring Reports

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s.18(b)

Audiences are changing how they interact with TV, but live TV expected to maintain high share

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Conventional radio remains an important medium though consumption is in decline

s.18(b)

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Majority of Canadians view high speed internet as essential to their day to day lives

s.18(b)

ONLINE

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Broadcasters increasingly under pressure from distribution competitors in EN & FR markets

s.18(b)

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Peers are adapting to digital with new windows for programming and by adjusting org. structures

PSB PEERS

BBC

- Established a number of specialty channels to serve different programming needs
- Future Media & Technology structure to work across BBC
- Development and heavy marketing of iPlayer to allow UK users to access BBC content online
- Leadership role in Project Canvas to develop open internet TV/video platform

francetélévisions

- Established a number of specialty channels to provide different types of programming
- Member of Hybrid Broadcast Broadband TV initiative to develop European standard for hybrid set-top boxes

ABC Australian Broadcasting Corporation

- Introduction of dedicated kids' specialty channel
- Set to launch 24 hour news channel
- Created separate division called **New Media and Digital Services** to coordinate activities

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At the same time, they have sought to maintain and increase their connection with regions

PSB PEERS

BBC

- Regulatory quota that >30% of broadcast hours in regions
- Sought to invest £68M in network of 60+ local video websites
  - But shelved due to expense and impact on commercial rivals
- 2009 MOU signed with key competitor (ITV) to explore sharing of regional newsroom and studios

francetélévisions

- Established dedicated channel for regions, France 3
- Moving from 23 regional service locations to greater use of eight hubs
- Plan to increase future flexibility of production

ABC Australian Broadcasting Corporation

- Introduced "digital town square" concept to support exchange of ideas and Australian experiences
- Launched local online presence in 53 markets
  - Overlaps with 45 radio stations
  - Secured incremental A$15M annual funding

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Summary of current "point of departure" and potential opportunities

- CBC/R-C current service portfolio has created solid **foundation for mission delivery success**, but has also **spread available resources very thin**

-

- Maintaining **digital leadership** in Canada remains **high priority** and **requires investment** and clear **definition of CBC/R-C brand** online

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

- Broad-reaching service strategy has created **strong audience performance** for CBC | R-C, but has put **future funding sufficiency into question**

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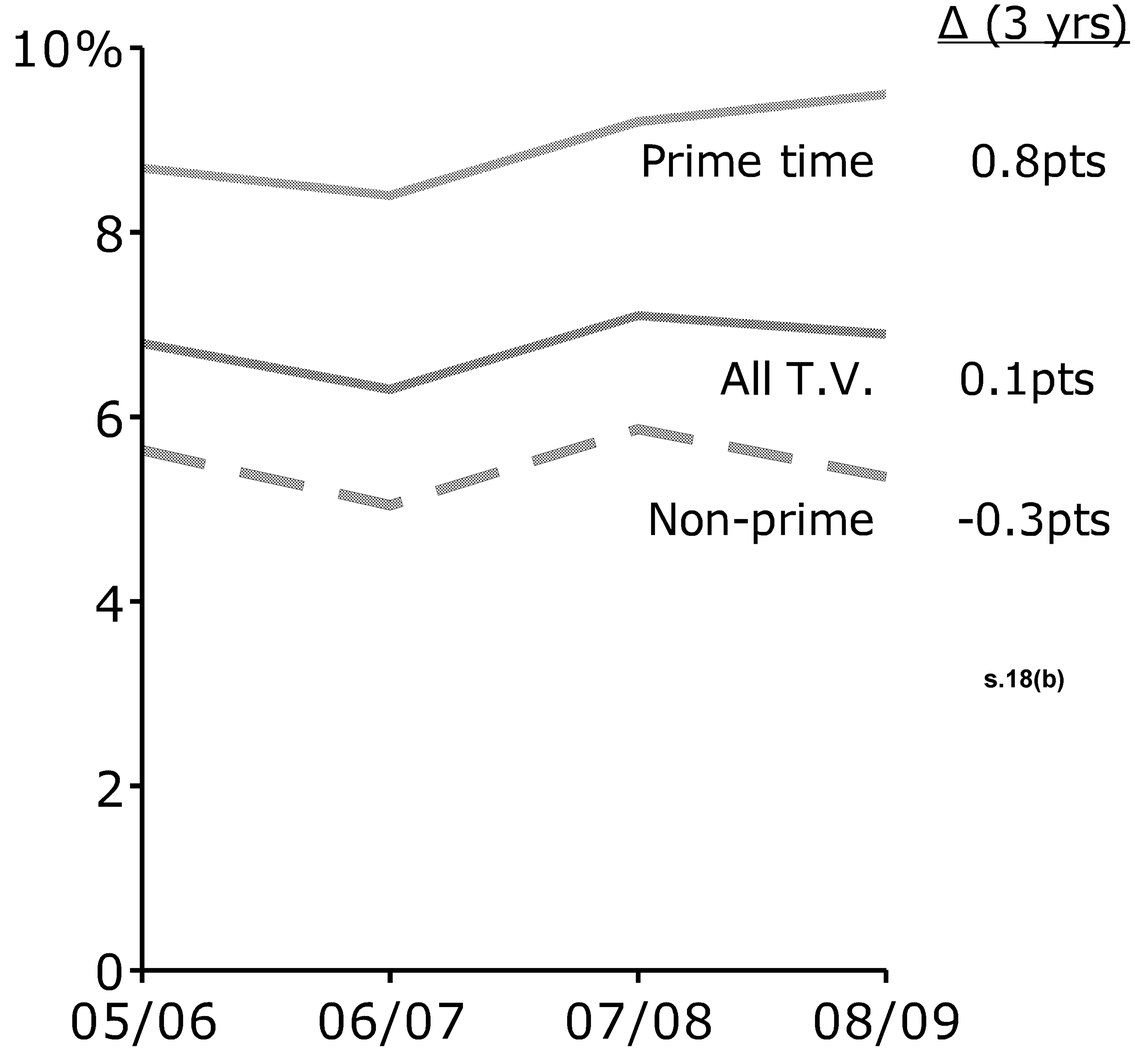
CBC's prime time focus has grown overall share of viewing, despite limited specialty position

EN TV

CBC market share, EN TV



Prime share of all TV:	37.9%	37.4%	37.0%	37.3%

- Steady **gains in prime time**
- **Non-prime share fallen to 5.4%**, while overall share has settled at around 7%

Source: BBM: CBC/RC weekly audience reports (broadcast year Sep-Aug); MTM KPI data

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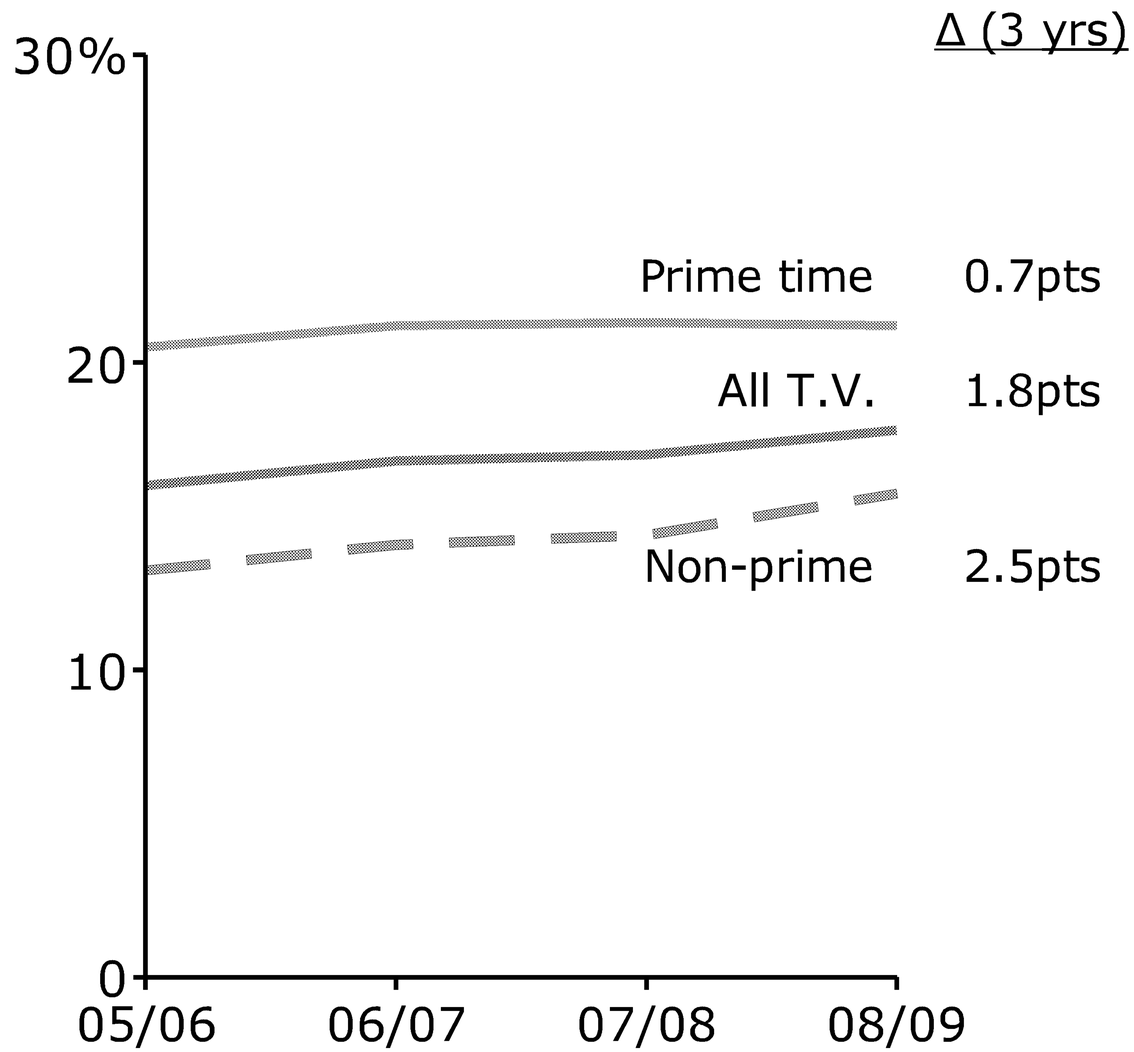
R-C's non-prime gains have grown overall share of viewing, while prime time share is holding

FR TV

R-C market share, FR TV



Prime share of all TV:	38.1%	38.3%	37.8%	37.8%

- Steady **gains in overall share to 18%**, as non-prime share rose to 16% (while prime time share steady at 21%) s.18(b)

Source: BBM: CBC/RC weekly audience reports (broadcast year Sep-Aug); MTM KPI data

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Leadership of Radio One and Première Chaîne has driven share gain in EN and FR markets s.68.1

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With no changes to current services, average annual funding gap could grow to [redacted]

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

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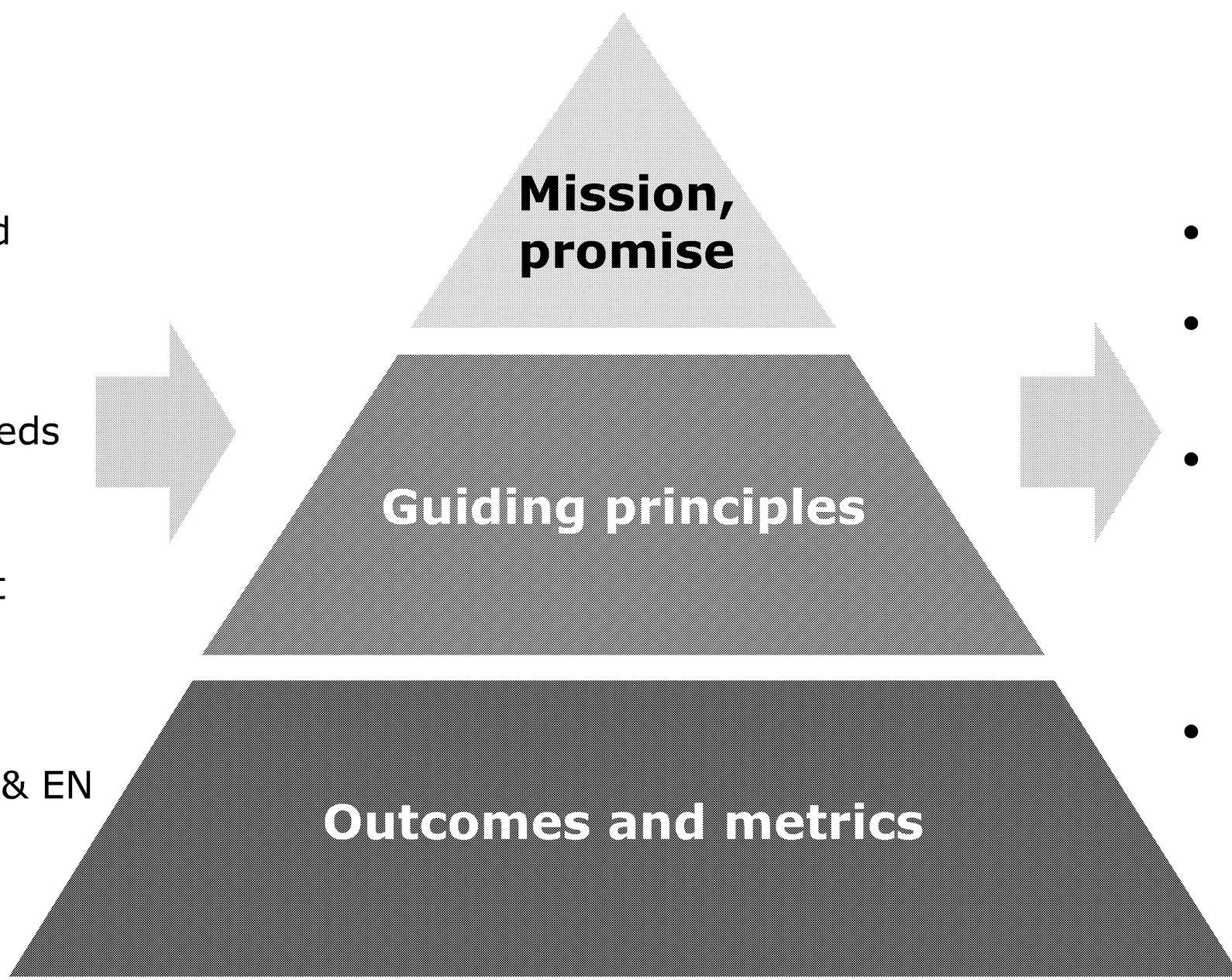
Mission framework features three levels of definition to guide strategy and focus activities

Mission Framework

Inputs

- Mandate and public policy
- Canadian audience needs
- Competitive environment
- Distinctive differences between FR & EN markets



Impact

- Guides strategy
- Defines service priorities
- Serves as "prism" to inform ongoing and future decisions
- Sets expectations for performance

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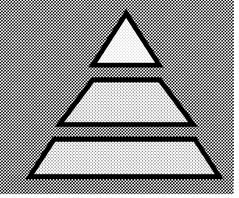
CBC/R-C **mission/promise** to Canadians



CBC Radio-Canada

CBC□R-C will be the **recognized leader** in **expressing Canadian culture** and **enriching the democratic life** of all Canadians

- Creating and delivering **original** and **innovative**, **quality Canadian** content
- **Reflecting** and **drawing together** all Canadians
- Effectively **engaging audiences**
- Remaining **cost-effective and accountable**

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To deliver on this mission, CBC□R-C services must align with **guiding principles**

Mission:

Express Canadian culture and **enrich democratic life** through ...

... original, innovative, quality Canadian content ...	... that reflects and draws together Canadians ...	... effectively engaging audiences ...	... while remaining cost-effective and accountable

Guiding principles:

- Creating and delivering **quality content** for, by and about Canada & Canadians
  - Leading in **Canadian cultural expression**
  - Offering a **distinctly Canadian perspective**
- Investing in **differentiated programming**

- Contributing to **shared national identity** & social cohesion
- Reflecting Canada's **multicultural and multilingual diversity**
- Reflecting **the regions** to themselves and to the country
- Contributing to **diversity of voices**

- **Serving a large number** of Canadians
- Reflecting **content preferences** of Canadian audiences across a mix of genres
- Adapting to **evolving media usage** of Canadians across platforms

- Delivering our services in the **most efficient manner**
- Ensuring the **economic sustainability** of our services
- Optimizing the percent of **funds** spent on **content**

Providing high public value to Canadians

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The mission and guiding principles address all components of the Broadcasting Act

Express Canadian culture and **enrich democratic life** through…

… original, innovative Canadian content …

- Creating and delivering **quality content** for, by and about Canada & Canadians
  - Leading in **Canadian cultural expression**
  - Offering a **distinctly Canadian perspective**
- Investing in **differentiated programming**

… that reflects and draws together Canadians …

- Contributing to **shared national identity** & social cohesion
- Reflecting Canada's **multicultural and multilingual diversity**
- Reflecting **the regions** to themselves and to the country
- Contributing to **diversity of voices**

… effectively engaging audiences …

- **Serving a large number** of Canadians
- Reflecting **content preferences** of Canadian audiences across a mix of genres
- Adapting to **evolving media usage** of Canadians across platforms

… while remaining cost-effective and accountable

- Delivering our services in the **most efficient manner**
- Ensuring the **economic sustainability** of our services
- Optimizing the percent of **funds** spent on **content**

1991 Broadcasting Act:

- "…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
  - **Reflect the multicultural and multiracial nature of Canada**

Source: Broadcasting Act, 1991
Note: Bold emphasis inserted by Bain

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All services provided will be measured to optimize performance on desired **outcomes**...

s.18(b)

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...to help define service and resources to maximize value provided to Canadians [EN]

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…to help define service and resources to maximize value provided to Canadians [FR]

s.68.1

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The strategy process has identified a number of emerging priorities

- Programming genre priorities
- Regional strategy
- Specialty channel strategy
- Digital strategy
- Advertising/monetization full potential
- EN & FR operating cost efficiency (production & support)
- Capital assets & production culture

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These will be discussed further at the next board meeting in June

- Considerable work has been undertaken and progress made in each of these seven areas
- The strategic committee of the Board is in the midst of reviewing this progress and providing their further input
- Analytic findings and strategic recommendations across a number of these topics to be discussed further at the next Board meeting

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Next steps

- **June Board meeting: June 22/23**
  - -Continued review of corporate strategic plan elements
  - -Update from Leaders' Forum discussions
  - -Summary of implementation priorities and next steps

- **September Board meeting: Sep 21/22**
  - -Present integrated strategy recommendation
  - -Seek Board approval

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Internal Memo
Note de service

CBC Radio-Canada

Date ➢ September 15, 2010

From/De ➢ **Senior Vice-President, Corporate Strategy an Business Partnerships**

Subject/Objet ➢ **Driving Towards 2015 : Long Term Strategic Planning Update and Costing the Strategy**

TO/À:
Linda Black
Edward Boyd
Tim Casgrain
Peter Charbonneau
George Cooper
Patricia McIver
Brian Mitchell
Rémi Racine
Edna Turpin
John Young

cc:
Hubert T. Lacroix
Bill Chambers
Sylvain Lafrance
Francine Létourneau
Suzanne Morris
Kirstine Stewart

Since the last Board Meeting in June, numerous changes and refinements have been introduced in our proposed strategy. In fact, you will now see for the first time a complete strategy document.

The Strategic Planning Committee of the Board met on September 8 to review the strategy. It supported the strategic directions that will be presented at the Board meeting.

The meeting material is divided in two parts:

- The presentation - 83 pages
- A book of appendices - 69 pages

These two documents have to be used side-by-side as there are numerous cross-references.

What has changed since the June Board?

1. We have refined the mission statement (p. 11).

2. We have brought greater alignment between our mandate and the guiding principles (p. 12).

3. We have improved the metrics, as we now have access to “real” data (p. 14).

4. Our programming priorities are now associated with expected outcomes on key performance indicators (KPI) (p 20-21).

5. We have introduced new material about diversity; aboriginal-language programming; and, international presence (p. 22-23-24).

6. The regional and platform strategies are now linked to expected outcomes (p. 31-32 and p. 39-40).

7. We review initiatives underway to improve monetization and efficiency. (p. 42-54)

8. Section 4 – Funding the strategy, reflects the considerable amount of work done by our Finance Groups to price the strategic initiatives, deal with their affordability and with the necessary decisions required to implement the plan. (p. 55-72).

9. Section 5 deals with the Key Risks to the strategy and with Prioritization (p. 73-77).

10. Finally, Section 6 deals with the Mobilization plan (p. 78-81).

At the September meeting, we will solicit the Board's views on the overall strategy, as we prepare for final approval at the November meeting.

You will find attached, a short narrative that presents an overview of the strategy and reflects how we will likely communicate it to the outside world.

Michel Tremblay

STRATEGIC PLANNING COMMITTEE
CANADIAN BROADCASTING CORPORATION
Montreal – April 13, 2010

Tuesday, April 13, 2010

ITEM	START TIME	REPORT BY	MOTION REQUIRED	DOCUMENT
1. Matters arising from previous meetings	11:00			
2. Update re Strategic Planning Process		Hubert T. Lacroix Michel Tremblay		YES
Conclude	16:00			

Maison Radio-Canada
1400 René-Lévesque Blvd East

Contact at CBC
Édith Gosselin
(514) 597-6333

STRATEGIC PLANNING COMMITTEE
CANADIAN BROADCASTING CORPORATION
Montreal, Quebec – January 19, 2010

Tuesday, January 19, 2010

ITEM	START TIME	REPORT BY	MOTION REQUIRED	DOCUMENT
1. Matters arising from previous meetings	14:00 (5 min)			
2. Update on Strategic Planning Process	14:05 (55 min)	Hubert T. Lacroix Michel Tremblay		
3. Proposal for a Commercial-free CBC/Radio-Canada	15:00 (60 min)	Michel Tremblay		YES
Conclude	16:00			

STRATEGIC PLANNING COMMITTEE
CANADIAN BROADCASTING CORPORATION
Montreal, Quebec
June 14, 2010

Monday, June 14, 2010

ITEM	START TIME	LED BY	MOTION REQUIRED	DOCUMENT
1. Approval of the minutes of the May 5, 2010 conference call and of the May 12, 2010 meeting	10:00 (5 min)	Peter Charbonneau	YES	YES
2. Matters arising from previous meetings	10:05 (5 min)			
3. Update on Strategic Planning Process	10:10 (5-6 hours)	Hubert T. Lacroix Michel Tremblay		YES
Conclude	16:00			

Maison Radio-Canada
1400 René-Lévesque Blvd East

Contact at CBC
Édith Gosselin
(514) 597-6333

STRATEGIC PLANNING COMMITTEE
CANADIAN BROADCASTING CORPORATION
Montreal, Quebec – September 8, 2010

Wednesday, September 8, 2010

ITEM	START TIME	LED BY	MOTION REQUIRED	DOCUMENT
1. Approval of the minutes of the June 14, 2010	10:00 (5 min)	Peter Charbonneau	YES	YES
2. Matters arising from previous meetings	10:05 (5 min)			
3. Update on Strategic Planning Process	10:10 (5-6 hours)	Hubert T. Lacroix Michel Tremblay		YES
Conclude	16:00			

Maison Radio-Canada
1400 René-Lévesque Blvd East

Contact at CBC
Édith Gosselin
(514) 597-6333

MEETING OF THE STRATEGIC PLANNING COMMITTEE
CANADIAN BROADCASTING CORPORATION
Conference Call
October 29, 2010

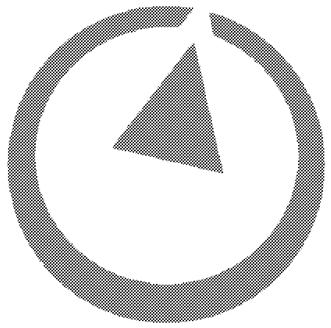
Conference Call
Friday, October 29, 2010

ITEM	START TIME	LED BY	MOTION REQUIRED	DOCUMENT
1. Approval of the minutes of the September 8, 2010 meeting	10:00 (5 min)	Peter Charbonneau	YES	YES
2. Matters arising from previous meetings	10:05 (5 min)			
3. Update on Strategic Planning Process	10:10 (75 min)	Hubert T. Lacroix Michel Tremblay		YES
Conclude	11:30			

STRATEGIC PLANNING COMMITTEE
CANADIAN BROADCASTING CORPORATION
Ottawa – March 16, 2010

Tuesday, March 16, 2010

ITEM	START TIME	REPORT BY	MOTION REQUIRED	DOCUMENT
1. Approval of the minutes of the January 19, 2010 Meeting	09:45 (5 min)	Peter Charbonneau	YES	YES
2. Matters arising from previous meetings	09:50 (5 min)			
3. Amendments to Committee's Terms of Reference	09:55 (10 min)	Maryse Bertrand	YES	YES
4. Update on Strategic Planning Process	10:05 (40 min)	Hubert T. Lacroix Michel Tremblay		
Conclude	11:15			



CBC Radio-Canada

BAIN & COMPANY

Driving Towards 2015: Long-Term Strategic Planning

Board Strategy Committee discussion

April 13th, 2010

Objectives for today

- Provide update on project status, context and key findings to date

- Discuss emerging integrated strategic plan; priorities, aspirations and actions required
  - -Mission interpretation framework, guiding principles
  - -Strategic priorities
  - -Implications of corporate strategy on media lines

- Highlight implications of strategic plan on operating budget and funding gap anticipated

- Share next steps and proposed path forward with this committee

Recap: This effort will define the corporate strategy and align priorities for CBC | R-C

	Corporate strategy	Media group strategy
Definition:	• **Vision, clear direction** and **guiding principles** that focus business on future • Clear set of **priorities** for guiding ongoing business decisions • "Filter" for evaluating **resource allocation** and investments • **Structure** and accountability for managing the overall enterprise	• **Strategy** to win with **viewers** and be **competitive** in the market • Prioritization of **audience** segments and **programming** strategy • **Revenue** strategy and business unit-level **investment** decisions • Generally **aligned with corporate strategy**, at greater level of detail
Typical timeline:	• Updated every ~5 years • Refined as needed to reflect changes in external environment	• Updated every 2-3 years, and refined as needed
Typical activities:	• Portfolio management, M&A • Major new initiatives and investments (e.g., new platforms) • External stakeholder engagement	• Audience and programming strategy • Sales and pricing strategy • Product development

Project planned to span three main phases, designed to address critical questions

Current project status

	Jan 2010	February	March	April
Phase 0	1 **Strategic Foundation**	2 **Making & Enabling Choices**		3 **Preparing for Mobilization**

Key activities:

- Interview key CBC | R-C executives
- Gather data to inform next phases
- Develop hypotheses

- Define future environment
  - Audience trends
  - Competitive landscape trends
  - Content trends
- Identify public service mission, regulatory regimes and implications
- Synthesize and integrate findings
- Outline preliminary options
- Assess mobilization challenges

- Articulate desired CBC | R-C role in future environment
- Define, assess, iterate and improve upon options
- Confirm trade-offs required and implications
- Define and assess investments and funding flexibility required to achieve desired mission
- Identify additional capabilities required to achieve desired role

- Continue to align key stakeholders around recommendations
- Develop implementation and mobilization plan
- Define and lay groundwork for people and process required to execute plan
- Prioritize key gaps to address (structural, financial, capabilities)

Outcomes:

- Detailed workplan
- Joint team start-up
- Initial analysis

- Common view of external environment to help guide decision-making
- Perspective on PSB-specific issues and winning strategies to address

- Recommendation for long-term strategic plan
- Key investments and pro forma financials
- Alignment on plan from Executive team, Steering Committee

- Road-map of activities to realize strategic plan
- Metrics/indicators to track success

Recap: Phase 1 findings and implications

Market Trends

- Sustained shift from **conventional** broadcasting to **specialty** channels in EN & FR
- Emergence of non-linear consumption on **digital platforms** (esp. news)
- Increasing **competitor investment in non-linear** platforms, but with challenged monetization
- Lack of clear Cdn leaders in building **online content** destinations
- **Regional/local TV news** becoming **cost-prohibitive** for competitors

Implications for CBC | R-C

- Need for clear **framework for interpreting mission** and guiding CBC | R-C initiatives
- Need to **secure new outlets** for content, reduce dependency on conventional broadcast
- **"Window of opportunity"** to launch definitive strategy and clarify role with **digital** platforms
- Urgent **need to address cost** structure to be competitive, especially in news
- Need to selectively explore areas for **coordinating strategy** and **operations** across EN/FR services

CBC | R-C Performance

- **Ratings** growth in EN/FR TV
- Strong and growing **share** in **radio**
- Competitive lead in **online traffic**
- Focus on **broadcast** TV (vs. **specialty)** hurting competitive position
- **High cost** position in EN & FR services (esp. news)
- Inconsistent **coordination** of activities in EN/FR

Public/Regulatory

- **Mixed (but improving) public perception** of CBC | R-C delivery on broadcasting mandate
- **"Room to maneuver"** in interpretation of CBC | R-C mission (although with political risks)
- Volatile relationship with government creating **greater uncertainty for long-term support**
- Unpredictable and **short-term funding shifts** leading to reactive CBC | R-C behavior
- **Pressure** from commercial competitors against **"unfair" public funding**, access to carriage fees

Recap: Key headlines for discussion

- This effort will result in a **clear framework for interpreting CBC | R-C mission** and guiding future priorities/investments s.18(b)
-
-
-
-
-

Today, we are seeking your input on top three layers of strategic plan elements

Strategic plan elements	Key decisions
Mission	• Be the undisputed leader in expressing Canadian culture and informing democracy on behalf of all Canadians
Guiding principles	• Original, innovative Canadian content… • …that reflects and draws together Canadians… • …providing high public value… • …while remaining competitive and cost-effective
Strategic priorities & key initiatives	• New platform investments over next 5 years (e.g., digital leadership, specialty build-out) • Enhancements to key areas of service delivery (e.g., national news, regional/local news/information) • Maintain Canadian cultural leadership (e.g., entertainment programming, broadcast primetime)
Funding, resources, organization	• Operating budget guidelines & constraints • Operational improvement goals (e.g., ad sales, cost efficiency) • Capital asset requirements • Funding & future environment scenario analysis
Implementation planning	• Communications & stakeholder engagement strategy • Timeline of actions, initiatives • Resource, capability requirements & accountability • Milestones & metrics

Objectives for today

- Provide update on project status, context and key findings to date

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  - -Mission interpretation framework, guiding principles
  - -Strategic priorities
  - -Implications of corporate strategy on media lines

- Highlight implications of strategic plan on operating budget and funding gap anticipated

- Share next steps and proposed path forward with this committee

Driving to 2015: Emerging strategic plan

1. CBC | R-C mission / promise

To be the undisputed leader in **expressing Canadian culture** and **informing Canadian democracy** on behalf of all Canadians

2. Mission delivery guiding principles

- Creating and delivering **original** and **innovative Canadian** content
- **Reflecting** and **drawing together** all Canadians
- Providing **high public value**
- Remaining fully **competitive** and **cost-effective** in service delivery

3. Strategic priorities

3a. Audience / offering

- Regain **leadership in national & international news**, across all platforms
- Establish **leading position in regional news** & information
- Build on **cultural leadership in A&E, factual/variety and kids** programming

3b. Platforms / position

- Invest in **end-to-end presence in linear and non-linear** platforms
- **Extend leadership in new platforms** as Canadian audiences shift
- **Define and protect CBC and R-C brands** for next generation of Canadians

4. Drive excellence in sales performance and resource efficiency

5. Ensure accountability and measurement against goals

1. **Mission framework** features three levels of definition to guide strategy and focus activities

Mission Framework

Inputs

- Mandate and public policy
- Canadian audience needs
- Competitive environment
- Distinctive differences between FR & EN markets

Impact

- Guides strategy
- Defines service priorities
- Serves as "prism" to inform ongoing and future decisions
- Sets expectations for performance

1. CBC | R-C **mission/promise** to Canadians

will be the **undisputed leader** in **expressing Canadian culture** and **informing democracy** on behalf of all Canadians

- Creating and delivering **original** and **innovative Canadian** content
- **Reflecting** and **drawing together** all Canadians
- Providing **high public value**
- Remaining fully **competitive** and **cost-effective** in service delivery

2. To deliver on this mission, CBC | R-C services must align with **guiding principles**

Mission: **Express Canadian culture** and **inform democracy** through …

… original, innovative Canadian content …	… that reflects and draws together Canadians …	… providing high public value …	… while remaining competitive and cost-effective

Guiding principles:

- **Creating and delivering quality content** for, by and about Canada & Cdns
  - Leading in **Cdn cultural expression**
- Investing in **differentiated programming** that responds to audience needs

- Contributing to **shared nat'l identity** & social cohesion
- **Reflecting diverse groups**
  - Across regions, ethnicities and languages
- Sharing a distinctly **Canadian perspective**
- Contributing to **diversity of voices**

- **Reaching** a large number of Canadians
  - Across highest value outlets
- Reflecting **evolving content preferences** of Cdn audiences
- Contributing to **digital Canada** via leadership in digital platforms

- Matching most **efficient** resources to provide each service
- Ensuring **sustainability** for strong ongoing role in Canadian media
  - Across scope of all operations
  - Maximizing funds spent "on-screen"

2. Services provided will be measured to optimize performance on desired **outcomes**

s.18(b)

2. Each current genre has been evaluated against mission guiding principles...

s.18(b)

2. ...to help define service and resources to maximize value provided to Canadians (1 of 2)

2. ...to help define service and resources to maximize value provided to Canadians (2 of 2)

3. Strategic priorities detailed through planning process to date: **Audience / offering**

3. Strategic priorities detailed through planning process to date: **Platform / position**

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

4. Drive **sales growth & resource efficiency** to free up resources for content delivery

Advertising revenue	Operating cost efficiencies
1)	**1)**
2)	**2)**
3)	**3)**
4)	**4)**

Implications of strategy - **English Services**

Implications of strategy - **French Services**

Implications of strategy - **Corporate**

1. **Actively manage resource allocation and provide support to advance strategic priorities**

2. **Expand shift of shared services resources to Corporate**

3. Build mechanisms to **increase coordination between EN & FR strategic decision-making**

4. **Hold media lines accountable for progress** against strategic plan goals

5. **Communicate strategic direction** and rationale actively **to stakeholders and Canadian public**

s.18(b)
s.68.1

In summary, emerging strategic plan highlights range of activities for CBC/R-C to consider

FOR DISCUSSION

	Start/Do More/Enhance	Stop/Change/Do Less	Continue
EN Services			
FR Services			
Corporate			

Objectives for today

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  -Mission interpretation framework, guiding principles

  -Strategic priorities

  -Implications of corporate strategy on media lines

- Highlight implications of strategic plan on operating budget and funding gap anticipated

- Share next steps and proposed path forward with this committee

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

Continuing on same financial trajectory results in

Objectives for today

- Provide update on project status, context and key findings to date

- Discuss emerging integrated strategic plan; priorities, aspirations and actions required

  -Mission interpretation framework, guiding principles

  -Strategic priorities

  -Implications of corporate strategy on media lines

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- Share next steps and proposed path forward with this committee

Internal Memo
Note de service

CBC Radio-Canada

Date ▶ September 2, 2010

From / De ▶ Michel Tremblay & Francine Létourneau

Subject / Objet ▶ **Documents for the September 8 meeting**

To:

Tim Casgrain
Peter Charbonneau
Linda Black
George Cooper
Rémi Racine

cc:
Hubert T. Lacroix
Management
in attendance
Bain Group

Attached is the material that has been prepared for our meeting of September 8.

Given the length of the material, we have broken it down into two parts - the main presentation (92 slides) and a book of appendices (60 slides).

We have made substantial progress since our last meeting and are confident that we will have a good discussion next week.

Since we last met, we have:

- Responded to the issues raised by the Board in June (Appendix A);
- Developed a Technology Report Card (Appendix B-1);
- Refined the Mission Metrics Framework;
  - The services will continue to be measured by bubbles
  - The performance of genres is shown in charts, in which genre performance according to specific measures is shown over time
- Provided greater definition of our programming, regional and platforms strategies, including expected outcomes and KPI's;
- Developed approaches to meet the needs of Canada's diverse population, aboriginals and an international service;
- Outlined plans to maximize advertising revenues and improve operating efficiencies;
- Examined the financial investment required to deliver the strategy over the next five years;
- Identified key risks and priorities in the event of a budget shortfall;

Looking forward to seeing you next Wednesday.

Driving Towards 2015: Long-Term Strategic Planning

Update and Costing the Strategic Directions
September 8th, Strategic Committee of the Board Meeting

(CBC/Radio-Canada Board of Directors)

(September 21 -22, 2010)

Agenda

	page
1. Introduction	3
2. Mission Framework and Guiding Principles	9
3. Key Strategic Thrusts	16
4. Funding the Strategy	58
5. Risks and Prioritization	83
6. Mobilization Plan	88
7. Next steps	91

1. Introduction

1

Objectives for the Meeting

- After a nine-month strategic planning process, we have now completed the following phases:
  - Developed a Mission framework, the related guiding principles and metrics to assess performance
  - Laid out future directions for Program genres
  - Set a new course for our Regional strategy
  - Re-stated our specialty strategy
  - Paved the way to a greater commitment to fund new platforms
  - Costed the strategies

- Today we will also update you on our proposed approach to Aboriginal-language programming and our international strategy which have been integrated as part of our programming priorities.

- Our key focus is to address the funding of the strategy and prioritization of our strategic initiatives

- We must also solicit the Board's views on the emerging strategy as we prepare for final approval at the November Board meeting

1 At the Outset, we Described Success for this Initiative in the Following Terms…

1. **Promotes alignment and a more consistent view amongst the Board, Senior management, the two Media Lines and the overall Corporation** around the market evolution and CBC/Radio-Canada priorities
2. **Accelerates current momentum** in increasing cultural leadership and impact
3. **Provides additional "room to maneuver"** to deliver against a broad programming mandate, both through revisiting fixed commitments and existing funding models, including both public and commercial
4. **Provides strategic blueprint to** drive longer-term strategy and planning (platform, programming and organizational level) AND inform near-term decisions
5. **Clearly identifies and sizes what investments are required** (platform, content, new business) to **grow "share of voice"**
6. **Ensures full benefits from CBC/Radio-Canada's overall scale, while reflecting and respecting inherent differences** in French- and English-language markets

1 The Corporate Strategy Contains the Following Key Themes and Goals

- **Be accountable** to Canadians and **align energies across CBC/Radio-Canada** toward common goals
- Demonstrate **leadership position in regional** presence
- **Create** the **most distinctive, best possible content** by, for and about Canadians
- Make **CBC/Radio-Canada content the most widely available** in Canada – enabling Canadians to **consume content on more platforms** – when, how, and where they want
- Create winning **CBC/Radio-Canada culture, organization and leadership**, fueled by **passion for the mission**
- Demonstrate clear **return on public investment**, encouraging further support and flexibility from government

1 The Corporate Strategic Plan Will Provide Guidance to Overall Direction for CBC/Radio-Canada

	Corporate Strategy	Media Group Strategy
Definition:	• **Vision, clear direction** and **guiding principles** that focus business on future • Clear set of **priorities** for guiding ongoing business decisions • "Filter" for evaluating **resource allocation** and investments • **Structure** and accountability for managing the overall enterprise	• **Strategy** to win with **Canadians** and be **competitive** in the market • Prioritization of **audience** segments and **programming** strategy • **Revenue** strategy and business unit-level **investment** decisions • Generally **aligned with corporate strategy**, at greater level of detail
Typical timeline:	• Updated every ~5 years • Refined as needed to reflect changes in external environment	• Updated every 2-3 years, and refined as needed
Typical activities:	• Portfolio management, M&A • Major new initiatives and investments (e.g., new platforms) • External stakeholder engagement	• Audience and programming strategy • Sales and pricing strategy • Product development

1 Driving to 2015: the Integrated Strategy Continues to Take Shape

1. CBC/Radio-Canada mission/promise

CBC/Radio-Canada will be the **recognized leader** in **expressing Canadian culture** and will **enrich the democratic life** of all Canadians

2. Mission delivery guiding principles

- Creating and delivering **original**, **innovative, quality "Canadian content"**
- **Reflecting** and **drawing together** all Canadians
- Actively **engaging with audiences**
- Being **cost-effective** and **accountable**

3. Strategic priorities

3a. Programming genre priorities

- Regain **leadership in national & international news**, across all platforms
- Be a **leader in regional presence through a multimedia approach**
- Build on **cultural leadership in drama/'arts & entertainment'** programming
- Annual commitment to **'signature event' programming**

3b. Platforms/position

- **Maintain/enhance** position and audience reach in **conventional broadcast TV & radio**
- **Expand reach of CBC/Radio-Canada on other platforms**
  - Invest to establish leading presence in digital and non-linear (including unmatched multimedia regional presence)
  - Consolidate the position of existing specialty channels

4. Drive excellence in sales performance and resource efficiency

5. Ensure accountability and measurement against goals

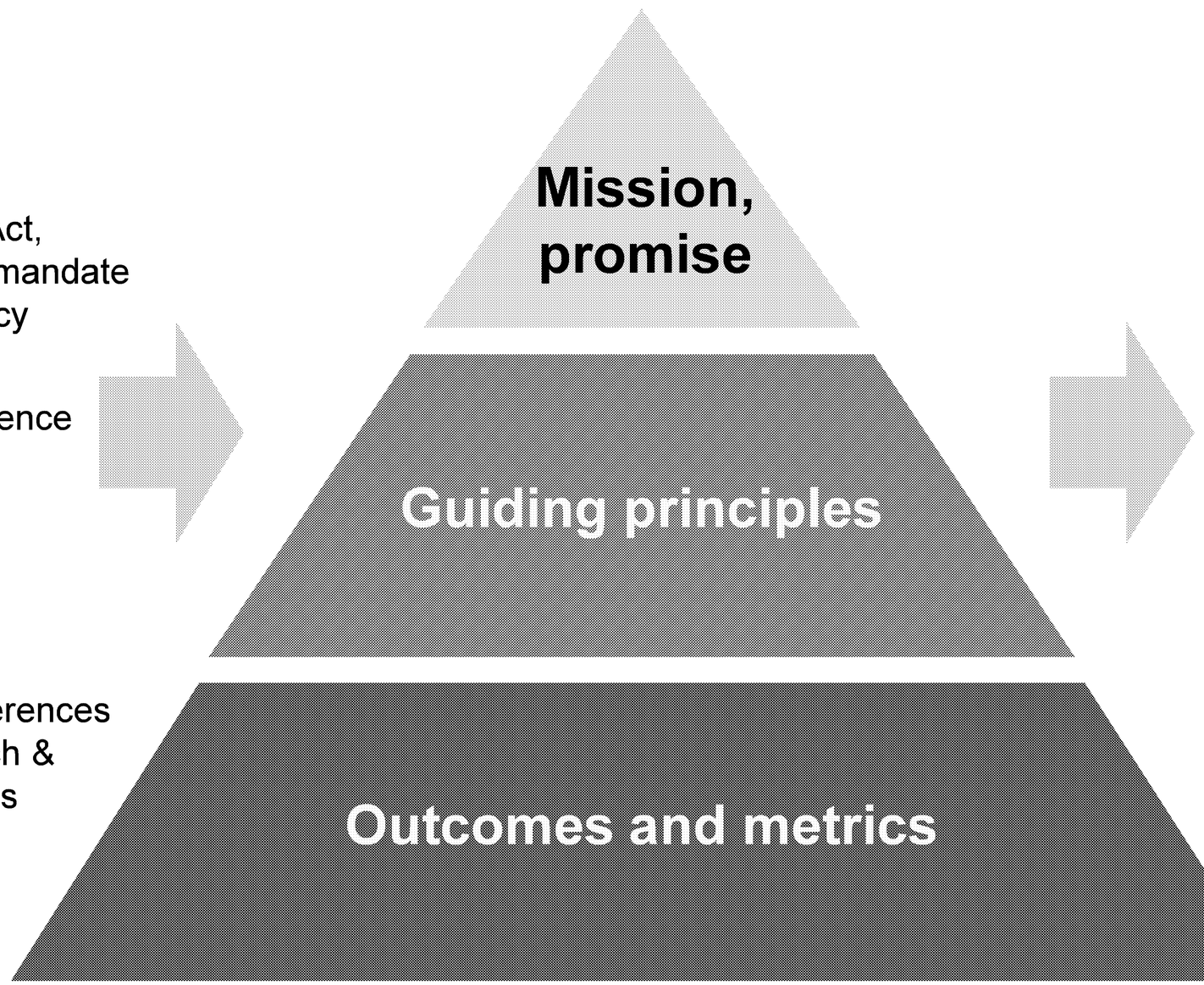
2. Mission Framework and Guiding Principles

2 Mission Framework Features Three Levels of Definition

Mission Framework

Inputs

- Broadcasting Act, public service mandate and public policy
- Canadian audience needs
- Competitive environment
- Distinctive differences between French & English markets



Impact

- Guides strategy
- Defines service priorities
- Serves as “prism” to inform ongoing and future decisions
- Sets expectations for performance

Issues Raised by Board Members in June

- At the meeting of the Board in June, there were a number of areas that still required clarification:

1) the manner in which we measure our commitment to content that **informs, enlightens and entertains** now that it has been added as a guiding principle

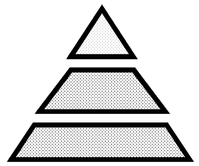
(2) whether our **perception questions** should be asked of **all Canadians or users only**

(3) the manner in which we intend to evaluate the **service we provide to minorities**, and

(4) **clarification as to how the bubble size** was determined

These are discussed in Appendix A

Revised Mission Statement

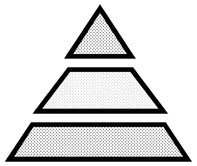


CBC Radio-Canada

CBC/Radio-Canada will be the **recognized leader** in **expressing Canadian culture** and **will enrich the democratic life** of all Canadians

- Creating and delivering **original** and **innovative**, **quality Canadian** content
- **Reflecting** and **drawing together** all Canadians
- ***Actively*** **engaging** ***with*** **audiences**
- Being **cost-effective and accountable**

Revised Guiding Principles



Mission:

CBC/Radio-Canada will be the **recognized leader** in **expressing Canadian culture** and will **enrich the democratic life** of all Canadians through…

… original, innovative, quality "Canadian content"

… that reflects and draws together Canadians …

… actively engaging with audiences …

… while being cost-effective and accountable

Guiding principles:

- Creating and delivering **quality content** for, by and about Canada & Canadians
  - Leading in **Canadian cultural expression**
  - Offering a **distinctly Canadian perspective**
- Investing in **differentiated programming**
- Commitment to 'signature event' programming

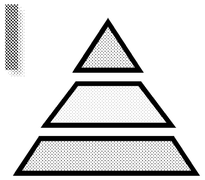
- Contributing to **shared national identity** & social cohesion
- Reflecting Canada's **multicultural diversity**
- Reflecting **the regions** to themselves and to the country
- Contributing to **diversity of voices**

- **Serving a large number** of Canadians
- Reflecting **content preferences** of Canadian audiences across a mix of genres
- Adapting to **evolving media usage** of Canadians across platforms

- Delivering our services in the **most efficient manner**
- Ensuring the **economic sustainability** of our services
- Optimizing the percent of **funds** spent on **content**

… and provide a 'wide range' of programming that informs, enlightens and entertains

The Mission and Guiding Principles Address All Components of the Broadcasting Act



CBC/Radio-Canada will be the **recognized leader** in **expressing Canadian culture** and will **enrich the democratic life** of all Canadians through…

… original, innovative "Canadian content" …

- Creating and delivering **quality content** for, by and about Canada & Canadians
  - Leading in **Canadian cultural expression**
  - Offering a **distinctly Canadian perspective**
- Investing in **differentiated programming**
- Committing to 'signature event' programming

… that reflects and draws together Canadians …

- Contributing to **shared national identity** & social cohesion
- Reflecting Canada's **multicultural diversity**
- Reflecting **the regions** to themselves and to the country
- Contributing to **diversity of voices**

… effectively engaging audiences …

- **Serving a large number** of Canadians
- Reflecting **content preferences** of Canadian audiences across a mix of genres
- Adapting to **evolving media usage** of Canadians across platforms

… while being cost-effective and accountable

- Delivering our services in the **most efficient manner**
- Ensuring the **economic sustainability** of our services
- Optimizing the percent of **funds** spent on **content**

1991 Broadcasting Act:

- "...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**

Source: Broadcasting Act, 1991
Note: Bold emphasis inserted

- 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
  - **Reflect the multicultural and multiracial nature of Canada**

2 Measuring the Mission Delivery of Our Services and TV Genres

- In earlier versions of this document, we have presented the ‘bubble charts’ for each of our services and key television genres
  - While we believe that measuring the mission delivery of our services and TV genres is a vital element of our strategy we believe that the focus of our discussion should be on our strategy, not on how it is measured
- Consequently we have moved the discussion of our metrics framework to Appendix B

000319

3. Key Strategic Thrusts

Our New strategy Draws Together English and French Services Around Common Priorities

News	Complete news renewal including multimedia expansion and integration – and grow audiences across all platforms
Regions	Increase the breadth and depth of our footprint – in terms of geography, 24/7 coverage and range of content
Arts & Entertainment	Continue to extend CBC/Radio-Canada's leadership in entertaining Canadians with their stories, their humour, their culture
New Platforms	As audiences migrate to new platforms, maintain a leading competitive position in the Canadian media environment

The execution of the strategy will respect the uniqueness of the English and French markets

Key Strategic Thrusts Fall into Two Categories

1. Strategic investments and services priorities

- Programming Priorities
- Regional
- Platforms (Digital & Specialty)

2. Maximizing advertising revenues and improvements in operating effectiveness

- Advertising/Monetization
- Operating Costs
- Capital Assets Review

3.1 Programming Priorities

3.1

Programming Priorities - Overview

- The following pages present in summary form the program genre priorities that were included in the June presentation to the Board
- In each program genre we have included expected outcomes and indicators of the measures that we will use to measure success

3.1 English Services: Programming Actions to Support Future Trajectory

s.68.1

3.1 French Services: Programming Actions to Support Future Trajectory

s.68.1

3.1

Reflecting Canada's Diversity

- CBC/Radio-Canada is committed to reflecting the country's diversity through its programming. It's important that all Canadians be able to recognize themselves on-air and that its programs reflect the changing face of Canada on all platforms
- The Corporation is also focused on attracting a diversified talent pool, thus ensuring that diversity is incorporated into the way it recruits and develops its workforce
- Through this commitment, the Corporation can leverage our society's similarities and differences as it strives to become an open, inclusive and progressive organisation

Three pillars:

- **Our Brand** – an inclusive, modern company reflecting the people we aim to serve
- **Our workforce** – an employer open to Canadians of all origins and conditions; establishing targets and recruitment aids
- **Our programs** – improve and measure our reflection of diversity in: subject matter, on-air personalities; guests, actors, creative and production crews

3.1

Our Commitment to Diversity is Reflected in a Number of Parallel and Joint Initiatives within English and French Services

English Services

- 2009… cross-cultural working group established charged with developing plans for workforce and audiences around visible minority groups, Canadians of aboriginal descent and people with disabilities

s.18(b)

3.1

Our Commitment to Diversity is Reflected in a Number of Parallel and Joint Initiatives within English and French Services

French Services

- 2009… Study on French-speaking New Canadians and their media consumption; Casting sessions for actors from diverse backgrounds; 2010… First North-American study on Francophone Hip-Hop Music; French Services Diversity Working Group established

s.18(b)

Serving Aboriginal Canadians – Developments

- Representation of Aboriginal Canadians in our workforce is one of the targets pursued through our diversity commitment
- With respect to our programming, more information is required to better understand and respond to the evolving realties of Aboriginal Canadians

In the next twelve months, French and English services will jointly

s.68.1

International Service

s.18(b)

Providing Canadian Content and Perspective Tailored to Foreign and Recent Immigrant Audiences

Radio Canada International Today

- Produces news, cultural and social programming in French, English, Spanish, Mandarin, Arabic, Portuguese and Russian
- Broadcast on shortwave radio
- Broadcast on FM by 20 partner organizations in Africa and South America
- Broadcast on Sirius Satellite Radio
- Complete website offering streaming of radio content, original video and text content aimed both at foreign audiences and recent Canadian immigrants. Developing mobile content

Strategy to be Completed - Update in November 2010

3.2 Regional

3.2

Regional Services: Context

s.68.1

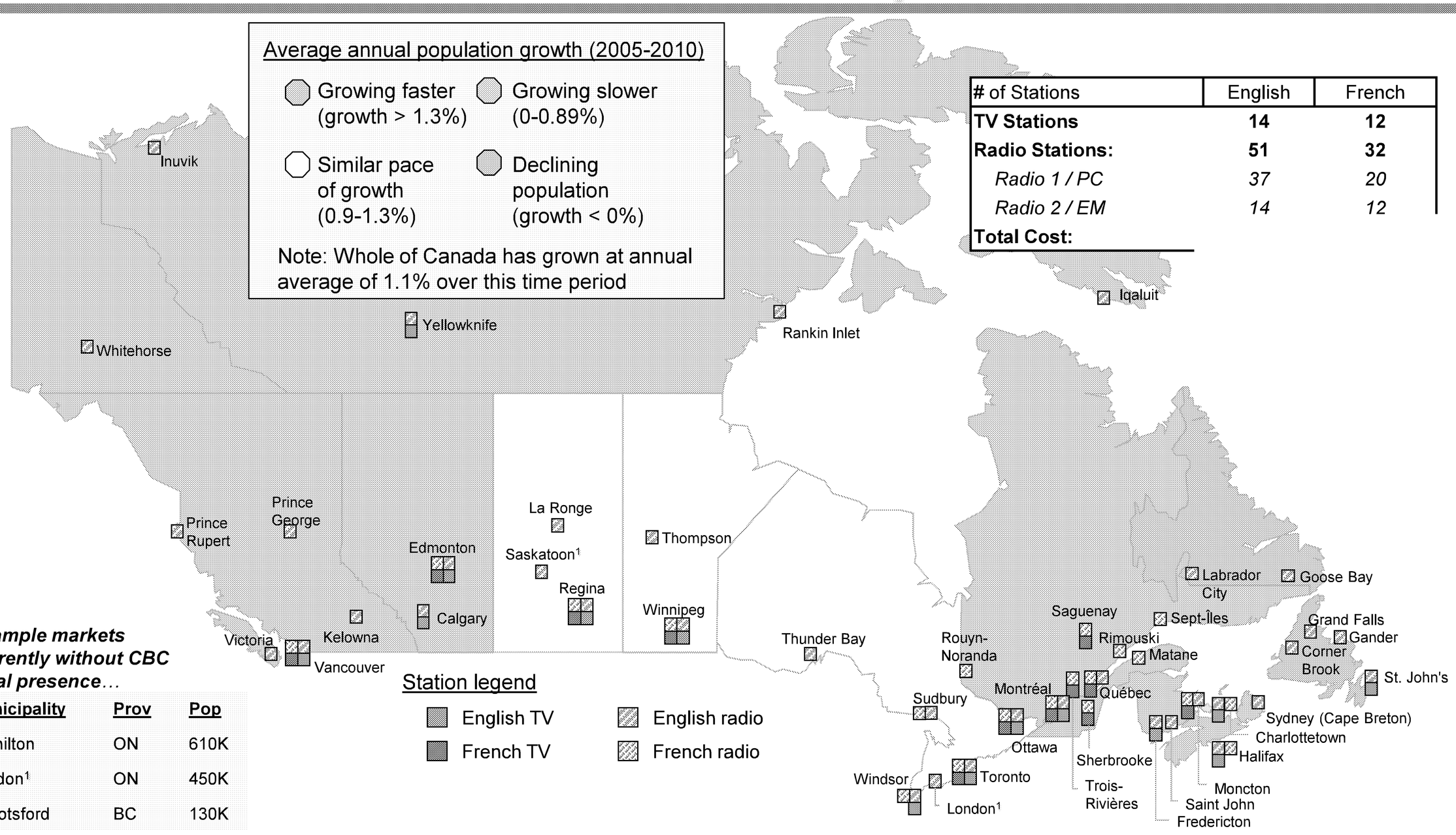
3.2

Regional Strategy: Overview

s.68.1

3.2 Current Footprint Does not Fully Reflect the Distribution of Canada's Population

s.68.1



# of Stations	English	French
TV Stations	**14**	**12**
Radio Stations:	**51**	**32**
Radio 1 / PC	*37*	*20*
Radio 2 / EM	*14*	*12*
Total Cost:		

Example markets currently without CBC local presence…

Municipality	Prov	Pop
Hamilton	ON	610K
London[1]	ON	450K
Abbotsford	BC	130K

Note: [1]Saskatoon and London shown as stations because CBC employees reside in these markets, complete local service is not delivered in these markets, only contributions to regional programs;

Source: CBC/Radio-Canada government relations station list (May 5, 2010); Statistics Canada quarterly population estimates (2005,2010)

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3.2 This Contributes to Differences in Cost to Serve Different Parts of the Country

s.18(b)

EN Services

FR Services

3.2

Market Share of Local News also Trails Competitors

3.2 English Services Regional Strategy – Actions and Objectives

s.68.1

3.2 French Services Regional Strategy – Actions and Objectives

s.68.1

3.3 Platforms (Digital & Specialty)

3.3 Old Habits Die Hard: Media Consumption Will "Evolve" Over the 5-year Planning Horizon

	SITUATION	IMPLICATION FOR CBC/RADIO-CANADA
Conventional TV	Traditional networks will continue to command large audiences, but are facing erosion to specialty	Our TV networks will remain our most important platforms to reach audiences
Specialty TV	Many niche channels comprising the bulk of viewing but now facing slower growth	Consolidate position of our existing specialty channels and expand portfolio when opportunities arise (e.g. thru partnerships)
Terrestrial Radio	Conventional radio usage will remain significant, but listening faces erosion	Our radio networks will remain an important platform to reach audiences
New Platforms	New platforms are expected to grow rapidly - from their current small base	Smart significant investment in the platforms of the future

3.3

Platform Strategy - Overview

CBC/Radio-Canada commits to delivering its content on the multiple platforms that will be relevant to Canadians in 2015 and beyond

s.18(b)

1. **Strengthen/grow the competitive position of the existing multi-platform offering**

2. **Build a full suite of branded multi-platform Canadian destinations**

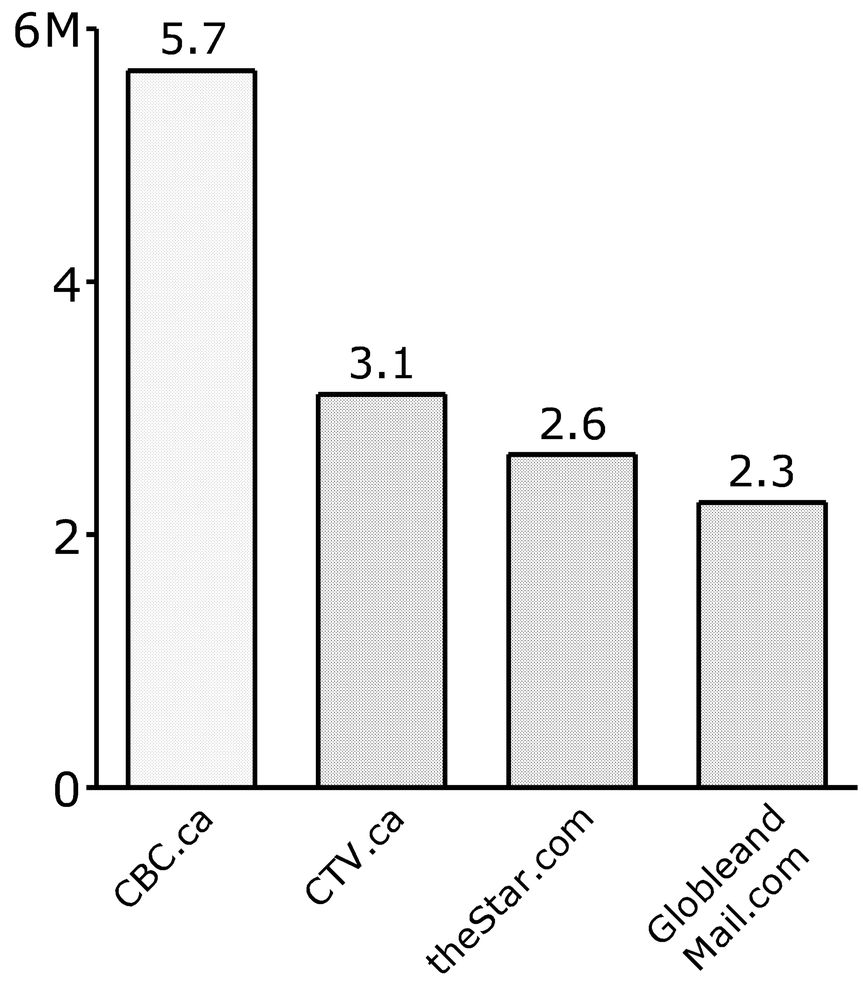
   -

3. **Pursue expanded partnering opportunities** to enhance CBC/Radio-Canada existing set of properties

We Have a Strong Overall Position in Digital…

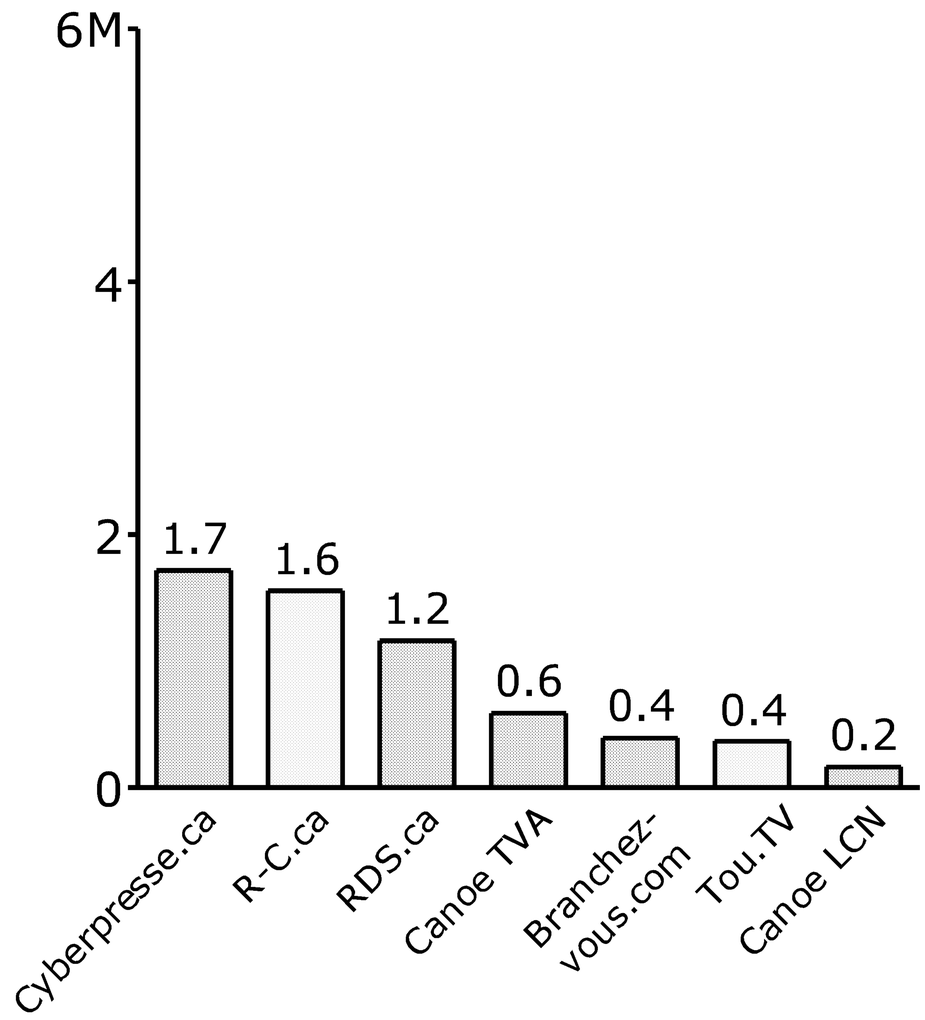
CBC.ca is leading English News site

Monthly unique visitors to
EN Canada Web sites (May 2010)



Radio-Canada.ca is joint leader

Monthly unique visitors to
FR Canada Web sites (May 2010)

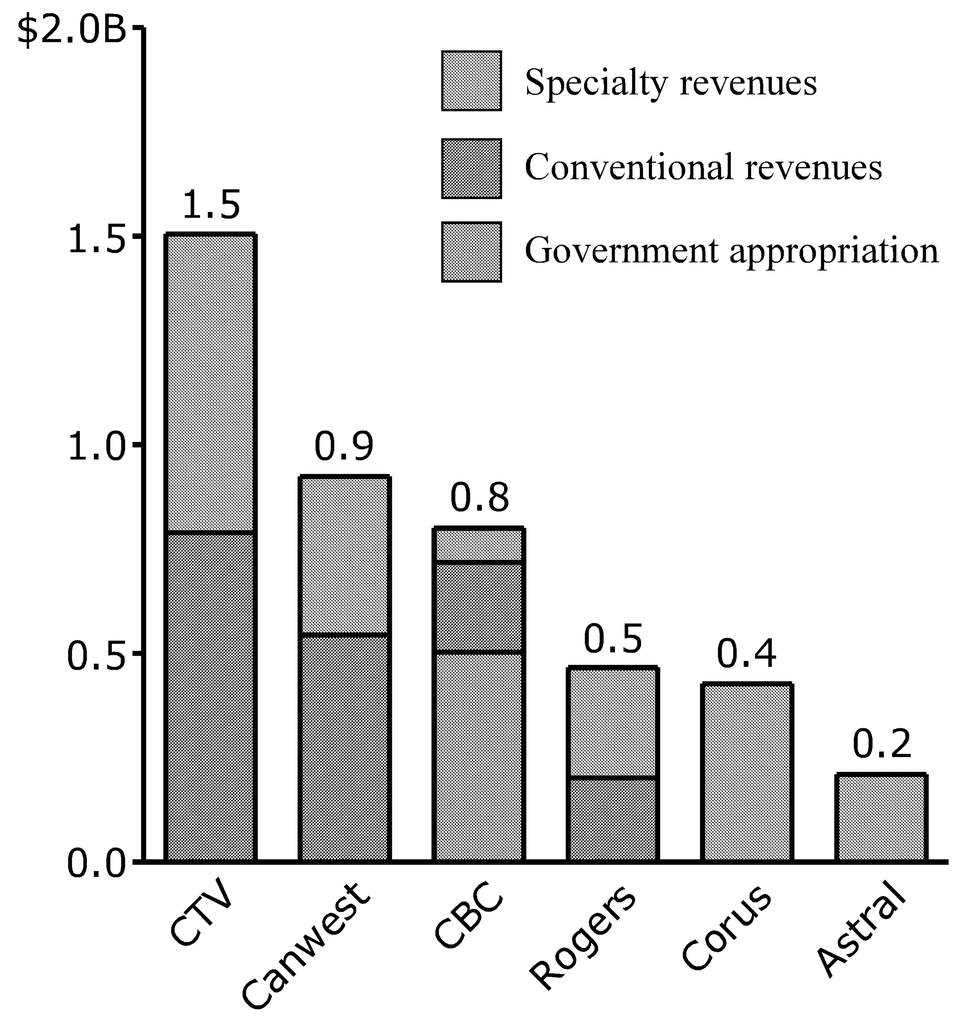


Source: May 2010 CBC Comcscore report; May 2010 Radio-Canada.ca / Tou.TV report

3.3

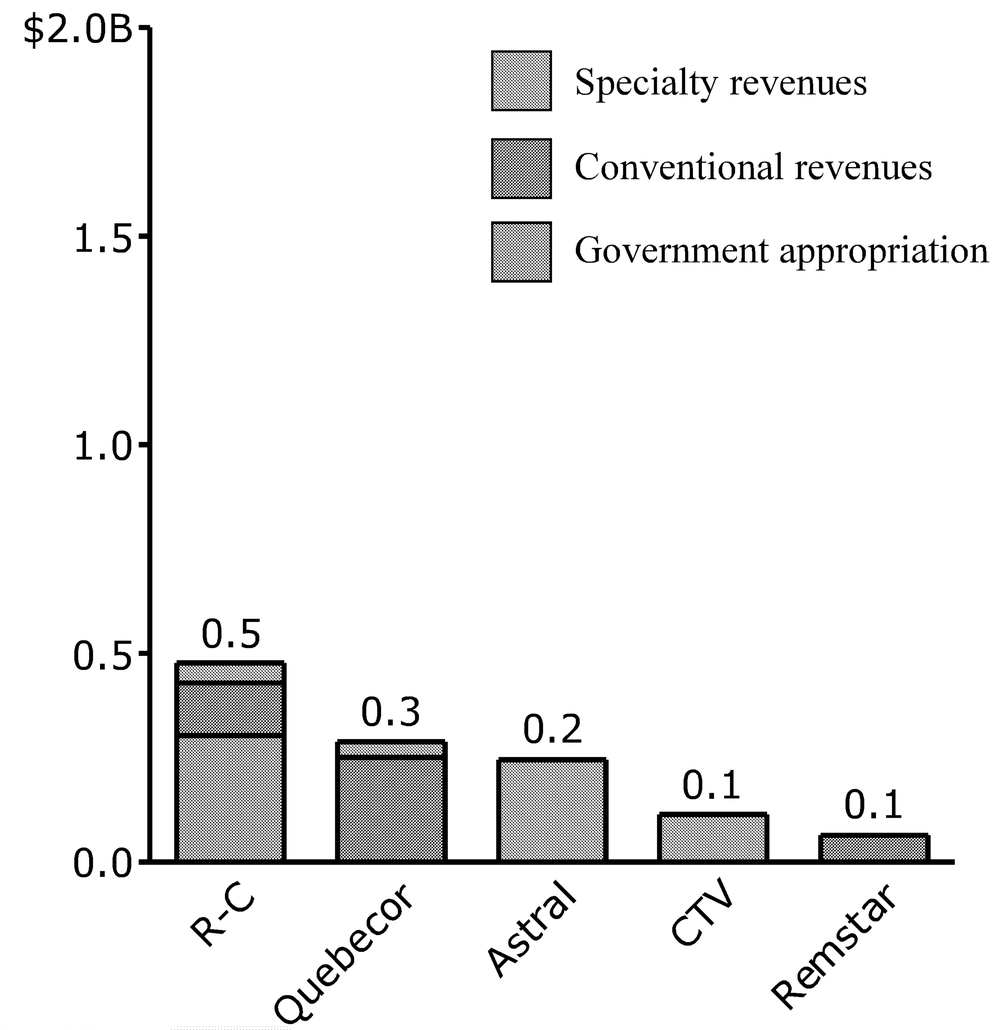
...but Are a Minor Player in Specialty

English TV broadcast revenues (08-09 FY)



Spec rev as % of total:	48%	41%	10%	57%	100%	100%

French TV broadcast revenues (08-09 FY)



Spec rev as % of total:	10%	13%	100%	100%	0%

Source: CBC/Radio-Canada annual report (08-09 FY); CRTC competitor filings (08-09 broadcast year)

3.3 Focus is Therefore on Digital, We are Committed to Raising Investment to of Budget

s.18(b)

3.3 English Services Platform Strategy – Actions and Objectives

s.68.1

Initiative	Key actions	Expected Outcome/KPI
Specialty TV channels		
Regional Online		
Genres Online		
Agility around emergent technology and behaviour		

3.3 French Services Platform Strategy – Actions and Objectives

s.18(b) s.68.1

Initiative	Key actions	Expected Outcome/KPI
Strategic Investment in Digital Platforms		
Specialty TV channels		
Regional Digital		
Genre Digital		

3.3

Key Strategic Thrusts Fall into Two Categories

1. Strategic investments and services priorities

- Programming Priorities
- Regional
- Platforms (Digital & Specialty)

2. Maximizing advertising revenues and improvements in operating effectiveness

- Advertising/Monetization
- Operating Costs
- Capital Assets Review

Plans to address these three areas of improvement are outlined in the following slides.

3.4 Maximizing Advertising Revenues

3.4

Maximizing Advertising Revenues

s.18(b)

- Advertising revenues remain a central element in balancing CBC/Radio-Canada's 5-year strategic plan

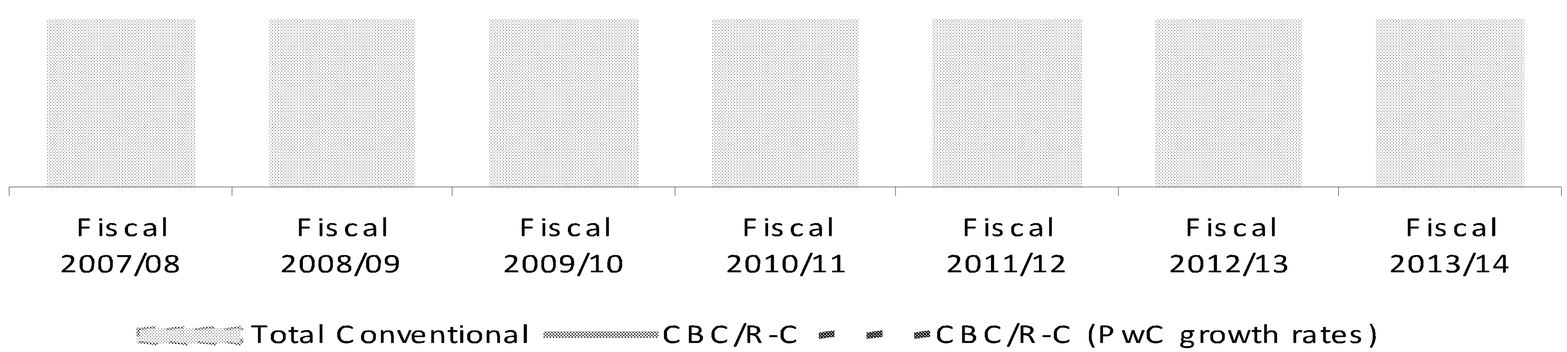
3.4 CBC/Radio-Canada Conventional TV Advertising Forecast Exceeds Industry Growth Projections

s.18(b)

Conventional TV Advertising Revenue
CBC/Radio-Canada Compared to Total Conventional
2007/08 to 2013/14 ($millions)

CBC forecast growth greater than market (PwC).

- The conventional industry will not recover to 2007/08 levels until 2013/2014
- Total conventional growth (2010 to 2014) is predicted to be one-half of specialty (2.4% versus 4.8%)



Industry broadcast TV advertising revenues
- Historical industry revenue: CRTC 2010 Communications Monitoring Report; Forecasted industry revenue: PricewaterhouseCoopers (PwC) Entertainment & Media Outlook 2010 converted to Canadian currency at average 2009 exchange rates

CBC/Radio-Canada TV advertising revenues
- Historical CBC revenue: CRTC 2010 Communications Monitoring Report;

3.4 CBC is Monetizing its Audience Well Given Differences in Inventory

s.18(b)

Advertising Revenue-per-share of English TV Networks
(A25-54, broadcast yr 08/09)

Share (A25-54)	10.3%	6.9%	4.7%	3.0%
Audience:	169	115	85	50
Inventory:				

Audience: A25-54 average-minute-audience (k's).

Note: Above chart includes conventional TV revenues only
Source: CBC internal data; CRTC fillings; BBM

3.4

English Services Projected TV Ad Revenues

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

- **Growth will be achieved through continued improvements:**

Increased audiences	*Improved go-to-market strategies*	*Increased customer-focus*

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3.4

Radio-Canada is Monetizing its Audience Well

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

FR TV advertising revenue per share of A25-54 (broadcast yr 08/09)

Share (A25-54):	25%	12%	7%

Note: Above chart includes conventional TV revenues only
Source: CBC internal data; CRTC fillings; BBM; PwC media outlook 2010

3.4 CBC and Radio-Canada Are Both Positioned for Further Online Monetization

2009 ad revenue per avg. monthly page view	s.18(a) s.18(b)				
Total online ad revenue					
Page views	165M	117M	118M	38M	188M
Unique video viewers	1.3M	0.3M	1.3M	0.7M	0.6M

Source: comScore Dec 2009 report; Convergence consulting group online report; CBC internal data and 10/11 budget estimates
Note: Quebecor TV ad revenue estimated from TVA.canoe.ca and canoe.ca

3.5 Operating Costs Review

3.5 Further Flexibility Will Be Provided by Ongoing Cost Management

- CBC/Radio-Canada faces unavoidable cost increases, notably in salary, contract rights (e.g. HNIC), real estate maintenance and repairs, service contracts and utilities. More information on cost pressures and solutions are provided in the Financial Update in section 4
- To help address these cost pressures and to generate funds for the new strategic initiatives, the following actions are being pursued:

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

Corporate G&A

- **Cost efficiencies (and increased revenues)** from Corporate Support and Media Related activities
- **A tentative target of** has been established
  - Initiatives being pursued are described on the next slide
  - Detailed assessment has started and will continue in September and October

Media line costs

- A review of the potential for production method efficiencies will be carried out in the next few months. This is being pursued in conjunction with the Asset Pool Review, described in the next section
- **A tentative target of** has been established

3.5

Cost Management – Review Areas

Procurement/Strategic Sourcing:

Toronto Broadcast Center:

Shared/Centralized Services:

Short Term Disability Management Program:

Merchandising:

s.18(b)

Content Archives:

Other Areas:

3.6 Capital Asset Review

3.6

Our Review of Capital Assets is Also Underway

- A review of capital assets is underway, with the objectives of balancing the long-term capital plan and right-sizing CBC/Radio-Canada's infrastructure while ensuring the strategy can be delivered in a cost-effective manner
- Traditional levels of capital investment and associated maintenance and ownership costs have resulted in an unsustainable demand against available capital funding for CBC/Radio-Canada

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

- As a result, analysis of the major asset pools was conducted, identifying four key areas of investigation; real estate, transmission, production and IT assets; a capital asset task force has identified specific initiatives in each of these areas, with the intent to reduce pressure on the capital budget. Preliminary analysis to be completed by October 2010; areas of investigation are further detailed on the next page
-
-
- Too early to establish savings target but target outcome is to identify enough savings to eliminate the capital funding shortfall

3.6

Asset Pools – Review Areas

s.18(b)

Production and Real Estate:

Information Technology and Telecommunications:

4. Funding the Strategy

Funding the Strategy

- Now that the key strategic directions have been laid out, we turn our attention to the financial investment required to deliver the strategy over the next 5 years
- The focus then shifts towards optimization of resources to balance the overall financial plan and enhance the level of service to Canadians as per the strategic plan
- Balancing the financial plan is achievable through a combination of revenue growth initiatives, cost improvements and resource redirections
- Details of the financial plan are outlined as follows:
  1. New Strategic Initiatives - Cost and Revenues (Details in Appendix D)
  2. Financial Outlook – Before Strategic Initiatives (Details in Appendix E)
  3. Financial Outlook – After Strategic Initiatives
  4. Initiatives to Support the Strategy and Close the Financial Gap

4.1 New Strategic Initiatives – Cost and Revenues

4.1 New Strategic Initiatives: Investment Roll Out – English Services

s.68.1

	2011-12	2012-13	2013-14	2014-15	2015-16
Program Strategy					
Regional Strategy					
Platform Strategy					

4.1 New Strategic Initiatives - Cost and Revenues – English Services

s.68.1

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

	2010-11 Forecast	2011-12 Forecast	2012-13 Forecast	2013-14 Forecast	2014-15 Forecast	2015-16 Forecast

New Strategic Initiatives - English Services Programming Strategy

s.68.1

	Incremental costs (revenues) – 2015/16
News & Information	
Drama/Comedy/Factual/Kids	
Signature Events	
Music	
Sports	

New Strategic Initiatives - English Services

Regional Strategy

s.68.1

Incremental costs (revenues) – 2015/16

Expand CBC Radio Footprint:

Expand CBC.ca Footprint (including increase local news & non-news content)

Television – increase regional news presence on network schedule throughout the day

Radio – Increase local programming on Radio One

New Strategic Initiatives - English Services
Platform Strategy

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

	Incremental costs (revenues) – 2015/16
Specialty TV Channels	
Regional Online	
Genres Online	
Agility around emergent technology and behavior	

4.1 Strategic Initiatives: Investment Roll Out – French Services

	2011-12	2012-13	2013-14	2014-15	2015-16
s.68.1 Program Strategy					
Regional Strategy					
Platform Strategy					

4.1 New Strategic Initiatives - Cost and Revenues French Services

s.18(a) s.18(b)	2010-2011 Forecast ($000's)	2011-2012 Forecast ($000's)	2012-2013 Forecast ($000's)	2013-2014 Forecast ($000's)	2014-2015 Forecast ($000's)	2015-2016 Forecast ($000's)

New Strategic Initiatives - French Services

s.68.1

Programming Strategy

	Incremental costs (revenues) – 2015/16
News & Information	
Drama	
Culture & Variety	
Signature Event Programming	
Music	
Kids	
Sports	

New Strategic Initiatives - French Services

s.68.1

Regional Strategy

Incremental costs (revenues) – 2015/16

Round out multimedia regional presence	
Expand online and mobile service	
Continue to transition towards a multiplatform approach	

New Strategic Initiatives - French Services

Platform Strategy

		Incremental costs (revenues) – 2015/16
Increase digital spend from 3% to 5% of budget	s.18(a) s.18(b) s.68.1	
Specialty TV channels		
Regional Digital		
Genre Digital		

4.2 Financial Outlook – Before Strategic Initiatives

4.2 Financial Outlook Before New Strategic Initiatives: Update from March Board

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

4.2

Financial Outlook: Before Strategic Initiatives

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

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-
-

4.2 Increased Revenues Have Narrowed Base Funding Gap in the Operating Budget

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

4.2

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

Five-year Financial Outlook: Before Strategy

4.2

Financial Outlook: Key Revenue Assumptions

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

4.2

Financial Outlook: Key Cost Assumptions

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

-
-
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4.3 Financial Outlook – After Strategic Initiatives

4.3

Five-year Financial outlook: After strategy

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

4.3

Five-year Financial Outlook: After Strategy

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

4.3 Achieving a Balanced Annual Budget and Addressing Downside Risks

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

4.3 Initiatives to Support the Strategy and Close the Financial Gap

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

5. Risks and Prioritization

There Are Several Key Risks Associated with the Strategy for us to Consider

Government & Regulatory

- LPIF sunsets in 2012 and not replaced by other source of local production incentive
- Parliamentary Appropriation Reduction
- DTV Conversion - interpretation of CRTC requirements
- CRTC license renewals in 2011affect conditions of license and impact elements of strategy and/or service levels
- Pending pension legislative and regulatory changes and requirement for actuarial valuation in the next couple of years; investment market uncertainty

Market

Economic

- Double dip recession
- Inflation/Deflation
- Increased competition (specialty, digital) affects revenue

English Services

French Services

Internal

- Change management
- Ability to achieve balanced plan through internal redirections without affecting strategy or increasing costs
- Coordination of Cost Efficiency measures across the Corporation

s.18(b)
s.68.1

While the above risks will be actively managed, these points highlight the need to prioritize strategic investments

As Available Resources Expand or Contract, so to Will the Scope of Strategic Actions

Downside	Upside
• Contingency plans have been prepared to address the impact on strategic initiatives in event of constrained resources • • •

5

Downside: English Services

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s.18(b)
s.68.1

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

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Downside: French Services

-
-
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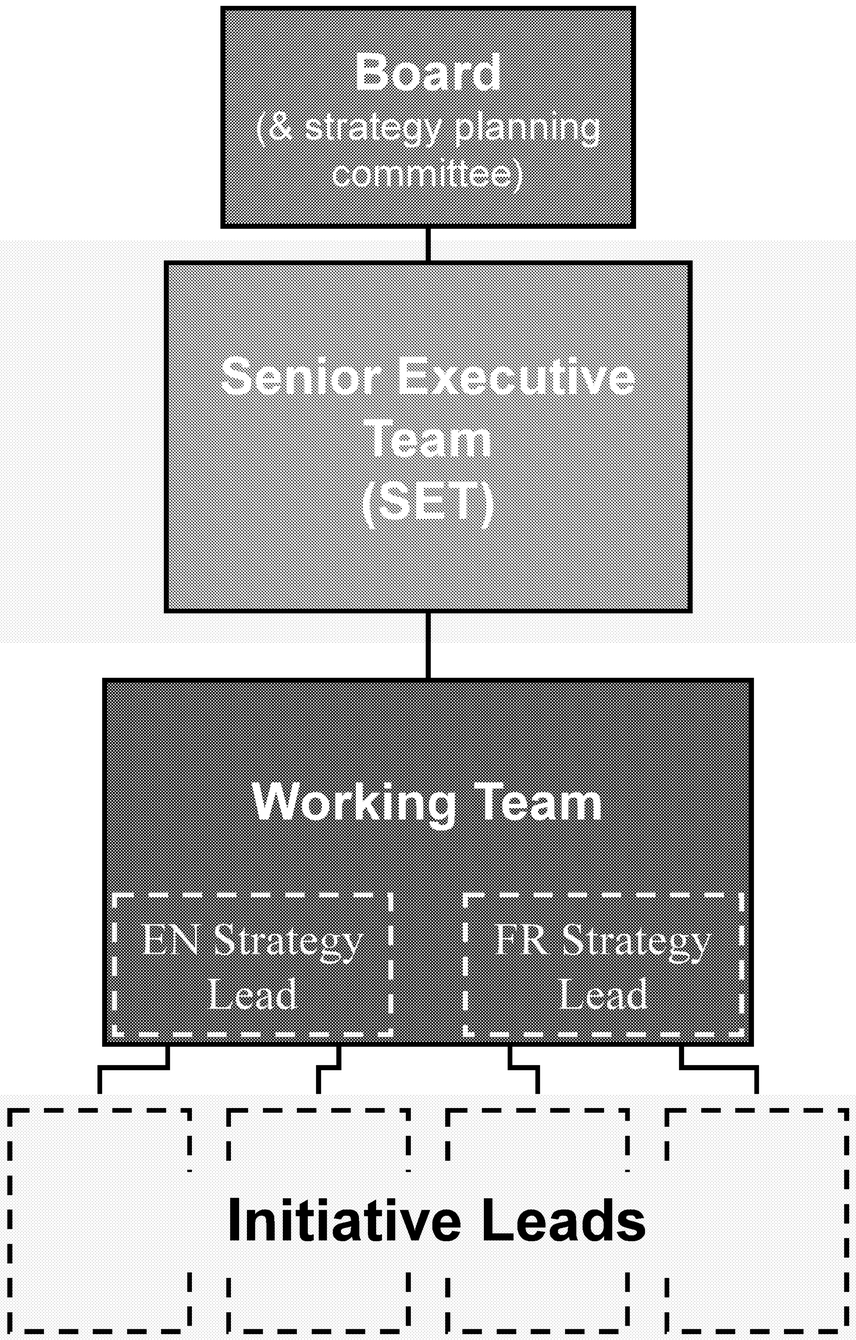
6. Mobilization Plan

Project Structure will be Established to Support Implementation and Reviewed after 12 months



- **Ultimate authority** over strategy process
- **Bi-annual review** of progress

- Will **adopt the role of Steering Committee**, providing overall leadership and direction
- Senior executive **support, credibility and decision-making authority**
- **Aligned with SET meeting schedule**, with distinct agenda item added to address strategy implementation progress

- Significant time allocation required for strategy leads from each of Corporate, English Services and French Services
- Additional members drawn in as necessary
- Responsible for sharing best practices across media lines
- Prepares **reporting for SET**

- Empowered initiative teams and additional members to provide input and analysis as required
- **Meets on ongoing basis**; communicates regularly with English Services and French Services strategy leads

Activities to March 2011 will Provide Further Definition and Impact Budgets for Next Year

- Mobilization structure and all initiative teams to be kicked-off and process for monitoring progress established

- Strategic initiatives to be further defined by Media Lines and discussed with Steering Committee
  - Including detailed sub-initiatives, key metrics and ongoing targets for 5-year period

- Specific resource commitments to be reflected in fiscal budgets, presented and approved by Board of Directors

7. Next steps

Next Steps

- **September 21-22 Board Meeting**
  - » Presentation of the overall strategy and costing
- **October 14-15 Leaders' forum**
  - » Discussion of the overall strategy
- **November 16-17 Board Meeting**
  - » Finalizing the details of the strategy as required
  - » Obtaining the final approval of the Board
- **January 18 –19 Board Meeting**
- **March 15-16 Board meeting**
  - » 2011-12 Budget approval based on new strategic directions
- **June 21-22 Board meeting**
  - » 1st report card discussed at Board meeting (TBC)

Driving Towards 2015: Long-Term Strategic Planning

Update and Costing the Strategic Directions

— Book of Appendices —
September 8th Board Planning Sub-Committee Meeting

(CBC/Radio-Canada Board of Directors)

(September 20 -21, 2010)

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Appendix A. June Board Follow-up

Appendix A – June Board Follow-up

1. A commitment to content that informs, enlightens and entertains

- The Board felt that the current mission statement did not encompass the full intent of the *1991 Broadcasting Act* in that it failed to specifically acknowledge that our content should inform, enlighten and entertain

- This key element of the Act have now been captured as part of the guiding principles

- We will add the following question to the end of our survey measuring the perception of programming:
  - ***"According to the Broadcasting Act, the CBC's mandate is to 'inform, enlighten and entertain' Canadians by providing a wide range of programs." Thinking about CBC's services overall, how would you rate the CBC's performance (on a scale of 1 to 10) in terms of being: Informative Enlightening Entertaining***

- Our English and French services currently track the extent to which the programming offered by their radio and television services is informative, enlightening and entertaining (see appendix B-1)

Appendix A – June Board Follow-up

2. **Should perception be measured among all Canadians or just users of a service?**

- The Board discussed the pros and cons of conducting our perception research among all Canadians versus users. Some Board members felt all Canadians should be given the opportunity to give an opinion on CBC/Radio-Canada, given that we are Canada's national public broadcaster

- **Proposed Solution:**
  - Ask the perception questions regarding services and genres of users only. Use the question on whether the programming we offer on all our services is informative, enlightening and entertaining to track the perception among all Canadians

  - As the provision of information, enlightening and entertaining programming is the culmination of our mission, it will be measured among all Canadians and provided to the Board twice every year

Appendix A – June Board Follow-up

3. Measurement of Service to Linguistic Minorities

- The Board views the provision of services to linguistic minorities as an important priority, but noted that the new strategic plan does not contain measures of the usage and perception of our services to linguistic minorities (francophones outside Quebec and anglophones in Quebec)

- **Proposed Solution:**
  - With respect to usage, data exists that would allow us to monitor the usage of our television, radio and new media services among linguistic minorities
  - In the case of the perception of our services by linguistic minorities, we will participate in a syndicated survey sponsored by the Alliance of Minority Media Official Languages
  - It will be measured outside the mission metrics framework, but reported to the Board annually

Appendix A – June Board Follow-up

4. Bubble Size

- The Board seemed to be uncertain as to the meaning of the 'bubble size' in the two by two graphs

  Solution:
  - Using real data we have provided an example showing how composite scores are used in developing the bubble charts (see appendix B-1)

Appendix B-1. Measuring the Mission Delivery by Our Services and TV Genres

Appendix B-1 – The Metrics Will Become a Regular Measure of the Effectiveness of Our Programming

Metrics will cover services and genres

- Measurement at **service level**
  - **Conventional TV**
  - **Specialty TV** (CBC NN, RDI, bold, doc, ARTV)
  - **Radio** (Radio 1, 2, 3, Premiere Chaine, Espace musique, bande à part)
  - **Digital** (cbc.ca, radio-canada.ca, tou.tv)
- Content **genres**
  - **Slightly different for English Services & French Services**, and to be **tested with audience** before finalizing
    - EN: arts/entertainment, news & info (national, international, local), sports, kids, current affairs, documentaries
    - FR: magazines d'information/reportage, nouvelles (national, international, local), sport, jeunesse, varietes, dramatique
- Overall, do TV and Radio Services Inform, Enlighten and Entertain?
- Not to be applied at individual program level

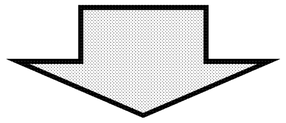
Biannual process coordinated across media lines

- Overall mission evaluation to be conducted **twice per year**
  - Audience perception surveys should be in field in **late March and early November – will build on existing surveys conducted by English and French Services**
  - Results in place prior to annual report and CRTC reporting
  - All the data used for the evaluation will be validated or provided by recognized third parties; as a result, we do not see a need for the results to be audited
- Further development of this initiative to be a **cooperative process** across Media lines, **coordinated by Corporate Planning**
  - To ensure consistent measurement, application and reporting

Appendix B-1 – Mission Metrics Balance Weights Across Pillars, and Output & Perception Scores

Appendix B-1 – Several Factors Caused Us to Refine the Approach to Assessing "New Technology"

- Concept of what is "new technology" is **constantly changing** and definition of output metrics will require ongoing redefinition, impairing comparability over time
- "New technology" is **not effectively measured via audience survey**
  - Survey respondents are **unable to recognize the** "**contribution to new technologies**" of individual CBC services
- **Strong performance will be captured** in the online service bubble as well as the usage of TV genres, as audience switches to new platforms



As with "inform, enlighten, entertain", our performance vis à vis new technologies will be reported on a separate scorecard

Appendix B-1 – Reporting our Use of New Technology Focuses on Four Dimensions

s.18(b)

1. Output
2. Audience
3. Perception
4. Economics

Appendix B-1 – New Technologies Report Cards

s.18(b)

PRELIMINARY

Appendix B-1 – Mission Metrics Balance Weights Across Pillars, and Output & Perception Scores

Appendix B-1 – Since Our Last Meeting We Have Collected New Data to Inform the Initial Assessment Using this Framework

Output measures

- **Initial scores developed** by Corporate Research and Media Line programming offices using **BBM audience data** and **other existing internal data sources**
  - Based on real data
  - Further refinement to methodology may be required to fine tune go-forward process

Perception measures

- **TNS omnibus survey delivered in July** to 1,400 Canadians
- Survey measured audiences' **usage and perception of CBC/ Radio-Canada's services** and television genres

Audience levels

- Preliminary **audience figures released by BBM and comScore**
  - Final BBM audiences for 2009/10FY to be released ~October 2010

Appendix B-1 – The Evolution of the Mission Metrics Framework

- **We have refined the mission metrics framework since we last met with you in June**

s.68.1

<u>Service Level Metrics</u>

Appendix B-1 – The Evolution of the Mission Metrics Framework

- **The advantages of the approach we have adopted include the following:**
  - It is very similar to the approach that was originally presented to the Board
    - With the three pillars of the Y-axis each having an equal weight
    - The relative importance of the services to mission delivery continues to be shown by the 'bubble charts'
  - It is accountable
    - The data is used in reporting to the CRTC or collected by an independent third party (BBM Canada, Survey Research Company)
  - It is relatively easy to understand
    - Scores are out of 100, no calibration is necessary
  - Implementation and on-going reporting of the framework should not be onerous

Appendix B-1 – The Evolution of the Mission Metrics Framework

Genre Level Metrics

- Initially we intended to apply the same approach to genres as was applied at the service level, but after considerable discussion we came to the conclusion that genres require a different set of metrics which are best not portrayed by bubbles
- We believe that performance of genres is most effectively shown by charts that indicate performance on selected measures over time (see slides 26 & 27 of appendix B-1)
  - This is, in fact, the approach used by the BBC
- Initially we are proposing that each genre be measured by four metrics:
  - Quality
  - Differentiation
  - Market failure and
  - Cost per viewer

Appendix B-1 – The Evolution of the Mission Metrics Framework

- **The advantages of this approach include the following:**
  - It uses many of the same metrics that are used to measure performance at the service level
  - It is accountable
    - The data is used in reporting to the CRTC or collected by an independent third party (BBM Canada, Survey Research Company)
  - It effectively shows changes to performance on a number of dimensions over time
    - While the bubbles represent a total score based on a number of variables, the charts track each variable separately
  - Implementation and on-going reporting of the framework should not be onerous

s.68.1

Appendix B-1 – Measuring Mission Delivery Without Considering Audience Yielded The Following Scores

Appendix B-1 – Mission Scores with Audience Usage Added (3rd pillar)

s.68.1

Appendix B-1 – How the Overall Score Was Calculated – An Example Using CBC TV

s.68.1

Appendix B-1 – English Services Portfolio

s.68.1

Appendix B-1 – French Services Portfolio

000420

Appendix B-1 – Measuring Mission Delivery of Our TV Genres

- Given the importance of our television services, the Board felt the need to monitor the most important TV genres

- Further analysis has proven that the bubble charts approach used at the service level is not the best way to measure TV genres

- In order to track the performance of our TV genres, we have developed report cards based on the BBC approach. The two following slides show the TV genres report cards for both CBC TV and Télévision de Radio-Canada

Appendix B-1 – CBC TV Genre Performance Measures

s.68.1

PRELIMINARY
2010 Data Presented

Appendix B-1 – Télévision de Radio-Canada
Genre Performance Measures

s.68.1

PRELIMINARY
2010 Data Presented

Appendix B-1 – Initial Public Perceptions Survey Provides Important Performance Benchmarks Going Forward

s.68.1

Appendix B-1 – Additional Perception Research Being Conducted to Understand 'Enlightening' s.68.1

Appendix B-2. Output and Perception Measures Used to Create the Bubble Charts

Appendix B-2 – Output and Perception Measures – English Services

s.68.1

Appendix B-2 – Underlying Data: English Services

Appendix B-2 – Output and Perception Measures – French Services

s.68.1

s.68.1

Appendix B-2 – Underlying Data: French Services

Appendix C-1. Programming Genres Priorities English Services

Appendix C-1 – English Services: Programming genre priorities (1 of 5)

s.68.1

Genre	Future trajectory/ current share of spend	Current situation	2015 aspirations	Strategic actions

Appendix C-1 – English Services: Programming genre priorities (2 of 5)

s.68.1

Genre	Future trajectory/ current share of spend	Current situation	2015 aspirations	Strategic actions

Appendix C-1 – English Services: Programming genre priorities (3 of 5)

s.68.1

Genre	Future trajectory/ current share of spend	Current situation	2015 aspirations	Strategic actions

Appendix C-1 – English Services: Programming genre priorities (4 of 5)

s.68.1

Genre	Future trajectory/ current share of spend	Current situation	2015 aspirations	Strategic actions

Appendix C-1 – English Services: Programming genre priorities (5 of 5)

s.68.1

Genre	Future trajectory/ current share of spend	Current situation	2015 aspirations	Strategic actions

Appendix C-2. Programming Genres Priorities French Services

Appendix C-2 – French Services: Programming genre priorities (1 of 3)

s.68.1

Genre	Future emphasis: current share of spend	Current situation	2015 aspirations	Strategic actions

Appendix C-2 – French Services: Programming genre priorities (2 of 3)

s.68.1

Genre	Future emphasis; current share of spend	Current situation	2015 aspirations	Strategic actions

Appendix C-2 – French Services: Programming genre priorities (3 of 3)

s.68.1

Genre	Future emphasis; current share of spend	Current situation	2015 aspirations	Strategic actions

Appendix D. Detailed Strategic Investments

Appendix D – Detailed Strategic Initiatives – English Services

s.68.1

PROGRAM GENRES STRATEGY	2010-11 Forecast (000's)	2011-12 Forecast (000's)	2012-13 Forecast (000's)	2013-14 Forecast (000's)	2014-15 Forecast (000's)	2015-16 Forecast (000's)
News & Information						
Drama & Entertainment (Comedy, Factual, Kids)						
Kids *See Platform strategy*						
Promotion & Communications						
Events						
Music						
Sports						

Appendix D – Detailed Strategic Initiatives – English Services

s.68.1

REGIONAL STRATEGY	2010-11 Forecast (000's)	2011-12 Forecast (000's)	2012-13 Forecast (000's)	2013-14 Forecast (000's)	2014-15 Forecast (000's)	2015-16 Forecast (000's)
Expand CBC Radio footprint						
Expand CBC.ca Footprint (including increase local news & non-news content)						
Television - increase regional news presence on the network schedule throughout the day						
Radio - Increase local programming on Radio One						

Appendix D – Detailed Strategic Initiatives – English Services

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

PLATFORM STRATEGY	2010-11 Forecast (000's)	2011-12 Forecast (000's)	2012-13 Forecast (000's)	2013-14 Forecast (000's)	2014-15 Forecast (000's)	2015-16 Forecast (000's)
Specialty TV Channels						
Regional Online						
Genres Online						
Agility around emergent technology and behaviour						
Non-linear revenues						

Appendix D – Detailed Strategic Initiatives – French Services

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PROGRAM GENRES STRATEGY

	2010-2011 Forecast ($000's)	2011-2012 Forecast ($000's)	2012-2013 Forecast ($000's)	2013-2014 Forecast ($000's)	2014-2015 Forecast ($000's)	2015-2016 Forecast ($000's)
News & Information						
Culture& Variety						
Kids/Youth						
Sports						

Appendix D – Detailed Strategic Initiatives – French Services

s.68.1

Regional Strategy	2010-2011 Forecast ($000's)	2011-2012 Forecast ($000's)	2012-2013 Forecast ($000's)	2013-2014 Forecast ($000's)	2014-2015 Forecast ($000's)	2015-2016 Forecast ($000's)
Round out multimedia regional presence						
Expand online and mobile service						
Continue to transition towards a multiplatform approach						

Appendix D – Detailed Strategic Initiatives – French Services

s.68.1

Appendix E. Five-year Financial Outlook: Before Strategy – Details

Appendix E – Five-year Financial Outlook: Before Strategy

s.18(a)

s.18(b)

Financial Outlook Before Strategic Initiatives (including a Comparison of Current Forecasts to Forecast Presented to the Board in March 2010)

	March 2010	Current	March 2010	Current	March 2010	Current	March 2010	Current	Current (not included in March BOD presentation)		
	2009-2010 Forecast Results ($000's)	2009-2010 Final Results ($000's)	2010-2011 Approved Budget ($000's)	2010-2011 Forecast * ($000's)	2011-2012 Forecast ($000's)	2011-2012 Forecast ($000's)	2012-2013 Forecast ($000's)	2012-2013 Forecast ($000's)	2013-2014 Forecast ($000's)	2014-2015 Forecast ($000's)	2015-2016 Forecast ($000's)
SOURCES OF FUNDS											
Parliamentary Appropriation											
Local Programming Improvement Fund											
Sale of Assets											
Commercial Revenues - English Services											
Commercial Revenues - French Services											
CBC News Network											
Bold											
Réseau de l'information											
Galaxie Revenues											
TRC land - interest											
Miscellaneous Revenues											
TOTAL SOURCES OF FUNDS											
Variance between March BOD presentation and current forecasts											
APPLICATION OF FUNDS											
English Services											
French Services											
Galaxie											
Media Related Activities											
Support Activities											
Corporate Reserve Commitments											
TOTAL APPLICATION OF FUNDS											
Variance between March BOD presentation and current forecasts											
NET POSITION for the Fiscal Year											
Variance between March BOD presentation and current forecasts											
Prior Year Carryover											
NET POSITION – Cumulative											
Variance between March BOD presentation and current forecasts											

* 2010-2011 year-end forecast as at June 30, 2010

Appendix E – Five-year Financial outlook: Before strategy – Details (English Services)

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

English Services	2010-2011 Forecast * ($000's)	2011-2012 Forecast ($000's)	2012-2013 Forecast ($000's)	2013-2014 Forecast ($000's)	2014-2015 Forecast ($000's)	2015-2016 Forecast ($000's)
SOURCES OF FUNDS						
Share of Parliamentary Appropriation						
Local Programming Improvement Fund						
Sale of Assets						
Commercial Revenues						
Internet Revenues						
Value-added / Contra Revenues						
CBC News Network Revenues						
Bold Revenues						
Miscellaneous Revenues						
TOTAL SOURCES OF FUNDS						
APPLICATION OF FUNDS						
English Television						
CBC News Network						
Bold						
English Radio						
TOTAL APPLICATION OF FUNDS						
NET POSITION for the Fiscal Year						
Shortfall as a % of Total Revenues						
Prior Year Carryover						
NET POSITION - Cumulative						

Impact of salary funding reductions

* 2010-2011 year-end forecast as at June 30, 2010

Appendix E – Five-year Financial outlook: Before strategy – Details (French Services)

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

French Services	2010-2011 Forecast * ($000's)	2011-2012 Forecast ($000's)	2012-2013 Forecast ($000's)	2013-2014 Forecast ($000's)	2014-2015 Forecast ($000's)	2015-2016 Forecast ($000's)
SOURCES OF FUNDS						
Share of Parliamentary Appropriation						
Local Programming Improvement Fund						
Sale of Assets						
Commercial Revenues						
Internet Revenues						
Value-added / Contra Revenues						
Réseau de l'information						
Miscellaneous Revenues						
TOTAL SOURCES OF FUNDS						
APPLICATION OF FUNDS						
French Television						
Réseau de l'information						
French Radio						
Radio Canada International						
TOTAL APPLICATION OF FUNDS						
NET POSITION for the Fiscal Year						
Shortfall as a % of Total Revenues						
Prior Year Carryover						
NET POSITION - Cumulative						
Impact of salary funding reductions						

* 2010-2011 year-end forecast as at June 30, 2010

Appendix E – Five-year Financial outlook: Before strategy – Details

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

Media-Related Activities

	2010-2011 Forecast * ($000's)	2011-2012 Forecast ($000's)	2012-2013 Forecast ($000's)	2013-2014 Forecast ($000's)	2014-2015 Forecast ($000's)	2015-2016 Forecast ($000's)
SOURCES OF FUNDS						
Share of Parliamentary Appropriation						
Miscellaneous Revenues:						
Real Estate Services						
Transmission and Distribution						
Merchandising Division						
Mobile Division						
TOTAL SOURCES OF FUNDS						
APPLICATION OF FUNDS						
Real Estate Services						
Transmission and Distribution						
Media Technology Services (excluding Transmission and Distribution)						
Merchandising Division						
Mobile Division						
Ottawa Production Centre						
Content Management						
2009-2010 Digitial Archives Project						
Technology Strategy Board						
TOTAL APPLICATION OF FUNDS						
NET POSITION for the Fiscal Year						
Shortfall as a % of Total Revenues						
Prior Year Carryover						
NET POSITION - Cumulative						

*

Shortfall reconciliation:
Unfunded salaries
Building repairs (incl. MRC tower repairs)
Unavoidable costs - Real Estate
Unavoidable costs - T&D
Total annual shortfall

Appendix E – Five-year Financial outlook: Before strategy – Details

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

Support Activities

	2010-2011 Forecast * ($000's)	2011-2012 Forecast ($000's)	2012-2013 Forecast ($000's)	2013-2014 Forecast ($000's)	2014-2015 Forecast ($000's)	2015-2016 Forecast ($000's)
SOURCES OF FUNDS						
Share of Parliamentary Appropriation						
Miscellaneous Revenues:						
Interest Revenue and Capital Recoveries						
Canadian Retransmission Rights Association (CRRA)						
Strategy and Business Partnerships						
TOTAL SOURCES OF FUNDS						
APPLICATION OF FUNDS						
Office of the President and CEO						
Office of the Chairperson and Board of Directors						
Ombudsmen - English and French Services						
Priorities and Implementation						
Branding, Communications and Corporate Affairs						
Strategy and Business Partnerships						
Regulatory Affairs						
General Counsel, Corporate Secretariat and Compliance						
People and Culture						
Severance Pay and Other Personnel Costs						
Dental Plan, EAP and Crisis Management						
Training and Development						
Shared Services						
Corporate Finance and Administration						
Insurance, Corporate Forms, Taxes, etc.						
Internal Audit						
International Relations						
Information Technology						
TOTAL APPLICATION OF FUNDS						
NET POSITION for the Fiscal Year						
Shortfall as a % of Total Revenues						
Prior Year Carryover						
NET POSITION - Cumulative						

Shortfall reconciliation:
Unfunded salaries
Unavoidable costs - Corporate expenses
Unavoidable costs - IT
Total annual shortfall

Appendix E – Financial Outlook: Key Revenue Assumptions

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

Appendix E – Financial Outlook: English Services Revenue Assumptions

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

	Plan 2010-11	Forecast 2010-11	Forecast 2011-12	Forecast 2012-13	Forecast 2013-14	Forecast 2014-15	Forecast 2015-16
Revenues							
Advertising Revenues							
Main Channel							
Conventional							
Digital							
Main Channel Advertising Revenues							
Specialty							
Sub-total Advertising Revenues							
Subscriber Revenues							
Other Revenues							
Total Revenues							
Commercial Revenues							
Digital Revenues							
Specialty & Subscriber							
Other							

Appendix E – Financial Outlook: French Services Revenue Assumptions

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

	Plan 2010-2011	Forecast 2010-2011	Forecast 2011-2012	Forecast 2012-2013	Forecast 2013-2014	Forecast 2014-2015	Forecast 2015-2016
Revenues							
Advertising Revenues							
Main Channel							
Conventional							
Digital							
Main Channel Advertising Revenues							
Specialty							
Sub-total Advertising Revenues							
Subscriber Revenues							
Other Revenues							
Total Revenues							
Commercial Revenues							
Digital Revenues							
Specialty & Subscriber							
Other							

Internal Memo
Note de service

CBC Radio-Canada

Date ➢ June 10, 2010

From/De ➢ **Senior Vice-President, Corporate Strategy an Business Partnerships**

Subject/Objet ➢ **Driving Towards 2015 : Update on Strategic Directions**

TO/À:
Peter Charbonneau, Chair
Linda Black
Tim Casgrain
George Cooper
Rémi Racine

cc:
Hubert T. Lacroix
Sylvain Lafrance
Richard Stursberg
Bill Chambers
Francine Létourneau

As per our prior commitment to you, we are coming back with details about the following key strategic thrusts:

- Program genre priorities
- Regional Strategy
- Platform Strategy; which includes both linear platforms, like specialty services, and non-linear platforms, like tou-tv.

We will also review the mission statement and the related mission metrics.

As well, we will spend time discussing next steps and especially the presentation that we will bring to the Board at the upcoming June meeting.

Looking forward to our discussion.

Michel Tremblay

Driving Towards 2015:
Long-Term Strategic Planning

Update on Strategic Directions

Board Strategic Planning Committee

June 14, 2010

Agenda

- **Introduction/overview**
- Mission metrics
- Program genre priorities
- Regional strategy
- Platform strategy
- Next steps

CBC Radio-Canada
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Objectives for today

- Provide an update on key strategic directions where the Working Team and Steering Committee have established clear direction
- Solicit your feedback on the emerging overall strategy
- Outline path forward for the strategy process

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The corporate strategic plan will provide guidance to overall direction for CBC | R-C

	Corporate strategy	Media group strategy
Definition:	• **Vision, clear direction** and **guiding principles** that focus business on future • Clear set of **priorities** for guiding ongoing business decisions • "Filter" for evaluating **resource allocation** and investments • **Structure** and accountability for managing the overall enterprise	• **Strategy** to win with **viewers** and be **competitive** in the market • Prioritization of **audience** segments and **programming** strategy • **Revenue** strategy and business unit-level **investment** decisions • Generally **aligned with corporate strategy**, at greater level of detail
Typical timeline:	• Updated every ~5 years • Refined as needed to reflect changes in external environment	• Updated every 2-3 years, and refined as needed
Typical activities:	• Portfolio management, M&A • Major new initiatives and investments (e.g., new platforms) • External stakeholder engagement	• Audience and programming strategy • Sales and pricing strategy • Product development

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Driving to 2015: the integrated strategy continues to take shape

1. CBC | R-C mission / promise

To be the **recognized leader** in **expressing Canadian culture** and will **enrich the democratic life** of all Canadians

2. Mission delivery guiding principles

- Creating and delivering **original**, **innovative, quality Canadian** content
- **Reflecting** and **drawing together** all Canadians
- Effectively **engaging audiences**
- Remaining **cost-effective** and **accountable**

3. Strategic priorities

3a. Programming genre priorities

- Regain **leadership in national & international news**, across all platforms
- Be a **leader in regional presence through our multimedia platforms**
- Build on **cultural leadership in drama/entertainment** programming

3b. Platforms / position

- **Maintain/enhance** position and audience reach in **conventional broadcast TV & radio**
- **Expand reach of CBC/R-C on other platforms**
  - Invest to establish leading presence in digital and non-linear (including unmatched multimedia regional presence)
  - Improve our specialty channel positions

4. Drive excellence in sales performance and resource efficiency

5. Ensure accountability and measurement against goals

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The strategy incorporates seven primary initiatives

1. Mission framework, Guiding principles and delivery assessment
2. Programming genre priorities
3. Regional strategy
4. Platform strategy

Largely complete – today's focus

5. Advertising/monetization full potential
6. Operating cost efficiency (production & support)
7. Capital assets & production culture

Focus for next SET update

Also to be addressed at next two board meetings

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Where we are now…

- **Jun 8** - Meeting of the Senior Executive Team - Completed
- **Jun 14** - **Discussion with Board Strategic Committee**
  - **Meeting of Capital Assets Review Team**
- **Jun 22/23** - Discussion with Board
- **Jun/July** - Establish initiative teams to take forward development of initiatives
- **Aug 5** - Steering Committee meets to prepare September Board
- **Sep 21-22** - Board meeting- Presentation of integrated strategy

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Agenda

- Introduction/overview
- **Mission metrics**
- Program genre priorities
- Regional strategy
- Platform strategy
- Next steps

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Mission Framework - Update

- At the last meeting of the Strategic Planning Committee, and at the May Board, there were extensive discussions of the concepts behind the mission statement and its wording

- Since then we have conducted further focus groups and reviewed the matter

- As you will see from the next slide, we are recommending a change to the wording, which is highlighted. We believe it is more action oriented, responds to comments of Board members and factors in the results of the focus groups

- We must keep in mind that our primary target audience is Government, the CRTC and key stakeholders to which we must communicate our strategy. We believe this statement will resonate with them.

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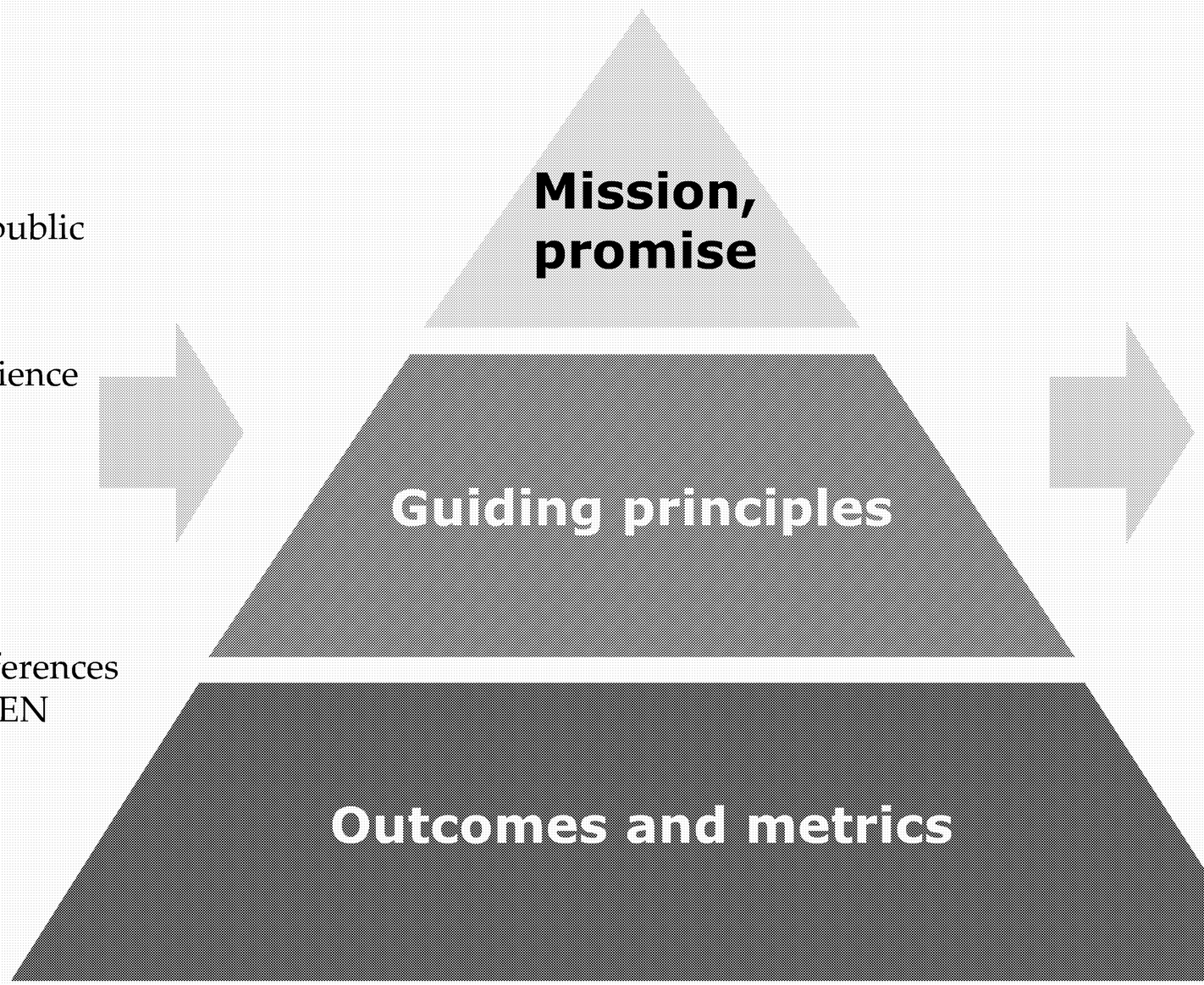
Mission framework features three levels of definition to guide strategy and focus activities

Mission Framework

Inputs

- Mandate and public policy
- Canadian audience needs
- Competitive environment
- Distinctive differences between FR & EN markets



Impact

- Guides strategy
- Defines service priorities
- Serves as "prism" to inform ongoing and future decisions
- Sets expectations for performance

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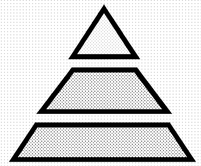
CBC/R-C mission/promise to Canadians



CBC Radio-Canada

CBC/R-C will be the **recognized leader** in **expressing Canadian culture** and will enrich **the democratic life** of all Canadians

- Creating and delivering **original** and **innovative, quality Canadian** content
- **Reflecting** and **drawing together** all Canadians
- Effectively **engaging audiences**
- Remaining **cost-effective and accountable**

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To deliver on this mission, CBC | R-C services must align with **guiding principles**

Mission:

Express Canadian culture and **enrich democratic life** through …

… original, innovative, quality Canadian content …	… that reflects and draws together Canadians …	… effectively engaging audiences …	… while remaining cost-effective and accountable

Guiding principles:

- Creating and delivering **quality content** for, by and about Canada & Canadians
  - Leading in **Canadian cultural expression**
  - Offering a **distinctly Canadian perspective**
- Investing in **differentiated programming**

- Contributing to **national identity** & social cohesion
- Reflecting Canada's **multicultural and multilingual diversity**
- Reflecting **the regions** to themselves and to the country
- Contributing to **diversity of voices**

- **Serving a large number** of Canadians
- Reflecting **content preferences** of Canadian audiences across a mix of genres
- Adapting to **evolving media usage** of Canadians across platforms

- Delivering our services in the **most efficient manner**
- Ensuring the **economic sustainability** of our services
- Optimizing the percent of **funds** spent on **content**

Providing high public value to Canadians

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Mission Metrics - Update

- As you will see in the next slide, we have introduced considerable definition to the weighting of the guiding principles. This was done after extensive discussions with our audience research experts

- Each of the main factors has been given an equal weight (33%) because we believe they are of equal importance. Sub-factors were then given a relative weight within each category

- These factors are at the base of the "bubble charts" that are designed to provide an illustration of where our broad program genres and services sit in relation to the guiding principles

- It is worth noting that the ''Bubble charts" contained in this deck are for **illustration purposes only**, as not all the necessary data has been assembled yet

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Mission metrics balance weights across pillars, and output & perception scores…

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…to help define service and resources to maximize value provided to Canadians [EN]

s.18(b)

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…to help define service and resources to maximize value provided to Canadians [FR]

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These metrics will become a regular measure of the effectiveness of our programming

Metrics will cover genres and services

- Content **genres**
  - **Slightly different for EN & FR**, and to be **tested with audience** before finalizing
  - EN: arts/entertainment, news & info (national, international, local), sports, kids, current affairs/documentaries
  - FR: magazines d'information/reportage, nouvelles (national, international, local), sport, jeunesse, varietes, dramatique
- Measurement at **service level**
  - **Conventional TV**
  - **Specialty TV** channels (CBC NN, RDI, bold, doc, ARTV)
  - **Radio** (Radio 1, 2, 3, Premiere Chaine, Espace Musique, bandeapart, Sirius)
  - **Digital** (cbc.ca, r-c.ca, tou.tv, podcasts, mobile)

Biannual process coordinated across media lines

- Overall mission evaluation to be conducted **twice per year**
  - Audience perception surveys should be in field in **late March and early November**
  - Results in place prior to annual report and CRTC reporting
  - All the data used for the evaluation will be validated or provided by recognized third parties; as a result, we do not see a need for the results to be audited
- Further development of this initiative to be a **cooperative process** across Media lines, **coordinated by Corporate Planning**
  - To ensure consistent measurement, application and reporting

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Agenda

- Introduction/overview
- Mission metrics
- **Program genre priorities**
- Regional strategy
- Platform strategy
- Next steps

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Programming Genre Directions

- Programming is at the core of all our activities. It defines who we are and carries the brand we stand for
- A description of how we foresee the evolution of these genres over the next 5 years will be a central element in our strategy. It will provide a rationale to the choices we make in other areas
- The following section provides an overview of key programming genre priorities for EN and FR Services
- In addition, we describe examples of special programming initiatives that may be undertaken in the coming years

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EN Media: Programming genre priorities (1 of 2)

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Genre	Future trajectory/ current share of spend	Current situation	2015 aspirations	Strategic actions

CBC Radio-Canada

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EN Media: Programming genre priorities (2 of 2) s.68.1

Genre	Future trajectory/ current share of spend	Current situation	2015 aspirations	Strategic actions

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FR Media: Programming genre priorities (1 of 2)

s.68.1

Genre	Future emphasis: current share of spend	Current situation	2015 aspirations	Strategic actions

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FR Media: Programming genre priorities (2 of 2)

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Genre	Future emphasis: current share of spend	Current situation	2015 aspirations	Strategic actions

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A Few Examples of Special Event Programming – English Media

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A Few Examples of Special Event Programming – French Media

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Agenda

- Introduction/overview
- Mission metrics
- Program genre priorities
- **Regional strategy**
- Platform strategy
- Next steps

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Regional strategy is critical to CBC I R-C and the Corporate Strategy

- Reflecting regions and providing news/information that is relevant at a local level is **central to the role of CBC/R-C**
  - Key part of mandate
  - Importance reinforced in public surveys

- Both EN and FR Services display **mixed performance** in regional programming s.68.1

- Both EN and FR Services have taken **important recent steps to modernize and increase relevance** of regional services

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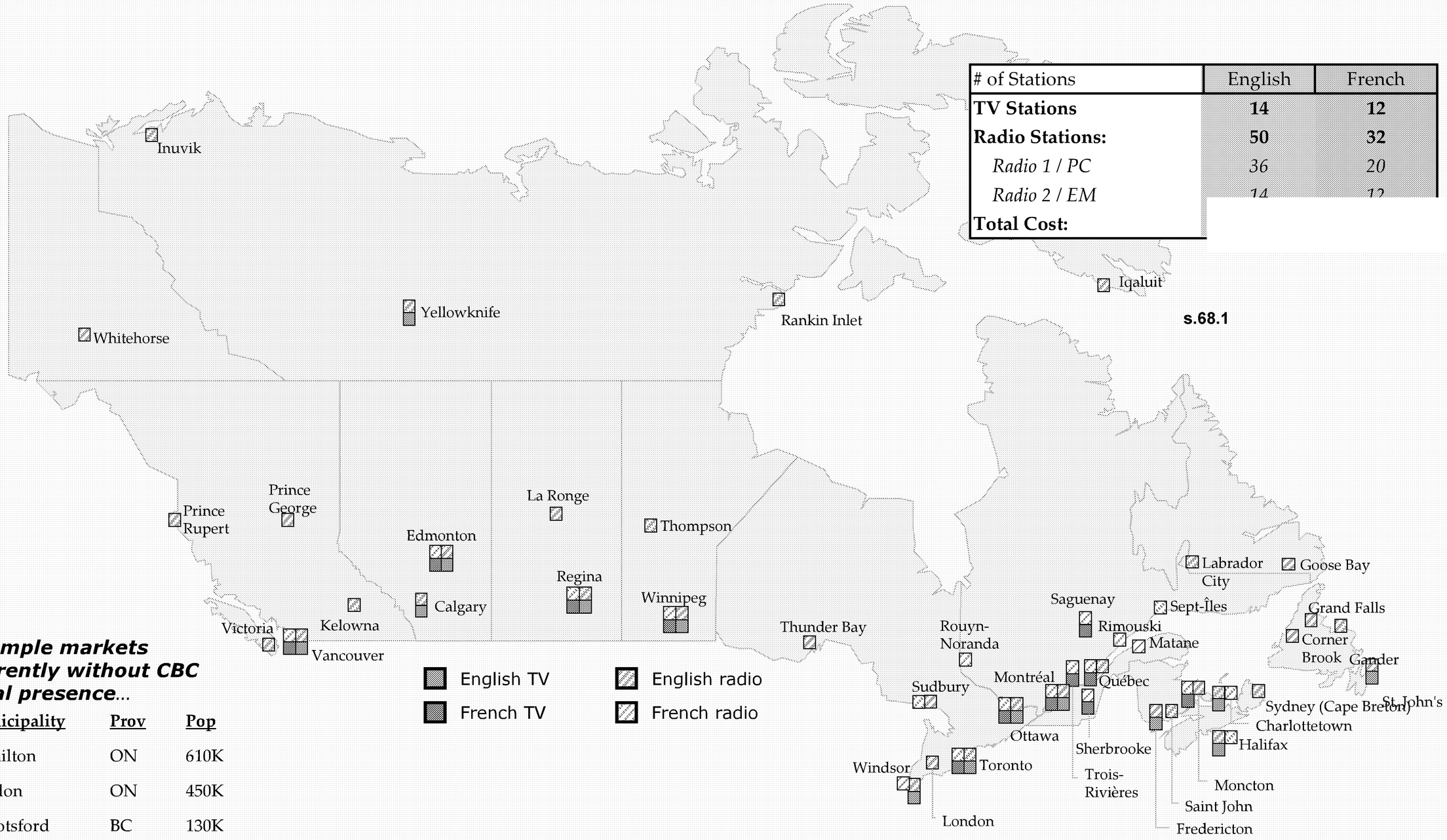
Current CBC I R-C regional footprint

# of Stations	English	French
TV Stations	**14**	**12**
Radio Stations:	**50**	**32**
Radio 1 / PC	*36*	*20*
Radio 2 / EM	*14*	*12*
Total Cost:		

s.68.1



Example markets currently without CBC local presence…

Municipality	Prov	Pop
Hamilton	ON	610K
London	ON	450K
Abbotsford	BC	130K

Note: Sydney (NB) and London (ON) shown as radio stations because unique programs are produced in the center, even though not full local schedule; Saskatoon (SK) not categorized as station as does not produce complete unique programs, only fractions of regional programs
Source: CBC/R-C government relations station list (May 5, 2010)

CBC Radio-Canada
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After years of decline, competitive position in CBC TV viewing has been improving…

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… although both EN and FR Services still trail competitors by a significant margin today

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Current initiatives of EN/FR Services reflect evolving technologies and market challenges

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Regional strategy emphasizing multimedia nature of service is a natural evolution

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Four areas of the strategy drive increases and decreases in costs of regional service

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Similar to CBC I RC, peers in private sector and public service are pursuing flexibility and efficiency

PSB peers

BBC (UK)

- Maintain strong presence and service to regions in face of cost pressures
- Plans to invest £68M in network of 60+ local video websites shelved due to expense relative to public value and potential impact on commercial rivals
- 2009 **MOU signed with key competitor** (ITV) to explore sharing of newsrooms and studios
  - **ITV estimates savings of ~13%**

France Televisions

- Seeking to **increase production flexibility** and potential for cost efficiency by reducing number of regional locations
- Moving from 23 regional service locations to greater use of "hubs" in ~8 locations
- Plan is to increase flexibility of production with fewer locations

ABC (Australia)

- Increasing local presence with launch of online service across country
- Launch of **local online news in 53 markets** across country
- Overlaps with network of 45 local radio stations
- Budgeted at A$15M for 2009
- Continue to maintain eight regional TV news shows at territorial level

Private sector examples

ABC (US)

- Making efforts in recent months to **increase flexibility** of job roles
  - Training all producers as 'digital reporters' to replace full newsgathering crews
- Additional operating cost reduction initiatives include:
  - **Leveraging digital tools** such as Skype over satellite trucks
  - **Centralizing assignments** to larger centres such as New York, rather than remote bureaus

CBS (US)

- Reducing workforce through attrition, by pursuing efficiencies and improvements in newsgathering and production resources
- **Opportunity being investigated to partner with CNN** to leverage newsgathering resources across the US and internationally

Other US Broadcaster

- Pursued workforce reductions in radio division in 2009, primarily in engineering, IT and programming
- Redesigned large station network to an **integrated network of regional hubs and local stations**
- Significantly reduced cost of local stations by **remotely producing** significant portion of local programming schedule

Source: Stelter, Brian *Job cuts at ABC*, NY Times (May 1, 2010); Schechner, Sam *CBS News Job cuts* (Feb 3, 2010); Bain experience;

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Markets will shift to a multimedia presence while also playing a role in a more integrated network

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Markets are being served with station sizes which are not consistently tailored to the market conditions

s.68.1

EN Services	FR Services
• Vancouver • Halifax • Winnipeg • Toronto	• Montreal • Moncton • Quebec • Ottawa
• Montreal • St. John's • Calgary • Yellowknife	
• Edmonton • Ottawa • Regina • Fredericton	• Winnipeg • Toronto • Vancouver • Regina
• Windsor • Charlottetown	• Edmonton • Saguenay • Rimouski • Sherbrooke • Trois-Rivières
• Iqaluit • Whitehorse • Sudbury • Thunder Bay • Quebec City • Victoria • Saint John	• Matane • Sudbury • Sept Îles • Rouyn-Noranda
• Northern Quebec • Sydney • Labrador • Corner Brook • Rankin Inlet • Saskatoon • Grand Falls	• Gander • Goose Bay • Kelowna • Moncton • Inuvik • Prince George • Cambridge Bay • Prince Rupert
• No current examples	• Windsor

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There is also considerable variation in the cost to deliver local/regional programming across Canada

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Overall, we expect to increase total # of local markets served and adjust type of presence in others

s.18(b)

PRELIMINARY

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Beyond service changes, investments to drive share and online infrastructure are anticipated

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This strategy requires effective management of several cost reduction initiatives

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Regional strategy: Risk assessment summary

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Risk factor	Description	Steps to mitigate risk/other considerations
Execution risk:		
Audience reaction:		
Other stakeholder reactions:		
LPIF:		

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Recap: key elements of regional strategy

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Agenda

- Introduction/overview
- Mission metrics
- Program genre priorities
- Regional strategy
- **Platform strategy**
- Next steps

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Media consumption has changed within linear TV and is moving to non-linear platforms for video/audio

- **Specialty TV audiences now represent ~60%** of the total for linear TV, in which the audience fragmentation continues in FR but slows down in EN
  - **Profits are shifting away** from conventional TV in both languages
- **Audiences are also embracing new, more flexible/on-demand platforms**
  - **TV** is moving to time-shifted (PVR/VOD), online TV and mobile viewing
  - **Radio** is eroding at 2%/yr, while digital substitutes are growing at 5-10%/yr s.18(b)
  - **Online**, Cdns (especially 18-34) have increased use of social media/UGC
- Overall, traditional **linear TV and radio** are expected to **continue to dominate** consumption
- **Advertisers are following the audience**,

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CBC | R-C is present on a large number of linear and non-linear platforms : 25+ different services

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Strategy supports delivery of CBC | R-C content across multiple and increasingly fragmented platforms

CBC/R-C commits to delivering its content on the multiple platforms that will be relevant to Canadians in 2015, while preserving a consistent brand positioning, with the help of partners as needed in challenging platforms

1. **Strengthen/grow the competitive position of the existing multi-platform offering**

s.18(b)

2. **Build a full bouquet of branded multi-platform Canadian destinations** for CBC|R-C differentiated entertainment content

3. **Pursue expanded partnering opportunities** to enhance CBC|R-C existing set of properties

CBC Radio-Canada

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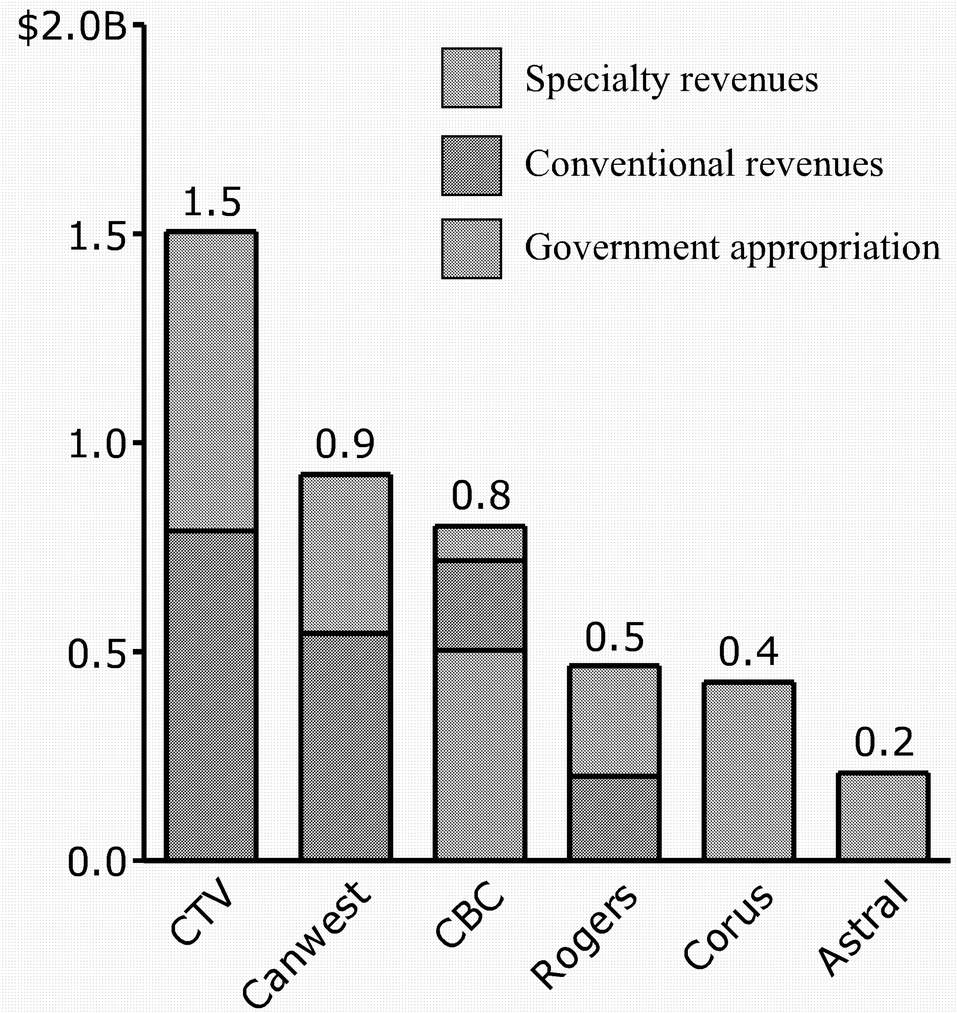
CBC and R-C have low specialty revenue compared to others

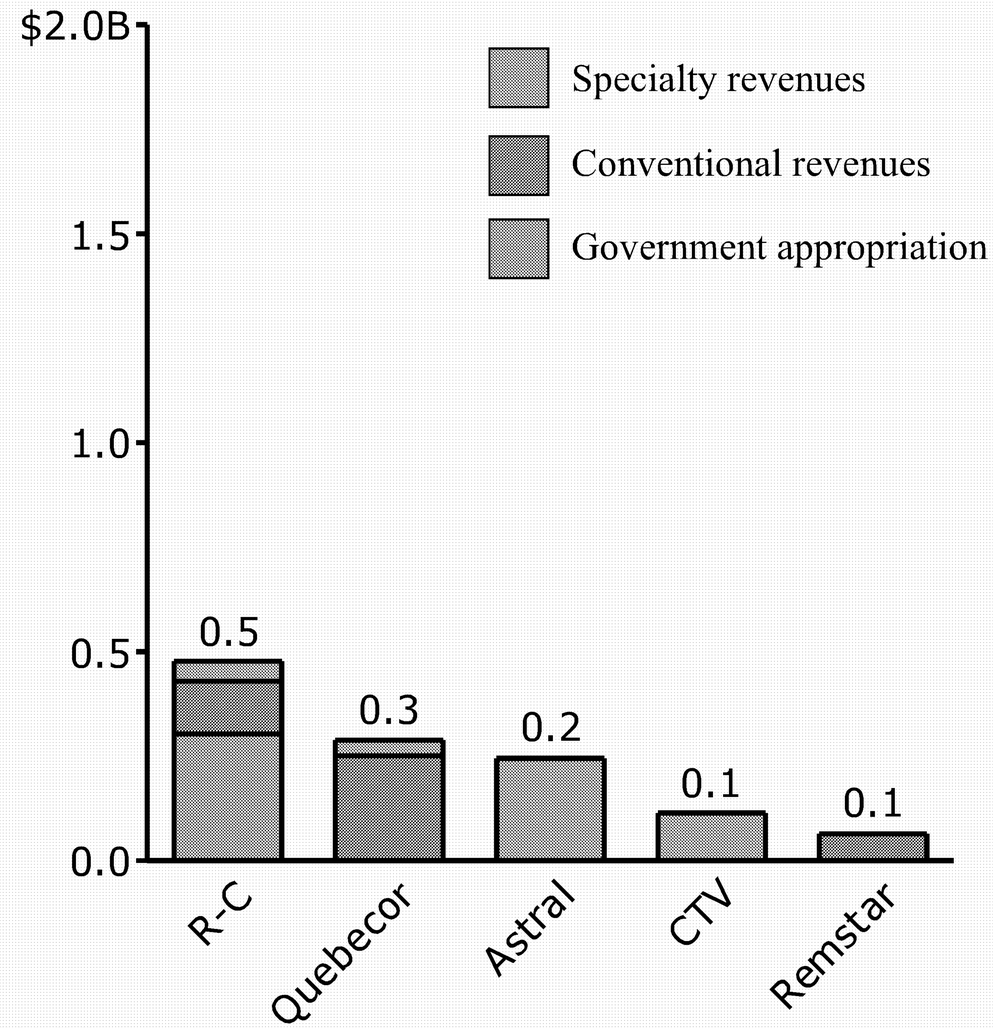
Spec TV

English TV broadcast revenues (08-09 FY)



Spec rev as % of total:	48%	41%	10%	57%	100%	100%

French TV broadcast revenues (08-09 FY)



Spec rev as % of total:	10%	13%	100%	100%	0%

Source: CBC|R-C annual report (08-09 FY); CRTC competitor filings (08-09 broadcast year)

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EN & FR Services will take market specific approaches to developing specialty presence

Spec TV

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PSB peers and Canadian competitors are also pursuing digital initiatives

Digital

Global PSB peers are adapting to digital, together with distributors

BBC

- Future Media & Technology structure to work across BBC
- Development and heavy marketing of iPlayer to access BBC content online
- Leadership role in Project Canvas to develop open IPTV platform

France Television

- Member of Hybrid Broadcast BB TV initiative to develop European standard for hybrid set-top boxes

Australian Broadcasting Corp.

- Created separate New Media and Digital Services division

Aggressively developing digital organization & experimenting with new tech/content

Canadian broadcast competitors have yet to stake out major claims

CTV and Global

- Conventional and specialty TV content available for free online and on VOD
- Appear to own the rights to most of their popular Cdn content
- Global strategy will likely be impacted by Shaw's purchase and VOD focus

TVA

- Focused on feeding content to Quebecor-owned platforms
  - Canoe (web) and Illico (VOD)
- Quebecor is making large investments in building a mobile network to converge with fibre optic network

Opportunity for CBC|R-C to lead the way and build a strong position in new media platforms

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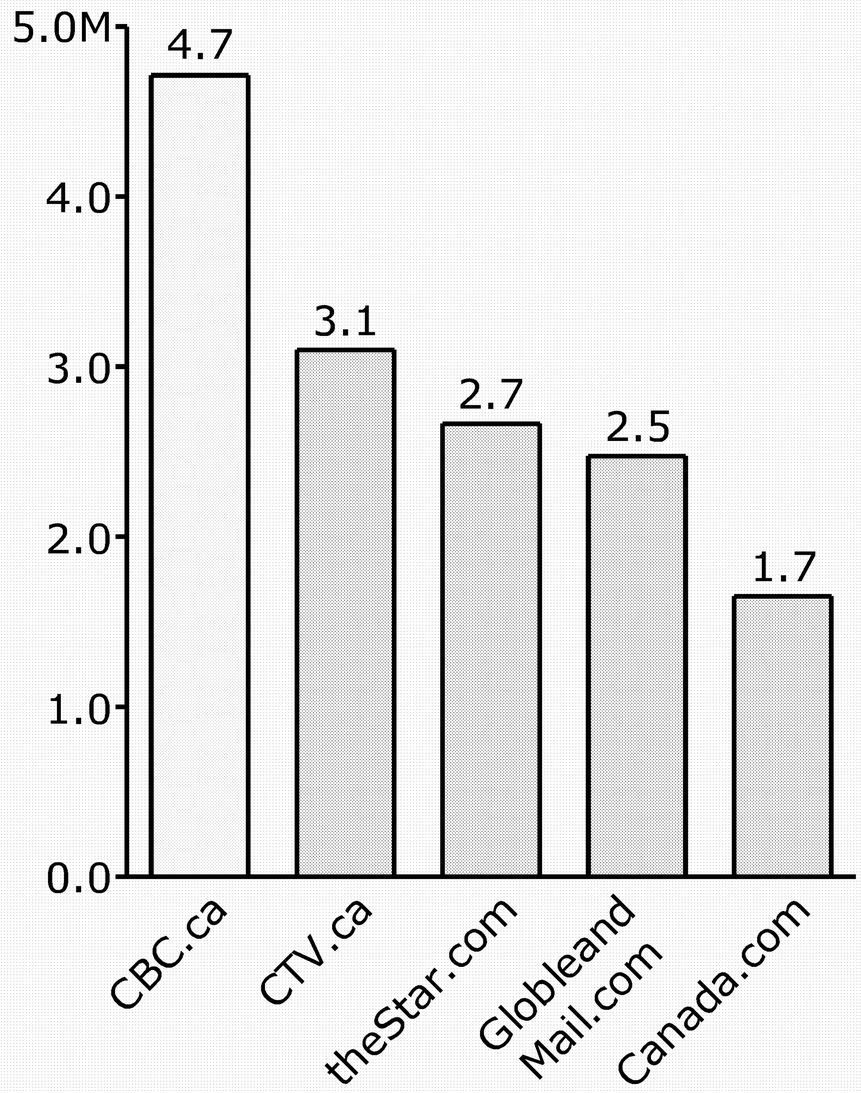
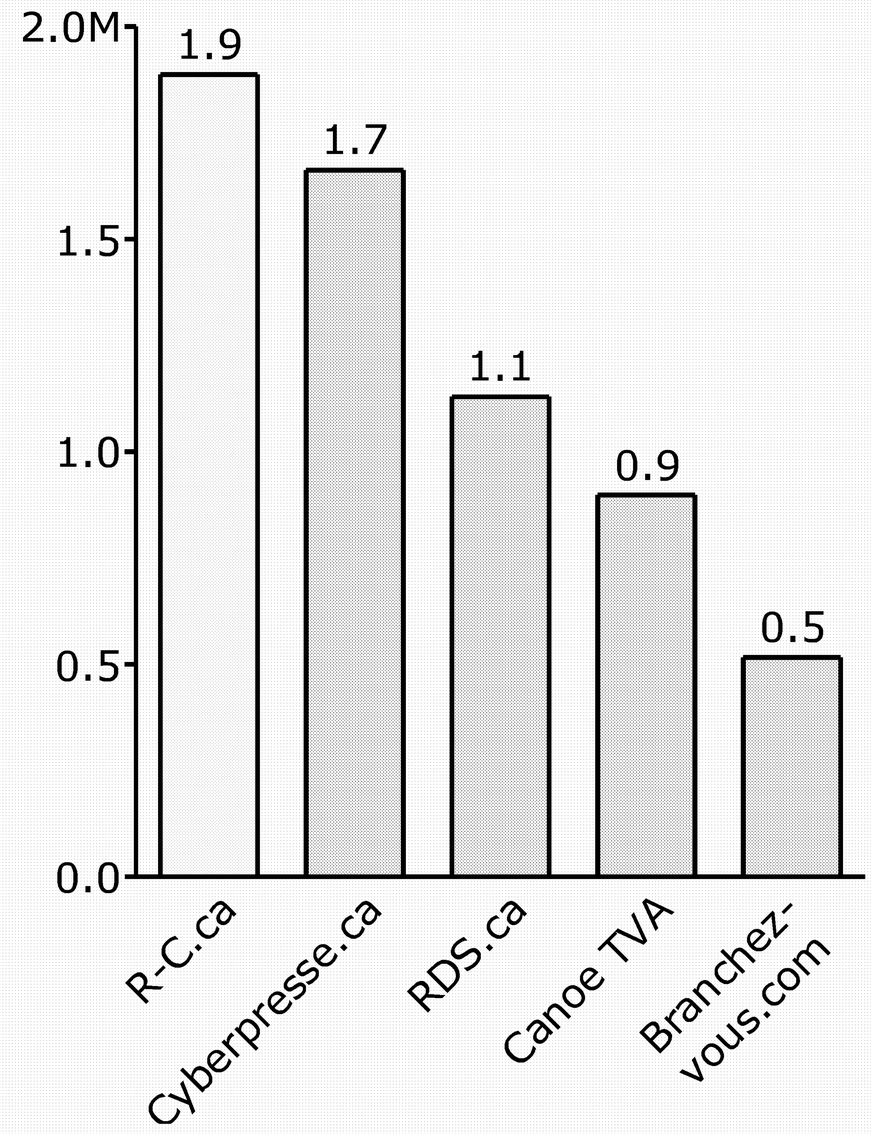
Both CBC and R-C lead their domestic peers in terms of unique visitors to websites

Digital

EN Internet unique visitors (Sep 2009)



FR Internet unique visitors (Oct 2009)



Source: Comscore (content companies websites)

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EN & FR digital strategy can be based on similar underlying "blueprint" for service offerings

Digital

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Five year EN and FR digital expenditure plans could have total

Digital

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Recap: key elements of multi-platform strategy

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Agenda

- Introduction/overview
- Mission metrics
- Regional strategy
- Program genre priorities
- Platform strategy
- **Next steps**

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Next steps

- **Jun 14:** Discussion with Board Strategic Committee
  Meeting of Capital Assets Review Team
- **Jun 22/23:** Discussion with Board
- **Jun/Jul:** Establish initiative teams to take forward development of initiatives
- **Aug 5:** Steering Committee meets to prepare September Board
- **Sep 21-22:** Board meeting - presentation of integrated strategy

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Internal Memo
Note de service

CBC Radio-Canada

Date: March 15, 2010

From / De: **Senior Vice-President, Corporate Strategy and Business Partnerships**

Subject / Objet: **Driving Toward 2015: Update #2**

To:
Board Planning Committee

You will recall that a first update was provided to the Committee at its meeting of January 18. We were then at the very early stage of the long term planning process that we are conducting with the help of Bain and Company.

We are now at mid-point of the process with Bain. The strategic foundation part of the exercise has been completed. A considerable amount of data has been analyzed, a mission statement has been crafted and a strategic framework has been developed. These are reflected in the attached presentation for discussion. The Steering Committee and the Working Team of the project have met several times since January and have begun in-depth discussions of strategic options.

Our purposes for this meeting are as follows:

(1) provide the Committee with an update on project accomplishments to date,

(2) present emerging perspectives and discuss strategic options being considered, and

(3) provide an overview of the path forward, including when we will next engage this Committee.

We are looking forward to engaging with the Committee on these matters.

Michel Tremblay

CBC Radio-Canada

BAIN & COMPANY

Driving Towards 2015: Long-Term Strategic Planning

Board Strategy Committee - Update #2

March 16th, 2010

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Objectives for today

- Provide update on project accomplishments and progress to plan
- Present emerging perspectives and discuss strategic options being considered
- Provide overview of path forward, including when to next engage this Committee

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Topics for discussion

- Project accomplishments to date and path forward
- Key findings and emerging perspectives
- Draft mission interpretation framework
- Highlights from last Steering Committee meeting
- Next steps

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Project planned to span three main phases, designed to address critical questions

	Jan 2010	Feb	March	April
Phase 0	1 **Strategic Foundation**		2 **Making & Enabling Choices**	3 **Preparing for Mobilization**
2-3 weeks	***1.5 months***		***1.5 months***	***1 month***
Key activities: • Interview key CBC | R-C executives • Gather data to inform next phases • Develop hypotheses	• Define future environment - Audience trends - Competitive landscape trends - Content trends • Identify public service mission, regulatory regimes and implications • Synthesize and integrate findings • Outline preliminary options • Assess mobilization challenges		• Articulate desired CBC | R-C role in future environment • Define, assess, iterate and improve upon options • Confirm trade-offs required and implications • Define and assess investments and funding flexibility required to achieve desired mission • Identify additional capabilities required to achieve desired role	• Continue to align key stakeholders around recommendations • Develop implementation and mobilization plan • Define and lay groundwork for people and process required to execute plan • Prioritize key gaps to address (structural, financial, capabilities)
Outcomes: • Detailed workplan • Joint team start-up • Initial analysis	• Common view of external environment to help guide decision-making • Perspective on PSB-specific issues and winning strategies to address		• Recommendation for long-term strategic plan • Key investments and pro forma financials • Alignment on plan from Executive team, Steering Committee	• Road-map of activities to realize strategic plan • Metrics/indicators to track success

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This effort will define the corporate strategy and align priorities for CBC | R-C

	Corporate strategy	Media group strategy
Definition:	• **Vision, clear direction** and **guiding principles** that focus business on future • Clear set of **priorities** for guiding ongoing business decisions • "Filter" for evaluating **resource allocation** and investments • **Structure** and accountability for managing the overall enterprise	• **Strategy** to win with **viewers** and be **competitive** in the market • Prioritization of **audience** segments and **programming** strategy • **Revenue** strategy and business unit-level **investment** decisions • Generally **aligned with corporate strategy**, at greater level of detail
Typical timeline:	• Updated every ~5 years • Refined as needed to reflect changes in external environment	• Updated every 2-3 years, and refined as needed
Typical activities:	• Portfolio management, M&A • Major new initiatives and investments (e.g., new platforms) • External stakeholder engagement	• Audience and programming strategy • Sales and pricing strategy • Product development

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Phase 1 findings and implications

Market Trends

- Sustained shift from **conventional** broadcasting to **specialty** channels in EN & FR
- Emergence of non-linear consumption on **digital platforms** (esp. news)
- Increasing **competitor investment in non-linear** platforms, but with challenged monetization
- Lack of clear Cdn leaders in building **online content** destinations
- **Regional/local TV news** becoming **cost-prohibitive** for competitors

Implications for CBC | R-C

- Need for clear **framework for interpreting mission** and guiding CBC | R-C initiatives
- Need to **secure new outlets** for content, reduce dependency on conventional broadcast
- **"Window of opportunity"** to launch definitive strategy and clarify role with **digital** platforms
- Urgent **need to address cost** structure to be competitive, especially in news
- Need to selectively explore areas for **coordinating strategy** and **operations** across EN/FR services

CBC | R-C Performance

- **Ratings** growth in EN/FR TV
- Strong and growing **share** in **radio**
- Competitive lead in **online traffic**
- Focus on **broadcast** TV (vs. **specialty)** hurting competitive position
- **High cost** position in EN & FR services (esp. news)
- Inconsistent **coordination** of activities in EN/FR

Public/Regulatory

- **Mixed (but improving) public perception** of CBC | R-C delivery on broadcasting mandate
- **"Room to maneuver"** in interpretation of CBC | R-C mission (although with political risks)
- Volatile relationship with government creating **greater uncertainty for long-term support**
- Unpredictable and **short-term funding shifts** leading to reactive CBC | R-C behavior
- **Pressure** from commercial competitors against **"unfair" public funding**, access to carriage fees

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Over next few weeks, integrated corporate strategic plan will begin to take shape

Strategic plan elements	**Key decisions** ***(post-March 11 in italics)***
Mission	• Be the undisputed leader in expressing Canadian culture and informing democracy on behalf of all Canadians
Guiding principles	• Original, innovative Canadian content… • …that reflects and draws together Canadians… • …providing high public value… • …while remaining competitive and cost-effective
Strategic priorities & trade-offs	• Priority investments over next 5 years - E.g., level of digital spend, specialty investment • Changes in - E.g., regional TV news strategy
Funding, resources, organization decisions	• Operational improvement goals - E.g., ad sales, cost efficiency • *Operating budget guidelines & constraints* • *Capital asset requirements* • *Funding & future environment scenario analysis*
Implementation planning	• *Communications & stakeholder engagement strategy* • *Timeline of actions, initiatives* • *Resource, capability requirements & accountability* • *Milestones & metrics*

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Topics for discussion

- Project accomplishments to date and path forward
- Key findings and emerging perspectives
- Draft mission interpretation framework
- Highlights from last Steering Committee meeting
- Next steps

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Key headlines for discussion

s.18(b)

-
- Secular changes in audience behavior point to need for **more robust services (digital, specialty)** to be relevant and competitive towards the CBC | R-C mission – which further increase funding gap
-
-
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Emerging perspectives (1 of 2)

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

- CBC/R-C current service portfolio has created solid **foundation for mission delivery success**, but has also **spread available resources very thin**
- Broad-reaching service strategy has created **strong audience performance** for CBC | R-C, but has put **future funding sufficiency into question**
-

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- Maintaining **digital leadership** in Canada remains **high priority** and **requires investment** and clear **definition of CBC/R-C brand** online

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Emerging perspectives (2 of 2)

- Given importance of **regional news** to mission delivery and revenues, CBC | R-C requires a **new** / **reinvigorated service model** to improve performance s.18(a) s.18(b)

- Given financial challenges and pressing investment needs, CBC/R-C will **need to pursue major operational improvements** over next five years (rev and cost)

- Preliminary overall view of potential investments, operational improvements and monetization opportunities **suggest ability to close annual funding gap**

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Continuing on same financial trajectory results in

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

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Topics for discussion

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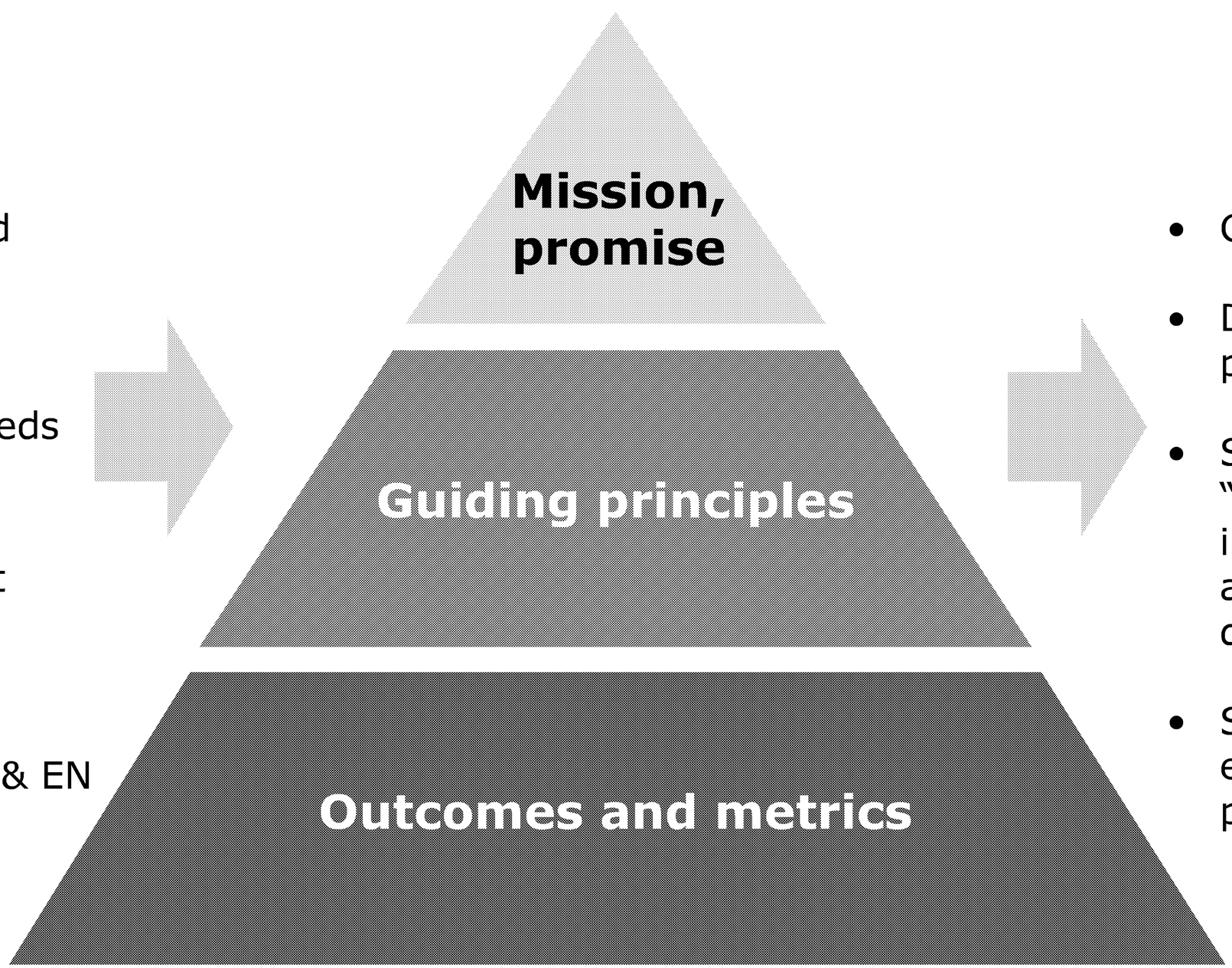
Mission framework features three levels of definition to guide strategy and focus activities

Mission Framework

Inputs

- Mandate and public policy
- Canadian audience needs
- Competitive environment
- Distinctive differences between FR & EN markets



Impact

- Guides strategy
- Defines service priorities
- Serves as "prism" to inform ongoing and future decisions
- Sets expectations for performance

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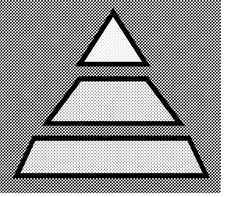
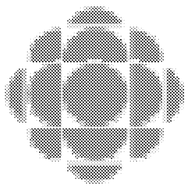
CBC | R-C **mission/promise** to Canadians



CBC  Radio-Canada

will be the **undisputed leader** in **expressing Canadian culture** and **informing democracy** on behalf of all Canadians

- Creating and delivering **original** and **innovative Canadian** content
- **Reflecting** and **drawing together** all Canadians
- Providing **high public value**
- Remaining fully **competitive** and **cost-effective** in service delivery

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To deliver on this mission, CBC | R-C services must align with **guiding principles**

Mission: **Express Canadian culture** and **inform democracy** through ...

... original, innovative Canadian content ...	... that reflects and draws together Canadians ...	... providing high public value ...	... while remaining competitive and cost-effective

Guiding principles:

- **Creating and delivering quality content** for, by and about Canada & Cdns
  - Leading in **Cdn cultural expression**
- Investing in **differentiated programming** that responds to audience needs

- Contributing to **shared nat'l identity** & social cohesion
- **Reflecting diverse groups**
  - Across regions, ethnicities and languages
- Sharing a distinctly **Canadian perspective**
- Contributing to **diversity of voices**

- **Reaching** a large number of Canadians
  - Across highest value outlets
- Reflecting **evolving content preferences** of Cdn audiences
- Contributing to **digital Canada** via leadership in digital platforms

- Matching most **efficient** resources to provide each service
- Ensuring **sustainability** for strong ongoing role in Canadian media
  - Across scope of all operations
  - Maximizing funds spent "on-screen"

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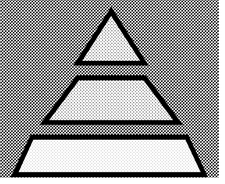
All services provided will be measured to optimize performance on desired **outcomes**

s.18(b)



This information is confidential and was prepared by Bain & Company solely for the use of our client; it is not to be relied on by any 3rd party without Bain's prior written consent.

Topics for discussion

- Project accomplishments to date and path forward
- Key findings and emerging perspectives
- Draft mission interpretation framework
- Highlights from last Steering Committee meeting
- Next steps

000531
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Context: Strategic options evaluated in three key areas to optimize CBC/R-C service offering

Specialty channels	Digital	Regional news operations

s.68.1

000532
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Specialty strategy is part of overall commitment to engage with audiences on TV

s.18(b)
s.68.1

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CBC/R-C could increase participation in specialty in a number of ways

s.68.1

000534
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Participation not required in all genres; priority based on genre attractiveness, ability to win

Attractiveness to CBC | R-C	Opportunity to better serve our audience	• Does specialty help us serve segments of the audience that we aren't reaching on the main channel? • Are we improving the service/filling a void in offering?
	Overall market attractiveness	• Is the market/genre growing? • Are returns attractive in our target market/genre?
	Economics of new entrants	• Can we achieve profitability in 3-5 years? • What are the investments required to start? To win?
CBC | R-C ability to succeed	Content competitive advantage	• Do we have original/distinctive content that people want to watch? • Is there a "white space" opportunity for this content?
	Strategic / financial fit	• Can we leverage/amortize the content from our conventional channel? • How does this fit in our digital strategy?
	Barriers to entry	• What is the potential mode of entry? - On our own? Partnerships? 3rd party content agreement? • Are there any potential regulatory issues?

000535

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Specialty strategy: Questions for discussion

- Do we agree there is **need for increased CBC and R-C participation in specialty?**
  - Is mission / strategic value of specialty presence compelling?
  - How does expected return from increased investment in specialty channels/content compare to other options?

- Have we **considered a full range of specialty options** for the next five years?
  - Are there options missing?
  - Which options resonate as best strategy for CBC? R-C?
    - Standalone vs. partnership vs. supplier role
  - Which genres are highest priority for specialty offering?

- **How can existing channels be better leveraged**?
  - What investments are required?
    - Content rights, new programming, branding, other?

000536
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Context: Strategic options evaluated in three key areas to optimize CBC/R-C service offering

Specialty channels	**Digital**	**Regional news operations**

s.68.1

000537

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Establishing a digital presence has become an increasingly important element of strategic plan

- While majority of Canadian media consumption remains on linear TV, **audiences are increasing online consumption**, requiring CBC/R-C to map out future strategy

  .

  . s.18(b)

- CBC/R-C has the **opportunity to build from position of strength**

- Maintaining **leadership position** in digital is **critical to maintain audience engagement and public perception**

- Need to recognize that **profitable business model** in digital **has yet to be defined**

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Strong position in digital will require leadership in content creation and aggregation

s.18(b)

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With content aggregation, peers illustrate options for positioning service offerings & brand

Centralized ⟷ **"Bouquet"** ⟷ **Independent**

- Digital brands are closely tied with parent s.18(b)

- Subtle or linked brand connection with parent
- Parent brand not omnipresent

- Stand-alone brand with no link to parent

000540
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Strategic options considered will all require investment to maintain CBC/R-C leadership

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Digital strategy: Questions for discussion

- Have we **considered a full range of digital options** for the next five years?
  - -Are there options missing?
  - -Which options resonate as best strategy for CBC? R-C?

- Can and **should CBC and R-C have same overarching approach** to digital strategy?
  - -Could this change over next five years with shifts in distribution?

s.18(b)

  - -What digital strategy options best allow CBC and R-C to adjust to shifts in distribution over time?

- How do we **set priorities**, given scarce resources and low revenue potential of new platforms?

000542
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Context: Strategic options evaluated in three key areas to optimize CBC/R-C service offering

Specialty channels

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Digital

Regional news operations

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EN markets display uneven coverage of Canadian cities; smaller markets in particular

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

000544
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R-C serves largest Francophone municipalities, and more modest sized communities

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

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Cost to serve populations with local news programming in each region has been analysed

- Cost to provide local news and information programming varies widely across geographies for EN & FR

- Local news costs include personnel and equipment required to produce news and information programs that reflect the local region to local populations

- In some cases (in EN & FR) local services are provided for relatively small populations

s.68.1

-

000546

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Current cost to serve each geographic area varies widely in EN and FR

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

This information is confidential and was prepared by Bain & Company solely for the use of our client; it is not to be relied on by any 3rd party without Bain's prior written consent.

We have evaluated a range of approaches to enhance delivery of local news across platforms

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Regional news: Questions for discussion

- Which option provides best **combination of mission delivery and financial impact?**
- What **additional options should be considered** in terms of News footprint and mix of services provided?
- How will attractiveness of different options be **impacted by the value for signal decision**?
- Could new **organizational structures** enhance competitive performance and/or efficiency (e.g., integration of EN/FR services, separate CBC | R-C regional organization)
- How can CBC/R-C overcome key **obstacles to changes in services** (e.g., internal structure, unions, stakeholder interests)?
- Depending on the option selected, what is best **sequencing of actions**?

s.18(b)

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Topics for discussion

- Project accomplishments to date and path forward
- Key findings and emerging perspectives
- Draft mission interpretation framework
- Highlights from last Steering Committee meeting
- Next steps

000550
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Internal Memo
Note de service

CBC Radio-Canada

Date ▶ April 6, 2010

From / De ▶ **Senior Vice-President, Corporate Strategy and Business Partnerships**

Subject / Objet ▶ **Driving Towards 2015: Long Term Strategic Planning**

To:
Peter Charbonneau, Chair
Linda Black
Tim Casgrain
George Cooper
Hubert T. Lacroix
Rémi Racine

cc:
Sylvain Lafrance
Richard Stursberg
Bill Chambers
Francine Létourneau

In preparation for our discussion of April 13, you will find attached a document that reflects the state of advancement of the work to date. This is the material that the Steering Committee discussed on March 30.

We have now reached a point where the Committee's input is key to advance/refine the proposed mission framework and emerging strategic directions. The results of these discussions will be reflected in the material to be presented at the Board of Directors on May 13, 2010.

On April 13 we will focus on:

1. Proposed mission and guiding principles (pages 10 to 16);
2. Emerging strategic priorities and implications (pages 17 to 23);
3. The implications of these strategic directions on operating budget and funding gap anticipated (page 25); and
4. Next steps

In attendance will be the members of the project Steering Committee: Hubert, Richard, Sylvain, Bill, Francine and myself.

As well, key members of the Bain team will join us:

-
- s.19(1)
-
-

We are briefing the Chair of the Committee, Peter Charbonneau, on April 8 and we will be reaching out to you individually before the end of the week. Let me know what time would work on Thursday afternoon or Friday.

Looking forward to a fruitful discussion.

Michel Tremblay

CBC 0082 B (02/97)

CBC Radio-Canada

October 26, 2010

Senior Vice-President, Corporate Strategy and Business Partnerships

Driving Towards 2015: October 29, 2010

To:
Peter Charbonneau, Chair
Linda Black
Tim Casgrain
George Cooper
Rémi Racine

cc:
Meg Angevine
Maryse Bertrand
Bill Chambers
Hubert T. Lacroix
Sylvain Lafrance
Francine Létourneau
Katya Laviolette
Suzanne Morris
Kirstine Stewart

1. At our meeting of October 29, we will review the draft presentation to be brought forward to the November Board meeting.

2. We have now reached the final stage of approval of the Strategy and will be seeking the approval of the Board.

3. Since the Board met in September, we have continued developing the strategy.

   - We have refined the strategy relating to Aboriginal-language programming and our presence on the international scene

   - We indicate how our regional strategy will enhance our services to minority language communities

4. We have also introduced two new sections:

   Section 5: Deals with the People dimension of the Strategy; and

   Section 6: Speaks to our Communications and Roll-out plan.

5. As well, we will report to you on the success we have had at the Leaders' Forum on October 14-15.

You will find attached a detailed agenda, an updated presentation document and, an overview of the discussions that took place at the Leaders' Forum.

Looking forward to our discussion,

Michel Tremblay

MEETING OF THE STRATEGIC PLANNING COMMITTEE
CANADIAN BROADCASTING CORPORATION
Montreal, Quebec
April 13, 2010

PRESENT:

Mr. Peter Charbonneau	Chair of the Committee
Mr. Timothy W. Casgrain	Chair of the Board
Ms. Linda Black	
Mr. George Cooper	
Mr. Rémi Racine	

REGRETS:

None

ALSO ATTENDING:

Mr. Hubert T. Lacroix, President and CEO
Mr. Richard Stursberg, Executive Vice-President, English Services
Mr. Sylvain Lafrance, Executive Vice-President, French Services
Mr. Michel Tremblay, Senior Vice-President, Corporate Strategy and Business Partnerships
Ms. Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel
Mr. Bill Chambers, Vice-President, Branding, Communications and Corporate Affairs
Ms Meg Angevine, Compliance Officer and Associate Corporate Secretary
Ms. Francine Letourneau, Chief of Staff, Office of the President and CEO

Representatives from Bain and Company:

s.19(1)

MEETING OF THE STRATEGIC PLANNING COMMITTEE
CANADIAN BROADCASTING CORPORATION
Montreal, Quebec
April 13, 2010

The Chair called the meeting to order at 11:00 a.m. and welcomed everyone to the meeting.

APPROVAL OF THE MINUTES

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** the minutes of the March 16, 2010 meeting be and are hereby approved as presented.

MOTION CARRIED

MATTERS ARISING FROM PREVIOUS MEETINGS

There were no matters to report.

UPDATE ON STRATEGIC PLANNING PROCESS

The President and CEO thanked the Committee members for their cooperation in arranging this meeting and made some introductory comments on the progress made since the March 16, 2010 meeting. He then invited to s.19(1) introduce his colleagues from Bain and Company and each member of the Bain team provided a brief summary of their background and experience for the Committee's benefit.

The President and CEO reviewed the detailed agenda distributed at the meeting, outlining the goals for the day.

Mr. Tremblay provided an update on the status of the project, recapping the overall project definition, the three main phases, the phase 1 findings and implications, and the key headlines for discussion. He referenced the top three strategic plan elements comprising the focus for the Committee's consideration at this stage, namely:

1. Mission
2. Guiding Principles
3. Strategic Priorities and Key Initiatives

set out the mission framework, explaining the interplay between the various components. Bill Chambers also provided further context and information for the Committee regarding the choice of wording for the mission statement and the results of the focus groups conducted on the key phrases employed within that statement.

The Committee considered at length each of the components of the mission framework. The ensuing discussion canvassed a broad range of topics, including: (i) the concepts behind certain of the terms used; (ii) the findings of the focus groups; (iii) the differences in the English and French language versions of the mission statement; and (iv) the role and mandate of CBC/Radio-Canada under the *Broadcasting Act.*

then referenced the guiding principles, the second tier of the mission framework, reviewing each one in detail, in preparation for the next phase of the discussion. He noted that each of the guiding principles had been mapped to the1991 *Broadcasting Act* to ensure congruency with its provisions as they relate to the mandate of CBC/Radio-Canada. He also explained the metrics and score weighting process used to evaluate the various genres against the guiding principles, using the current English Services and French Services portfolios to illustrate.

In its discussion, the Committee considered a number of questions, including: (i) the meaning and the significance of some of the principles; and (ii) the assumptions and metrics used and how these will be applied in practice.

The Committee then moved to consider aspects of CBC/Radio-Canada's strategic priorities with respect to audience/offering and platform/position. Michel Tremblay reviewed the key areas of focus within regional news/information and the various approaches directed towards attaining leadership as a regional presence, with improved audience share and enhanced public perception, while maintaining or reducing operating costs. He also addressed the potential initiatives for specialty channels, digital platforms and new content partnerships/applications.

The Committee explored three preliminary options outlined for reshaping the regional footprint of CBC/Radio-Canada. After discussion, the Committee requested that, for the next meeting, several options, based upon differing criteria, be mapped to illustrate their practical application on the overall footprint of CBC/Radio-Canada, for both French and English Services. The Committee expressed the view that this exercise should assist in determining the right service model and the right resource allocation to achieve the strategic goals of the Corporation.

Lastly, the Committee briefly considered some of the financial implications associated with operating specialty channels.

IN CAMERA

The Committee met in camera to discuss various topics. No matters were reported to the Secretary for inclusion in the minutes.

CONCLUDE

There being no further business, the meeting concluded at 4:30 p.m.

MEETING OF THE STRATEGIC PLANNING COMMITTEE
CANADIAN BROADCASTING CORPORATION
Montreal, Quebec
January 19, 2010

PRESENT:

Mr. Peter Charbonneau	Chair of the Committee
Mr. Timothy W. Casgrain	Chair of the Board
Ms. Linda Black	
Mr. George Cooper	
Mr. Rémi Racine	

REGRETS:

None

ALSO ATTENDING:

Mr. Hubert T. Lacroix, President and CEO
Mr. Richard Stursberg, Executive Vice-President, English Services
Mr. Sylvain Lafrance, Executive Vice-President, French Services
Ms. Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel
Mr. Bill Chambers, Vice-President, Branding, Communications and Corporate Affairs
Ms Meg Angevine, Compliance Officer and Associate Corporate Secretary
Ms. Francine Letourneau, Chief of Staff, Office of the President and CEO

MEETING OF THE STRATEGIC PLANNING COMMITTEE
CANADIAN BROADCASTING CORPORATION
Montreal, Quebec
January 19, 2010

The Chair called the meeting to order at 2:00 p.m.

MATTERS ARISING FROM PREVIOUS MEETINGS

There were no matters to report.

UPDATE ON STRATEGIC PLANNING PROCESS

Mr. Lacroix acknowledged Michel Tremblay's role as the key driver on this project and proceeded with a brief review of the circumstances leading to the selection of Bain & Company to work with management in developing a long-term strategic planning approach for the Corporation.

The President and CEO then reported on the progress made with Bain & Company since the November Board meeting, noting that the preliminary work has focused on data collection, interviews with key participants, establishing the working team, and identifying project milestones.

Briefing material was circulated to the Committee in advance, summarizing the Steering Committee's activities to date. Mr. Lacroix canvassed the key questions that define the focus and scope of this initiative, and outlined the parameters for success. He also described the relationship between the corporate strategy and the media group strategy, and the ways in which corporate activities can contribute to the success of the organization.

The Committee briefly examined four organizational models: (i) the "active shareholder', (ii) the "strategic designer", (iii) the "strategic controller", and (iv) the "operator", that define different ways in which the corporate centre can add value. These models will feature in future discussions regarding the most appropriate model for CBC/Radio-Canada to adopt to achieve its goals.

Lastly, Mr. Lacroix reviewed the timeline for this initiative and the various groups to be consulted at different stages in the process and invited Bill Chambers to briefly address the communications campaign planned to announce the results of the strategic planning process.

The Committee will receive regular updates on the progress of this initiative.

CONCLUDE

There being no further business, the meeting concluded at 3:55 p.m.

MEETING OF THE STRATEGIC PLANNING COMMITTEE
CANADIAN BROADCASTING CORPORATION
Ottawa, Ontario
March 16, 2010

PRESENT:

Mr. Peter Charbonneau	Chair of the Committee
Mr. Timothy W. Casgrain	Chair of the Board
Ms. Linda Black	
Mr. George Cooper	
Mr. Rémi Racine	

REGRETS:

None

ALSO ATTENDING:

Mr. Hubert T. Lacroix, President and CEO
Mr. Richard Stursberg, Executive Vice-President, English Services
Mr. Sylvain Lafrance, Executive Vice-President, French Services
Mr. Michel Tremblay, Senior Vice-President, Corporate Strategy and Business Partnerships
Ms. Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel
Mr. Bill Chambers, Vice-President, Branding, Communications and Corporate Affairs
Ms Meg Angevine, Compliance Officer and Associate Corporate Secretary
Ms. Francine Letourneau, Chief of Staff, Office of the President and CEO

MEETING OF THE STRATEGIC PLANNING COMMITTEE
CANADIAN BROADCASTING CORPORATION
Ottawa, Ontario
March 16, 2010

The Chair called the meeting to order at 9:45 a.m.

APPROVAL OF THE MINUTES

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** the minutes of the January 19, 2010 meeting be and are hereby approved as presented.

MOTION CARRIED

MATTERS ARISING FROM PREVIOUS MEETINGS

There were no matters to report.

AMENDMENTS TO COMMITTEE'S TERMS OF REFERENCE

Certain changes are proposed to the Committee's Terms of Reference to reflect the Committee's role with respect to the 2010 Long Term Strategic Planning Process. Material detailing the specific changes was circulated in advance of the meeting. Ms. Bertrand reviewed the proposed amendments and noted, in addition, the fact that the 2009 Strategic Review process was now officially concluded. After discussion, the Committee concurred in a further amendment, namely, that the text that had been proposed for addition should instead be substituted, as follows:

(i) under the heading I Purpose, to replace section B with the text identified in the material circulated as section C
(ii) under the heading III Duties and Responsibilities, to replace section C with the text identified in the material circulated as section D

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** the Strategic Planning Committee recommends that the Board of Directors approve the amendments to the Committee's Terms of Reference as further amended by the Committee. A copy of the document shall remain filed with the original of these minutes as Exhibit 1.

MOTION CARRIED

UPDATE ON STRATEGIC PLANNING PROCESS

The President and CEO briefly reviewed the progress since the January meeting of the Committee and then invited Mr. Tremblay to provide further particulars of the work completed to date.

Mr. Tremblay noted that the process with Bain and Company had reached its midpoint and he referenced the document circulated prior to the meeting, covering the following:

- Project accomplishments to date and path forward
- Key findings and emerging perspectives
- Draft mission interpretation framework
- Highlights from the last Steering Committee meeting
- Next steps

Mr. Tremblay provided a brief overview of the material, and together with his management colleagues, responded to questions from the Committee on: (i) the nature and extent of engagement within the organization to support this initiative; (ii) the relationship with Bain and Company; (iii) the economics of local television; (iv) the decision framework to address fundamental issues and determine strategic choices; and (v) the operating models under consideration.

During Mr. Tremblay's presentation, the Committee also engaged in some preliminary debate on the proposed mission statement, which will be the subject of more in depth focus and discussion at a future meeting.

The President and CEO outlined the next steps in the process and the proposed timetable to completion, noting that several meetings of the Committee were planned during the month of April. The Committee discussed the proposed timetable, particularly in light of the importance of the strategic planning exercise and concluded that it should proceed with all due diligence, while monitoring progress and remaining flexible should more time be required to satisfactorily complete all objectives.

Lastly, the Committee agreed upon the dates and locations for the next two meetings as follows:

April 13, 2010	11:00 a.m. – 4:00 p.m.	Montreal
April 29, 2010	9:00 a.m. – 4:30 p.m.	Toronto

The President and CEO thanked the Committee members for their valuable input and for their cooperation in scheduling the next two meetings.

CONCLUDE

There being no further business, the meeting concluded at 11:20 a.m.

MEETING OF THE STRATEGIC PLANNING COMMITTEE
CANADIAN BROADCASTING CORPORATION
Montreal, Quebec
June 14, 2010

PRESENT:

Mr. Peter Charbonneau	Chair of the Committee
Mr. Timothy W. Casgrain	Chair of the Board
Ms. Linda Black	
Mr. George Cooper	

REGRETS:

Mr. Rémi Racine

ALSO ATTENDING:

Mr. Hubert T. Lacroix, President and CEO
Mr. Richard Stursberg, Executive Vice-President, English Services
Mr. Sylvain Lafrance, Executive Vice-President, French Services
Mr. Michel Tremblay, Senior Vice-President, Corporate Strategy and Business Partnerships
Ms. Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel
Mr. Bill Chambers, Vice-President, Branding, Communications and Corporate Affairs
Ms. Meg Angevine, Compliance Officer and Associate Corporate Secretary
Ms. Francine Letourneau, Chief of Staff, Office of the President and CEO

Representatives from Bain and Company:

s.19(1)

MEETING OF THE STRATEGIC PLANNING COMMITTEE
CANADIAN BROADCASTING CORPORATION
Montreal, Quebec
June 14, 2010

The Chair called the meeting to order at 10:00 a.m.

APPROVAL OF THE MINUTES

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** the minutes of the May 5, 2010 conference call and the May 12, 2010 meeting be and are hereby approved as presented.

MOTION CARRIED

MATTERS ARISING FROM PREVIOUS MEETINGS

There were no matters to report.

UPDATE ON STRATEGIC PLANNING PROCESS

The Committee Chair welcomed everyone to the meeting, and observed that the
s.19(1) Committee's role in this meeting was to serve as a sounding board for management.

The President and CEO introduced to the Committee and invited to provide a brief sketch of his background and his involvement in the project.

The Committee Chair referenced the four areas of focus for the discussion at the meeting, namely: (i) update on the mission statement; (ii) program genres; (iii) regional strategy; and (iv) platform strategy.

The President and CEO reminded the Committee of the timing for the Corporation's strategic planning process, which culminates each year at the March Board meeting with the presentation of the Corporation's annual budget.

Bill Chambers summarized the latest findings with respect to the research conducted on the language of the mission statement. In the ensuing discussion, several suggestions were proposed for alternate wording/refinements to the mission statement, which were considered and debated at length. The

Committee Chair explained that some points raised by other Board members during the May Board meeting would be debated at the up-coming Board meeting.

The focus of the debate shifted to the metrics and methodology for measuring the Corporation's success in delivering on the mission, through alignment with the guiding principles. The Committee discussed the challenges associated with balancing the need to foster the creativity and imagination essential to the core business of CBC/Radio-Canada with the need to establish an objective framework against which achievements could be measured. The Committee also explored, in considerable depth, the actual process for measurement, and the interpretation and communication of the results.

Sylvain Lafrance and Richard Stursberg then presented highlights of the material distributed on programming genre priorities, outlining the proposals for each programming genre within French and English Services.

s.68.1

The President and CEO then introduced the regional strategy, emphasizing its importance in the context of CBC/Radio-Canada's mandate. Sylvain Lafrance and Richard Stursberg briefly reviewed the current competitive position of their respective services in various markets and summarized the initiatives to enhance regional presence. The President and CEO outlined the five key elements of the regional strategy, following which, the Committee engaged in a comprehensive discussion on a range of subjects, including: (i) the specifics underlying each of the five elements of the strategy; (ii) the current geographic footprint of the Corporation and the differing needs of various regions; (iii) plans to address underserved markets; (iv) the critical role of a multi-media strategy in expanding regional presence; (v) the evolutionary nature of the strategy; and (vi) the significant communications component associated with implementing the strategy.

s.19(1)

opened the discussion of the platform strategy, beginning with a review of the significant changes in media consumption in recent years. Michel Tremblay then presented the three major components of the platform strategy, setting out the details of each one, and Sylvain Lafrance and Richard Stursberg elaborated on the specific approaches and actions planned for their respective services.

s.18(b)

s.21(1)(a)

s.21(1)(b)

The President and CEO reviewed the proposed timetable for the summer months and the Committee agreed to meet in early September in preparation for the September Board meeting.

IN CAMERA

The Committee met in camera to discuss several topics. No matters were reported to the Corporate Secretary for inclusion in the minutes.

CONCLUDE

There being no further business, the meeting concluded at 4:00 p.m.

MEETING OF THE STRATEGIC PLANNING COMMITTEE
CANADIAN BROADCASTING CORPORATION
Conference Call
May 5, 2010

PRESENT:

Mr. Peter Charbonneau	Chair of the Committee
Mr. Timothy W. Casgrain	Chair of the Board
Ms. Linda Black	
Mr. George Cooper	
Mr. Rémi Racine	

REGRETS:

None

ALSO ATTENDING:

Mr. Hubert T. Lacroix, President and CEO
Mr. Richard Stursberg, Executive Vice-President, English Services
Mr. Sylvain Lafrance, Executive Vice-President, French Services
Mr. Michel Tremblay, Senior Vice-President, Corporate Strategy and Business Partnerships
Ms. Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel
Mr. Bill Chambers, Vice-President, Branding, Communications and Corporate Affairs
Ms Meg Angevine, Compliance Officer and Associate Corporate Secretary
Ms. Francine Letourneau, Chief of Staff, Office of the President and CEO

Representatives from Bain and Company:

s.19(1)

MEETING OF THE STRATEGIC PLANNING COMMITTEE
CANADIAN BROADCASTING CORPORATION
Conference Call
May 5, 2010

The Chair called the meeting to order at 3:00 p.m.

APPROVAL OF THE MINUTES

The Chair advised that the draft minutes of the April 13, 2010 meeting would be circulated immediately to the Committee for their comments and approval in order that a copy could be made available to all Board members at the May 11-12 Board meeting.

MATTERS ARISING FROM PREVIOUS MEETINGS

There were no matters to report.

UPDATE ON STRATEGIC PLANNING PROCESS

The President and CEO explained the reasons for the change in the meeting schedule and thanked the Committee members for their cooperation.

Michel Tremblay highlighted the changes made to the mission statement and the guiding principles in response to input received from the Committee at the April 13th meeting. Bill Chambers summarized the reaction and comments received to date on the key concepts expressed in the mission statement. The Committee discussed the revised version at some length and considered some further refinements to the language of the mission statement.

The Committee then reviewed the revisions to the metrics and weighting for evaluating programming genres/services against the mission statement and guiding principles. Management and members of the Bain team responded to questions and comments from the Committee on the application of these metrics to various genres and services.

s.19(1)

referred to the material circulated illustrating the three options that were originally presented for discussion in conjunction with the Corporation's regional strategy. The President and CEO briefed the Committee on the results of the Steering Committee's meeting held earlier that day on these options, stating that after considerable debate, the members of the Steering Committee were proposing a fourth option as their preferred approach to the regional strategy. He proceeded to outline the new option for the benefit of the Committee.

IN CAMERA

The Committee met in camera to discuss several matters. No matters were reported to the Secretary for inclusion in the minutes.

CONCLUDE

There being no further business, the meeting concluded at 5:00 p.m.

MEETING OF THE STRATEGIC PLANNING COMMITTEE
CANADIAN BROADCASTING CORPORATION
Ottawa, Ontario
May 12, 2010

PRESENT:

Mr. Peter Charbonneau	Chair of the Committee
Mr. Timothy W. Casgrain	Chair of the Board
Ms. Linda Black	
Mr. George Cooper	
Mr. Rémi Racine	

REGRETS:

None

ALSO ATTENDING:

Mr. Hubert T. Lacroix, President and CEO
Mr. Richard Stursberg, Executive Vice-President, English Services
Mr. Sylvain Lafrance, Executive Vice-President, French Services
Mr. Michel Tremblay, Senior Vice-President, Corporate Strategy and Business Partnerships
Ms. Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel
Mr. Bill Chambers, Vice-President, Branding, Communications and Corporate Affairs
Ms Meg Angevine, Compliance Officer and Associate Corporate Secretary
Ms. Francine Letourneau, Chief of Staff, Office of the President and CEO

Representatives from Bain and Company:

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MEETING OF THE STRATEGIC PLANNING COMMITTEE
CANADIAN BROADCASTING CORPORATION
Ottawa, Ontario
May 12, 2010

The Chair called the meeting to order at 2:15 p.m.

APPROVAL OF THE MINUTES

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** the minutes of the April 13, 2010 meeting be and are hereby approved as presented.

MOTION CARRIED

MATTERS ARISING FROM PREVIOUS MEETINGS

The Chair outlined his proposed approach to resolve several issues raised with respect to the guiding principles during the Board's in camera discussion and the Committee endorsed it.

UPDATE ON STRATEGIC PLANNING PROCESS

The President and CEO introduced the topic for discussion at the meeting, namely, the emerging CBC/Radio-Canada regional presence strategy. He also summarized the key elements underlying the proposal before the Committee.

Michel Tremblay presented the substance of the proposal, referring to the document circulated in advance. Mr. Tremblay briefly outlined the seven points of the strategy and invited Mr. Lafrance and Mr. Stursberg to provide further details relating to the constituent elements.

Mr. Lafrance offered several specific examples to illustrate how the proposed regional strategy might be implemented within French Services. He noted the importance of tailoring the regional solution to the needs of the particular region, with appropriate analysis as to the nature of the content/access/platform necessary to serve those needs well.

Mr. Stursberg elaborated on the opportunities the proposed strategy presents for partnering with other entities to deliver local content, emphasizing the enhanced engagement that would flow from pursuing those opportunities.

The Committee discussed the proposal in depth, engaging in dialogue with management and the Bain representatives on a range of topics, including the

respective priorities of various elements of the strategy, the allocation of resources, costs, time frame and challenges involved in implementation, and transitional issues.

Management undertook to provide additional material (including information on costs) with respect to the regional strategy recommended by the Steering Committee for the Committee's consideration at its next meeting, which will be scheduled in advance of the June Board meeting.

CONCLUDE

There being no further business, the meeting concluded at 4:00 p.m.

CBC Radio-Canada

MEETING OF THE STRATEGIC PLANNING COMMITTEE
CANADIAN BROADCASTING CORPORATION
Conference Call
October 29, 2010

PRESENT:

Mr. Peter Charbonneau	Chair of the Committee
Mr. Timothy W. Casgrain	Chair of the Board
Ms. Linda Black	
Mr. George Cooper	
Mr. Rémi Racine	

REGRETS:

None

ALSO ATTENDING:

Mr. Hubert T. Lacroix, President and CEO
Mr. Sylvain Lafrance, Executive Vice-President, French Services
Ms. Kirstine Stewart, Interim Executive Vice-President, English Services
Mr. Michel Tremblay, Senior Vice-President, Corporate Strategy and Business Partnerships
Ms. Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel
Ms. Suzanne Morris, Vice-President and CFO
Ms. Katya Laviolette, Vice-President, People and Culture
Mr. Bill Chambers, Vice-President, Brand, Communications and Corporate Affairs
Ms. Meg Angevine, Compliance Officer and Associate Corporate Secretary
Ms. Francine Letourneau, Chief of Staff, Office of the President and CEO

MEETING OF THE STRATEGIC PLANNING COMMITTEE
CANADIAN BROADCASTING CORPORATION
Conference Call
October 29, 2010

The Chair of the Committee called the meeting to order at 10:00 a.m. (EDT) and welcomed everyone to the meeting.

UPDATE ON STRATEGIC PLANNING PROCESS

The President and CEO thanked the Committee members for their participation in the conference call and briefly reviewed the work completed since the September Board meeting, describing some of the challenges encountered. He also expressed his appreciation for the helpful comments and questions provided by the Chair of the Committee on the material, indicating that the responses would be presented in the course of the discussion.

Turning to the goals that were initially established for the long term strategic plan, Mr. Lacroix addressed the question posed by the Committee Chair on "the progress in achieving these goals", by reviewing each goal individually, summarizing the results achieved to date on a number of fronts, and outlining the plans underway, or in development, to move forward. He noted that although some of the goals had not been fully met as yet, the progress to date indicated that the Corporation was well on its way towards meeting all of them. During this portion of the discussion, management responded to questions and comments from the Committee on: (i) whether the strategic plan captured the key elements necessary to enable the Corporation to operate effectively and succeed in the 21st century; (ii) whether the Corporation's existing infrastructure could evolve to the extent required to meet emerging obligations/demands upon it; and (iii) whether any key aspect/component had been overlooked in formulating the plan.

Mr. Lacroix then provided a high level overview of the feedback from the Leaders' Forum held October 14-15 in Montreal. He recapped the nature of the workshops, exchanges and discussions that took place and the overall reaction of the Corporation's leaders to the strategic plan, adding that union leaders representing the six unions within the Corporation were also present. He informed the Committee that the Senior Executive Team would be meeting early in November to review and validate the input from the Leaders' Forum and refine the action plans for the future.

The Committee then discussed the reporting framework for monitoring progress vis-à-vis the implementation of the strategy and the President and CEO confirmed that this aspect would be addressed as part of the more detailed mobilization plan to be presented at a later date.

Michel Tremblay outlined the changes and additions to the plan since the September Board meeting in conjunction with: (i) the strategies relating to serving Aboriginal Canadians and enhancing the Corporation's international presence; (ii) service to minority language communities; (iii) the "people" dimension of the strategy; and (iv) the communications and roll-out plan. Ms. Morris highlighted some of the constraints surrounding the financial aspects of the plan and also pointed out how the longer horizon envisioned for business planning purposes would assist in advancing the overall strategic plan.

Ms. Laviolette reviewed the elements of the strategy that have been developed to address the human resources component. She outlined the underlying principles involved, relating to: (i) creating a rewarding, progressive and diverse workplace; (ii) developing and sustaining a leadership climate; and (iii) providing a work environment that fosters creativity and a culture of excellence. She described the business landscape within which CBC/Radio-Canada operates and the challenges it faces as an employer in the current environment. She then summarized the actions proposed in the areas of: (i) workforce planning; (ii) training and leadership development; (iii) diversity and inclusion; (iv) industrial relations; (v) work structure and climate; and (vi) employee engagement.

Lastly, Ms. Laviolette addressed the issue of costing the various initiatives associated with the strategic plan, adding that further detail would be provided in the coming months as the plans are refined. At the conclusion of Ms. Laviolette's presentation, management responded to questions from the Committee on: (i) the strategies in place to ensure that high quality employees are retained; (ii) how the changes in existing employee skill sets will be accomplished; and (iii) how the Corporation will attract individuals who bring skill sets that are not represented within the current employee population.

Bill Chambers briefly reviewed the communications and roll-out plan, setting out the general objectives and the focus of the three phases planned. Mr. Lacroix and Mr. Chambers answered questions relating to: (i) the extent to which elements of the strategic plan had been shared with the Minister and the Government; (ii) the importance of the discussion on the role of the public broadcaster; and (iii) the development of more detailed plans tailored to specific audiences. Mr. Racine left the meeting at this point.

During the concluding segment of the meeting, several Directors commented upon the differing perspectives and potential reactions to the plan of the various audiences, and the challenges ahead, and the Chair of the Committee thanked everyone for a constructive discussion.

CONCLUDE

There being no further business, the meeting concluded at 11:45 a.m.

MEETING OF THE STRATEGIC PLANNING COMMITTEE
CANADIAN BROADCASTING CORPORATION
Montreal, Quebec
September 8, 2010

PRESENT:

Mr. Peter Charbonneau	Chair of the Committee
Mr. Timothy W. Casgrain	Chair of the Board
Ms. Linda Black	
Mr. George Cooper	
Mr. Rémi Racine	

REGRETS:

None

ALSO ATTENDING:

Mr. Hubert T. Lacroix, President and CEO
Mr. Sylvain Lafrance, Executive Vice-President, French Services
Ms. Kirstine Stewart, Interim Executive Vice-President, English Services
Mr. Michel Tremblay, Senior Vice-President, Corporate Strategy and Business Partnerships
Ms. Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel
Ms. Suzanne Morris, Vice-President and Chief Financial Officer
Mr. Bill Chambers, Vice-President, Branding, Communications and Corporate Affairs
Mr. Neil McEneaney, Executive Director, Finance and Administration Management, English Services
Mr. Peter St. Onge, Executive Director, Finance and Management Services, French Services
Mr. Michael Mooney, Senior Director, Corporate Finance and Administration
Mr. Stan Staple, Senior Director, Research and Strategic Analysis
Ms Meg Angevine, Compliance Officer and Associate Corporate Secretary
Ms. Francine Letourneau, Chief of Staff, Office of the President and CEO

Representatives from Bain and Company:

s.19(1)

MEETING OF THE STRATEGIC PLANNING COMMITTEE
CANADIAN BROADCASTING CORPOR0ATION
Montreal, Quebec
September 8, 2010

The Chair called the meeting to order at 10:00 a.m.

IN CAMERA

The Committee met in camera to discuss several matters. No matters were reported to the Secretary for inclusion in the minutes. At the conclusion of the in camera session, the Chair of the Committee welcomed everyone to the meeting.

APPROVAL OF THE MINUTES

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** the minutes of the June 14, 2010 meeting be and are hereby approved as presented.

MOTION CARRIED

MATTERS ARISING FROM PREVIOUS MEETINGS

There were no matters to report.

UPDATE ON STRATEGIC PLANNING PROCESS

The President and CEO acknowledged the excellent work of Suzanne Morris and the senior Finance team over the summer in preparing the costing information for the elements of the long-term strategic plan. He then provided a brief overview of the work performed since June, referencing all of the constituent elements.

Michel Tremblay reviewed the objectives for the meeting and then turned to the mission statement, and the guiding principles, highlighting the changes recently incorporated in response to input from the Board.

Stan Staple then reviewed the changes to the metrics employed to measure the extent to which CBC/Radio-Canada's services and genres succeed in delivering on the mission. Mr. Staple explained the rationale for the changes and responded to questions and comments from the Committee on: (i) the drivers to produce directional movement in mission delivery scores; (ii) specifics of the source data used to compile results, particularly in relation to the concepts of "inform", "enlighten" and "entertain"; (iii) whether the historical results differ

significantly from current ones; and (iv) how results are obtained for children's programming.

Bill Chambers distributed a draft narrative description of the strategy, seeking the Committee's input on it. After taking time to review it, the Committee commented positively on the draft and discussed the purpose of the document.

Kirstine Stewart and Sylvain Lafrance then outlined the specific programming priorities planned for English and French Services in support of the strategy. For each one, the expected outcomes or key performance indicators ("KPIs") were enumerated and management explained in greater detail what was envisioned by the KPIs. Management also described some of the challenges associated with achieving the "right" programming mix, given the number of factors and constraints to be taken into account.

Kirstine Stewart and Sylvain Lafrance described the approaches contemplated by the strategy to address the goals of diversity and social cohesion. They also outlined the activities planned in conjunction with evaluating and enhancing: (i) the delivery of services to aboriginal Canadians and (ii) CBC/Radio-Canada's presence on the international scene.

In the ensuing discussion of various aspects of the programming strategic directions, management responded to questions and comments from the Directors about: (i) the types of events that fall within the concept of "signature events" and to what extent there is an opportunity to develop cross-cultural events of this nature; (ii) the challenges of identifying membership within a recognized diversity group; (iii) the up-coming cross-cultural study of Aboriginal language media use; (iv) the target markets for diversity initiatives; and (v) some of the considerations relevant to CBC/Radio-Canada's international service, including costs.

Ms. Stewart and Mr. Lafrance then moved to address the elements of the regional strategy and reviewed the key actions planned for English and French Services, along with the expected outcomes. The Committee engaged in considerable discussion on: (i) the timing and costing of the different initiatives; (ii) the extent to which some initiatives might reinforce or multiply the impact of others; (iii) the use of branding and promotional activities to support the regional strategy; (iv) the challenges associated with expanding the Corporation's footprint; and (v) redefining the service delivery model.

The platform strategy was considered next, with a review of the key actions, expected outcomes, timing of the various elements, and linkages with the regional and programming strategies.

Suzanne Morris then presented the financial component of the strategic plan, summarizing the work underway with respect to: (i) maximizing advertising

revenues and other monetization activities; (ii) achieving operating efficiencies; and (iii) reviewing capital assets with a view to generating savings. She provided an overview of the initiatives and approaches designed to generate the requisite funding for the strategy. In her review, she outlined: (i) the associated costs and revenues of the new initiatives; (ii) the plan to stagger the investment required for implementation over a period of several years; (iii) the Corporation's financial outlook both before and after implementation; and (iv) the key risks associated with the strategy and the plans to manage them effectively.

During Ms. Morris' presentation, management answered questions with respect to: (i) the revenue potential associated with local news, and with digital platforms; (ii) the plans to integrate sales forces and utilize different approaches to sales; (iii) optimal levels of advertising inventory; (iv) potential sponsorship opportunities; and (v) the revenue projections.

Lastly, Michel Tremblay provided a brief outline of the mobilization plan and next steps for the project. At the conclusion of the presentation, Board members commended management on the significant progress achieved since June.

IN CAMERA

The Committee met in camera to discuss several matters. No matters were reported to the Secretary for inclusion in the minutes.

CONCLUDE

There being no further business, the meeting concluded at 4:20 p.m.

375th MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
OTTAWA, ONTARIO
May 11-12, 2010

Mr. Timothy W. Casgrain	Chair
Mr. Hubert T. Lacroix	President and CEO
Ms. Linda Black	
Mr. Peter Charbonneau	
Mr. George Cooper	
Ms. Patricia McIver	
Mr. Brian Mitchell	
Mr. Rémi Racine	
Ms. Edna Turpin	
Mr. John F. Young	

REGRETS:

None

ALSO ATTENDING:

Ms. Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel
Ms. Meg Angevine, Compliance Officer and Associate Corporate Secretary
Ms. Francine Letourneau, Chief of Staff, Office of the President and CEO

Other participants as identified in the minutes.

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375th MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
OTTAWA, ONTARIO
May 11-12, 2010

The Chair called the meeting to order at 12:00 p.m.

in camera with the president and ceo

The Board met in camera with the President and CEO to discuss several topics. No matters were reported to the Corporate Secretary for inclusion in the minutes.

APPROVAL OF THE MINUTES

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** the minutes of the March 16, 2010 meeting be and are hereby approved as presented.

MOTION CARRIED

MATTERS ARISING FROM PREVIOUS MEETINGS

Richard Stursberg, Executive Vice-President, English Services, Jennifer McGuire, General Manager and Editor-in-Chief, CBC News, and Barbara Pizel, Director, Research Toronto, English Services, joined the meeting.

Update re News Renewal
Richard Stursberg and Jennifer McGuire provided an overview of the progress of the news renewal, referencing the material distributed to Directors in advance. They reviewed in detail the history of CBC's news presence (national, regional and local) in various time slots over a number of years. They also canvassed the changes undertaken in 2009-2010 and the response to date.

Mr. Stursberg and Ms. McGuire responded to questions and comments from Board members on: (i) goals for weekend news coverage; (ii) resource allocation between national and local news; (iii) the promotional strategy with respect to news; (iv) the importance of news personalities; (v) CBC's competitive position vis-à-vis the specialty news networks; and (vi) steps taken to make news content more accessible across all platforms.

A further update on the news renewal will be provided at the November 2010 Board meeting.

Ms. McGuire and Ms. Pizel withdrew from the meeting.

Post Mortems - Board Approved Business Deals
Richard Stursberg presented highlights of the material circulated to Directors in advance with respect to the status of two business transactions approved by the Board in 2008.

Sale of CBC International Television Program Sales to Content Film
The material included the business plan as approved by the Board in January 2008, the actual results achieved, and the key learnings and conclusions. Mr. Stursberg focused primarily on the results and the lessons learned and responded to questions from Board members on: (and (ii) one aspect of the financial results associated with the transaction. s.21(1)(b)

Establishment of Wonder World (Children's Broadband Channel)
The material included the business plan as approved by the Board in March 2008, a summary of the deal objectives, the results to date, and the key learnings and conclusions. Mr. Stursberg observed that, given the launch of the channel was delayed to September 2009, it was too early to assess the success of the project.

A further update on the Wonder World channel will be provided at the January 2011 Board meeting.

Mr. Stursberg withdrew from the meeting.

CHAIR'S REPORT

Mr. Casgrain provided a report on his activities since the March Board meeting, referencing a number of meetings and other events comprising his schedule. In particular, Mr. Casgrain highlighted the following: (i) a meeting with the Hon. Jim Prentice, Minister of the Environment; (ii) a meeting with the Hon. Diane Ablonczy, Minister of State for Seniors; (iii) an initial meeting with the newly appointed Board member, Ted Boyd; and (iv) preliminary discussions with Jennifer Gillivan regarding a possible literary initiative.

STRATEGIC PLANNING COMMITTEE REPORT

Richard Stursberg, Executive Vice-President, English Services, Sylvain Lafrance, Executive Vice-President, French Services, Michel Tremblay, Senior Vice-President, Corporate Strategy and Business Partnerships, Bill Chambers, Vice-President, Branding, Communications and Corporate Affairs, joined the meeting, as did the following representatives from Bain and Company:

Peter Charbonneau, Chair of the Committee, summarized the work of the Committee to this point, and outlined the focus for the Board's discussion. At his request, introduced the members of the Bain team. s.19(1)

The President and CEO provided further background and context and reviewed, for the benefit of the Board, the four desired outcomes of the long term strategic planning process.

Michel Tremblay outlined the framework for the Board's discussion of the proposed mission statement and guiding principles, referencing the material circulated.

provided an overview of the findings from a review of the external environment, detailing the shifts in patterns of media consumption, changes in audience habits, the role of different platforms, and the multiple pressures (economic/competitive/structural) on public and private broadcasters. Michel Tremblay summarized the current position of CBC/Radio-Canada within this landscape and the President and CEO highlighted the consequences for the Corporation over the next five years, should both the current funding model and level of services remain unchanged.

set out the mission framework, explaining the interplay between the various components. Bill Chambers also provided further context and information for the Board regarding the choice of wording for the mission statement and the results of the focus groups conducted on the key phrases employed within that statement.

The President and CEO focused on the guiding principles, elaborating on each of them in detail and indicating their relationship to the mandate of the Corporation as set out in the Broadcasting Act. Francine Létourneau and described the method by which the Corporation proposes to measure its success in satisfying the guiding principles and delivering on the mission.

The Board engaged in a thorough discussion of the proposed mission statement and guiding principles, considering a range of topics, including: (i) the concepts articulated by the elements of "culture", "democratic life", "leadership", "cost-effective", "innovative" and "quality"; (ii) the nature of the Corporation's role vis-à-vis Canadian culture; (iii) the difference between the Corporation's mandate and mission; (iv) the metrics for evaluating performance; and (v) the nature and extent of the feedback obtained, both internally and externally.

The discussion concluded with the Board endorsing the overall direction of both the mission statement and the guiding principles, while acknowledging that the

comprehensive long term strategic framework would be subject to Board review and approval at the conclusion of the process.

IN CAMERA

The Board met in camera with the President and CEO. No matters were reported to the Corporate Secretary for inclusion in the minutes.

ADJOURN

The meeting was adjourned at 6:00 p.m. on May 11, 2010.

The meeting resumed at 12:00 noon on May 12, 2010.

HUMAN RESOURCES AND COMPENSATION COMMITTEE REPORT

Katya Laviolette, Vice-President, People and Culture, joined the meeting.

Rémi Racine, Chair of the Committee, presented the report.

SARTEC Mandate
The Committee was briefed on the circumstances surrounding the up-coming negotiations with the Société des auteurs de radio, télévision et cinéma (SARTEC) which will focus primarily on establishing rules for the distribution of content on multiple platforms, and on sales and rebroadcasts of programs, similar to the negotiations with UDA. The specifics of the proposed negotiating mandate were reviewed and endorsed by the Committee. The Board accepted the Committee's recommendation.

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** on the recommendation of the Human Resources and Compensation Committee, the Board of Directors hereby approves a mandate for management to renegotiate the SARTEC collective agreement with Radio-Canada, in accordance with the terms and conditions outlined in the document, a copy of which shall remain filed with the original of these minutes as Exhibit 1.

MOTION CARRIED

ACTRA Mandate
The Committee was also briefed on the framework for the negotiation with the Alliance of Canadian Cinema, Television and Radio Artists (ACTRA), with particular reference to the relevance of the new music strategy in this negotiation. The specifics of the proposed negotiating mandate were reviewed and endorsed by the Committee. The Board accepted the Committee's recommendation.

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** on the recommendation of the Human Resources and Compensation Committee, the Board of Directors hereby approves a mandate for management to renegotiate the ACTRA scale agreement, in accordance with the terms and conditions outlined in the document, a copy of which shall remain filed with the original of these minutes as Exhibit 2.

MOTION CARRIED

Evaluation of President and CEO's Performance 2009-2010
The President and CEO withdrew from the meeting. Ms. Laviolette outlined the factors leading to the Committee's recommendation and provided additional context regarding the process established by the Privy Council Office to determine compensation for Crown Corporation CEOs. Full particulars of the President and CEO's evaluation and the relevant circumstances were provided to all Board members. After discussion, the Board adopted the Committee's recommendation.

On a motion duly moved and seconded,

> **IT IS RESOLVED** that on the recommendation of the Human Resources and Compensation Committee, the Board of Directors hereby approves for the President and CEO for the 2009-2010 performance cycle.
>
> **s.21(1)(b)**

MOTION CARRIED

The President and CEO rejoined the meeting.

President and CEO's Objectives for 2010-2011
A copy of the President and CEO's objectives for 2010-2011 was distributed to all Board members. The Committee discussed each element of the objectives in detail at its meeting and recommended approval of the objectives as submitted. Further discussion ensued at the Board meeting and the President and CEO articulated, for the benefit of Board members, the rationale for the objectives selected and their relative priorities.

During the course of the discussion, a Board member inquired whether the President and CEO's objectives should include an element referencing the relationship between the President and CEO and the Board of Directors. A consensus developed that it would be more appropriate for the Nominating and Governance Committee to provide separate feedback to the President and CEO on this subject. As a result, it was agreed that the matter would be referred to the Nominating and Governance Committee for consideration at its June meeting.

After careful consideration, the Board adopted the Committee's recommendation to approve the President and CEO's objectives as submitted.

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** on the recommendation of the Human Resources and Compensation Committee, the Board of Directors hereby approves the President and CEO's objectives for the 2010-2011 fiscal year, a copy of which shall remain filed with the original of these minutes as Exhibit 3.

MOTION CARRIED

John Young joined the meeting in progress.

Compensation Planning Recommendations for SET Members
Full particulars of the individual salary and incentive recommendation for the members of the Senior Executive Team were presented to the Committee and to the Board. Ms. Laviolette responded to questions from the Board on: (i) the method used to calculate the value of the pension benefit; and (ii) the experience with respect to incentive payout levels in prior years.

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** on the recommendation of the Human Resources and Compensation Committee, the Board of Directors hereby approves an Exceeds performance code for CBC/Radio-Canada for the 2009-2010 performance cycle.
>
> **IT IS RESOLVED THAT** on the recommendation of the Human Resources and Compensation Committee, the Board of Directors hereby approves salary increases of

MOTION CARRIED

The Committee discussed the proposed plan and Ms. Laviolette summarized, for the benefit of Board members, the issues still to be finalized, which relate to ensuring the LTIP is properly aligned with the long term strategic planning process. The Chair of the Committee reported that he expects the Committee to finalize the remaining specifics of the LTIP for presentation to the Board for approval in June.

Ms. Laviolette withdrew from the meeting.

AUDIT COMMITTEE REPORT

Peter Charbonneau, Chair of the Committee, presented the report.

CFO Report
Suzanne Morris presented her report to the Committee highlighting the following: (i) preliminary high level operating results as at March 31, 2010, on a budgetary basis together with a preliminary estimate of the year-end results on a GAAP basis; (ii) the recent Supreme Court of Canada decision on the Corporation's liability for Montreal municipal taxes; (iii) enhancements planned for the Corporation's MD&A reporting, both for the Annual Report and as part of the new quarterly reporting requirements; (iv) IFRS Conversion and Quarterly Reporting; (v) recent economic highlights; (vi) LPIF and CMF developments; and (vii) proposed key 2010-2011 Finance priorities.

Other Reports
The Committee also received the following reports: (i) Monthly Financial Management Report; (ii) Update on the IFRS Conversion Project; and (iii) Update on the Annual Attest Audit.

Internal Audit Plan for 2010-2011
The Committee approved the revised Internal Audit Plan for 2010-2011.

Report on CBC/Radio-Canada Pension Plan
The Committee received a comprehensive presentation on the 2009 report of the Plan on behalf of the Chair of the Pension Board of Trustees, covering 2009 Financial and Performance Highlights, 2009 Activities, and 2010 Objectives.

Portfolio, Program and Project Management – Process Review
The Committee received a report on the project, a joint initiative of management and Internal Audit, outlining the project objectives, scope, approach and methodology employed, general observations, key strengths identified, specific findings and recommendations. The Capital Executive Team will develop the detailed action plan and oversee its implementation, with the first phase commencing in 2010-2011. A further update will be provided to the Committee in November 2010.

SX Camera Replacement Project
The Committee was briefed on the particulars of the project, its objectives and rationale, the financial terms, the nature of the relationship with the supplier, and the project governance and reporting requirements. After discussion, the Committee recommended approval of the project. The Board adopted the Committee's recommendation.

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** on the recommendation of the Audit Committee the Board of Directors hereby authorizes the Corporation to proceed with the SX Camera Replacement Project, for a total cost not to exceed over a four year period, commencing in 2010-2011 and to enter into agreements with the selected supplier (Sony) for the supply of cameras and peripheral equipment, in accordance with the terms and conditions set out in the Supplementary Resolution, a copy of which shall remain attached to the original of these minutes as Appendix 1. s.18(a) s.18(b)

MOTION CARRIED

Contract With Hogg Robinson Group (HRG) Travel Agency
The Committee approved the exercise of the second renewal option of the contract with HRG for travel agency services, after being fully briefed on the terms of the renewal and the advantages to CBC/Radio-Canada. The Committee was also informed that management plans to proceed with an RFP for travel agency services in 2011 in preparation for the conclusion of this renewal term.

REAL ESTATE COMMITTEE REPORT

Rémi Racine, Chair of the Committee, presented the report.

Update on Real Estate Initiatives
Management reported that the lease agreements with Disney Canada Ltd. and Boston Pizza for space in the Toronto Broadcast Centre have been signed, as has the agreement with the YMCA regarding the joint application for site plan approval and a development permit for the combined site located on Sackville Street in Halifax.

A potential leasing opportunity for the Toronto Broadcast Centre is in the preliminary exploration stage.

Presentation on Real Estate Direction and Challenges
The Committee received a comprehensive presentation on the Corporation's real estate portfolio, detailing the current state of the facilities, the maintenance deficit and related funding challenges, and the plans and proposals to begin to address the situation. A copy of the presentation was also distributed to all Board members for information.

CONCLUDE

There being no further business to discuss, the meeting concluded at 2:00 p.m.

s.16(2)

s.19(1)

Chair

Secretary

SX CAMERA REPLACEMENT PROJECT

WHEREAS CBC/Radio-Canada currently uses Sony SX field cameras for newsgathering purposes and these cameras were purchased over a four-year period beginning in 1998;

WHEREAS the industry benchmark for field camera life is a maximum of 10 years and the CBC/Radio-Canada cameras will be, on average, 12 years old at replacement;

WHEREAS Sony ceased production of SX field cameras in April 2005 and has no obligation to supply parts after April 2012;

WHEREAS Sony SX field cameras do not support HD or operate in a file-based workflow;

WHEREAS management has identified a replacement for the SX field camera, and has, through an RFSO process, selected Sony as the supplier, based upon price, workflow and compatibility with the AVID Desk Top editing infrastructure used by CBC/Radio-Canada;

IT IS RESOLVED THAT:

APPROVAL OF PROJECT

THAT the Corporation be and is hereby authorized to proceed with the SX Camera Replacement Project, for a total cost not to exceed over a four year period, commencing in 2010-2011

AGREEMENTS WITH SONY s.18(a)

s.18(b)

THAT the Corporation be and is hereby authorized to enter into all necessary agreements with Sony for the supply of cameras and peripheral equipment in order to realize the implementation of the SX Camera Replacement Project, for a consideration not exceeding (hereinafter the "Sony Agreement");

AND IT IS FURTHER RESOLVED:

THAT one of the President and CEO or the Executive Vice-President, English Services or the Executive Vice-President, French Services, together with the Vice-President, Chief Financial Officer, or their respective delegates, for and on behalf of the Corporation be and are hereby authorized to negotiate, enter into and to execute under the corporate seal of the Corporation or otherwise and to deliver to the other parties thereto, the Sony Agreement on the terms and conditions enunciated in the foregoing resolution and any other terms and conditions as they may see fit with such alterations, additions, and amendments or variations in their absolute discretion determined necessary, and may be approved by execution of the same on behalf of the Corporation, and whose signature shall be conclusive evidence of such approval by the Corporation, that the Sony Agreement so executed is that authorized by this delegation of Authority, and that the Sony Agreement shall be valid and binding upon the Corporation; and

THAT the Executive Vice-President, English Services or the Executive Vice-President, French Services or the Vice-President, Chief Financial Officer or their respective delegates are hereby authorized for and on behalf of the Corporation to take any and all action, to do all things, to execute under the corporate seal of the Corporation or otherwise such instruments and documents and to deliver all instruments, documents and materials as are necessary or desirable or convenient and proper to give effect to the foregoing resolution, and to the Sony Agreement, and the taking by the Executive Vice-President, English Services or the Executive Vice-President, French Services or the Vice-President, Chief Financial Officer of any such action, the doing by the

Executive Vice-President, English Services or the Executive Vice-President, French Services or the Vice-President, Chief Financial Officer of any such thing, the execution by the Executive Vice-President, English Services or the Executive Vice-President, French Services or the Vice-President, Chief Financial Officer of any such instrument or document or the delivery by the Executive Vice-President, English Services or the Executive Vice-President, French Services or the Vice-President, Chief Financial Office of any such instrument, document or material shall conclusively establish their authority therefore from the Corporation and the approval and confirmation by the Corporation of the actions so taken, the things so done, the instruments or documents so executed and the instruments, documents or materials so delivered.

378th MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
TORONTO, ONTARIO
November 16-17, 2010

Mr. Timothy W. Casgrain	Chair
Mr. Hubert T. Lacroix	President and CEO
Ms. Linda Black	
Mr. Edward Boyd	
Mr. Peter Charbonneau	
Ms. Patricia McIver	
Mr. Rémi Racine	
Ms. Edna Turpin	

REGRETS:

Mr. John F. Young
Mr. George Cooper
Mr. Brian Mitchell

ALSO ATTENDING:

Ms. Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel
Ms. Meg Angevine, Compliance Officer and Associate Corporate Secretary
Ms. Stéphanie Duquette, Chief of Staff, Office of the President and CEO

Other participants as identified in the minutes.

378th MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
TORONTO, ONTARIO
November 16-17, 2010

The Chair called the meeting to order at 1:00 p.m.

IN CAMERA WITH THE PRESIDENT AND CEO

The Board met in camera with the President and CEO to discuss several topics. No matters were reported to the Corporate Secretary for inclusion in the minutes.

APPROVAL OF THE MINUTES

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** the minutes of the September 21-22, 2010 meeting and of the conference call of October 21, 2010 be and are hereby approved as presented.

MOTION CARRIED

MATTERS ARISING FROM PREVIOUS MEETINGS

There were no matters to report.

CHAIR'S REPORT

The Chair provided a report on his activities since the September Board meeting, noting in particular the developments relating to the literacy initiative referenced in previous reports and summarizing the results of his recent trip to Calgary. He also referenced a letter recently received from Ms. Judith Larocque in which she expressed her appreciation for the development of positive and constructive relations with the Department of Canadian Heritage.

PRESIDENT'S REPORT

The President and CEO reported on the recently held Leaders' Forum in Montreal indicating that approximately 100 managers from across the organization had participated. He summarized the nature of the subjects that were discussed at the Forum and indicated that a fuller debrief would be made in the next agenda item. He reviewed the progress made in the search for Richard Stursberg's replacement and the status of discussions with the government regarding the financial flexibility of the Corporation.

STRATEGIC PLANNING COMMITTEE REPORT

Sylvain Lafrance, Executive Vice-President, French Services, Kirstine Stewart, Interim Executive Vice-President, English Services, Michel Tremblay, Senior Vice-President, Corporate Strategy and Business Partnerships, Bill Chambers, Vice-President, Branding, Communications and Corporate Affairs, Suzanne Morris, Vice-President and Chief Financial Officer, Peter St-Onge, Executive Director, Finance and Management Services, French Services, Francine Létourneau, Director, 75th Anniversary, Corporate Communications, Katya Laviolette, Vice-President, People and Culture and Stan Staple, Senior Director, Research and Strategic Analysis, joined the meeting, as did the following representatives from Bain and Company: **s.19(1)**

Peter Charbonneau reviewed the progress made since the last Board meeting and reported on the elements reviewed at the last Strategic Planning Committee meeting including the input received from the Leaders' Forum, the developments regarding the costing activities and the two new areas of the plan: People and Communications. He thanked the President and CEO, the management team and Bain for their hard work in delivering the plan.

The President and CEO recapitulated the results of the Leaders' Forum and how that feedback will be used throughout the organization and in the individual Business Plans of each component. He then reviewed the objectives of the plan noting, in each case, whether they had been met or were still in progress.

Michel Tremblay reviewed the major transactions that continue to affect the media environment and outlined their potential consequences and implications for the Corporation. He responded to questions from the Board on the details of some of these transactions.

He then described how services to minority language communities were addressed in the plan and discussed the key issues involved in the ongoing CRTC hearings regarding DTH service delivery as well as the upcoming CRTC hearings on vertical integration in the broadcasting industry.

Suzanne Morris described the planning process for the components' Business Plans and updated the Board on the ongoing work with respect to the cost initiatives. She responded to questions regarding potential re-directions and their impact. Sylvain Lafrance and Kirstine Stewart explained how some of these initiatives will be reflected in their respective Business Plans.

Katya Laviolette then addressed the Human Resources ("People") component of the plan. She reviewed the context and existing commitments of the Corporation, the nature of the changes required, the anticipated challenges in executing the plan including decision-making and accountability issues to be solved and she described the six pillars of the People strategy.

Bill Chambers, described the content of the Communication Plan, its objectives and its various phases including the timing of major initiatives.

Michel Tremblay then reviewed the proposed implementation of the plan, going over the key steps outlined in the document. Throughout, management responded to questions including i) the estimated impact of new initiatives on workloads; ii) the mechanisms that need to be implemented to achieve the plan and make the necessary decisions; iii) the potential incentives; iv) the global environment for broadcasters and v) the inter-relation of the announcement and roll-out of the plan with the 75th Anniversary celebrations.

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** on the recommendation of the Strategic Planning Committee, the Board of Directors hereby approves the Corporate Strategy "Driving Towards 2015" long-term Strategic Plan in accordance with the materials presented to the Board, a copy of which shall remain filed with the original of these minutes as Exhibit A.

MOTION CARRIED

ADJOURNMENT

The meeting adjourned at 5:30 p.m. on November 16, 2010.

The meeting resumed at 9:00 a.m. on November 17, 2010.

AUDIT COMMITTEE REPORT

Suzanne Morris, Vice-President and CFO, Peter St-Onge, Executive Director, Finance and Management Services, French Services joined the meeting

Peter Charbonneau, Chair of the Committee, presented the report. He noted that in addition to the items comprising the consent agenda and the written update on the management of key risks, the Committee considered the following matters.

Contracts with Deloitte & Touche, LLP for non-Internal Audit Services.
The Committee was advised of three contracts with Deloitte & Touche, LLP for non-Internal Audit Services. These contracts were approved by the Chair, after due inquiry, and were reported to the Committee as required by the Terms of Reference of the Committee. He noted that management undertook to provide the details of the process followed regarding the selection of external or internal resources at the next Audit Committee meeting.

Update on Project Management Process Review and SNC-Lavalin ProFac Internal Audit Report Recommendations
The Committee received written status updates on the progress made in responding to the recommendations contained in both reports.

CFO Report
Suzanne Morris presented her report to the Committee, focusing on the following: i) highlights of operating results as at September 30, 2010 and budgetary forecast; ii) recent economic highlights; iii) IFRS and Quarterly Public Reporting; iv) the financial flexibility project; v) "Driving towards 2015 Strategic Plan" and 2011-2012 business planning; vi) various CRTC matters; and vii) a status update with respect to progress made on key 2010-2011 Finance priorities.

Quarterly Internal Audit Report – Second Quarter
The Committee received the Second Quarter Internal Audit Report covering the progress completed during the quarter and a proposed amendment to the Internal Audit Plan for 2010-2011, which was approved by the Committee.

Miscellaneous Agreements Approved
The Committee was briefed on and approved three agreements in the normal course of business: i) a CBC agreement with Bell; ii) a CBC agreement to renew the Coronation Street contract and; iii) the renewal of an agreement with Air Canada as preferred supplier.

IFRS Conversion Project Update
The Committee was briefed on the current status of the IFRS Conversion Project. Management also presented two IFRS accounting policy decisions for the Committee's consideration. After a thorough discussion, the Committee recommended the Board approve the decisions as proposed. The Board adopted the Committee's recommendation.

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT,** on the recommendation of the Audit Committee, the Board of Directors approve the following two decisions with respect to IFRS accounting policy for the Corporation.
>
> Accounting Policy:
>
> Employee Benefits
> a) The pension obligation or asset will be recalculated as at April 1, 2010 using the "fresh start approach". The methodology proposed by Mercer based on the expected guidance from the Canadian Institute of Actuaries ("Alternative3") for the establishment of the discount rate will be used for this calculation.

b) Actuarial gains and losses should be recognized directly in Equity through the use of the "Other Comprehensive Income approach".

MOTION CARRIED

Other Reports and Presentations
In addition, the Committee received the following reports or presentations: i) Update on Risk Management; ii) Annual Attest Audit Plan 2010-2011; iii) Quarterly Financial Management Report (2nd Quarter); iv) Quarterly Reporting Project Update; v) a presentation on Leveraging our Assets and Business Partnerships; and vi) a memorandum on director liability under the Environmental Assessment Act.

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT,** on the recommendation of the Audit Committee, the Board of Directors hereby approves that Schedule «C» of the By-Laws of the Canadian Broadcasting Corporation, entitled Trust Deed, be modified by amending Section 8(7) Banking and Custody, as outlined in the document, a copy of which shall remain filed with the original of these minutes as Exhibit B.

MOTION CARRIED

Recommendation re Nominations to Pension Board of Trustees for 2011
These appointments are made each November pursuant to recommendations received from (i) the Consultative Committee on Staff Benefits for the two employee representatives and (ii) the Pensioners' Association for the pensioner representative. The Audit Committee recommended their approval by the Board. The Board accepted the Committee's recommendation.

On a motion duly moved and seconded.

> **IT IS RESOLVED THAT,** on the recommendation of the Audit Committee, the Board of Directors hereby approves the following appointments to the Pension Board of Trustees: (i) Claude Godin and Paul Gaffney for the period January 1, 2011 to and including December 31, 2011 or until the nomination of a successor; and (ii) Robert Fisher for the period January 1, 2011to and including December 31, 2011 or until the nomination of a successor.

MOTION CARRIED

Amendment to the Trust Deed
The Committee considered a proposal to amend the CBC Pension Plan Trust Deed to enable the Pension Plan Board of Trustees to hold assets and open bank accounts in alternative names. Suzanne Morris explained the necessity of making these housekeeping amendments to the terms of the Trust Deed. The Committee recommended approval of the proposed amendment and the Board accepted that recommendation.

The Chair thanked Mr. Charbonneau for his report.

Mr. Peter St-Onge withdrew from the meeting.

UPDATE ON 75TH ANNIVERSARY PLANS

Bill Chambers, Vice-President, Branding, Communications and Corporate Affairs, and Francine Letourneau, Director, 75th Anniversary, Corporate Communications, joined the meeting. Ms. Létourneau described the launch of the 75th Anniversary celebration on November 2, the team involved in the project and outlined briefly the various initiatives being contemplated across the Corporation. She responded to questions regarding the relative status of initiatives in English and French Services.

Mr. Chambers and Ms. Letourneau withdrew from the meeting.

UPDATE ON BUSINESS TRANSACTIONS

Michel Tremblay, Senior Vice-President, Corporate Strategy and Business Partnerships, Bill Atkinson, Executive Director, Business Development, Strategy and Business Development and **s.19(1)**

The Chair introduced and the President and CEO gave a brief history of the discussions regarding the proposed merger of Sirius Canada Inc. and Canadian Satellite Radio Holdings Inc. Michel Tremblay explained how negotiations were currently progressing and outlined the principal elements of the proposed merger transaction including the extension of the contract between the Corporation and Sirius Canada Inc. He explained the strategic rationale for the original investment in Sirius Canada Inc. and the proposed merger, describing the merged entity metrics and the key drivers for the decision.

The Board received a written presentation from TD Securities Inc., a copy of which shall remain available with the minutes of this meeting as Appendix 3 and Messrs Atkinson and went through the document outlining in particular the details of the proposed equity and voting interests of the parties and the proposed governance structure. Management responded to questions regarding i) the directors nomination process, ii) whether the shares of the Corporation would be subject to hold periods, iii) the exit strategy of the Corporation, iv) the potential for receiving dividend income and v) the relationship between this transaction and the overall Corporate Strategic Plan.

also responded to questions on i) the satellite radio industry in general, ii) the potential synergies from the merger and iii) the risks of proceeding or not with the proposed transaction.

Me Maryse Bertrand, Vice-President Real Estate, Legal Services and General Counsel, responded to questions regarding the need for a fairness opinion and described the various factors to be considered in the circumstances. After careful consideration of such factors, including in particular the arm's length nature of the negotiations between all four parties and their degree of knowledge of the industry and sophistication, the Board concluded that a fairness opinion was not warranted. She explained briefly the insider reporting and trading rules that would apply to the Corporation post-merger, indicating that a comprehensive memo would be provided to the Board on the subject, in advance of the closing.

On a motion duly moved and seconded,

IT IS RESOLVED THAT the Board of Directors hereby approves the proposed merger transaction between Sirius Canada Inc. and Canadian Satellite Radio Holdings Inc., on the terms and conditions set out in the supplementary resolution, a copy of which shall remain attached to the original of these minutes as Appendix 4.

MOTION CARRIED

Messrs Tremblay, Atkinson and withdrew from the meeting.

UPDATE ON EMPLOYEE ENGAGEMENT SURVEY

Katya Laviolette, Vice-President, People and Culture joined the meeting. Mrs. Laviolette circulated a document on the comparison of the Recovery Plan employment figures with actual figures to date and responded to questions from the Board on the variances indicated on the document. She then went through the materials on the Engagement Survey that had been circulated to the Board in advance of the meeting, including the context, objectives, high-level results, governance process and timeline for following up on the results of the survey.

Ms. Laviolette withdrew from the meeting.

UPDATE ON LITIGATION

Me Maryse Bertrand, Vice-President Real Estate, Legal Services and General Counsel provided an update on five significant matters currently before the Courts or recently resolved: i) the Court of Appeal decision in favour of the Corporation and against Le Versant, ii) the Superior Court of Justice of Ontario decision in favour of the Corporation in the matter of the class action settlement with the Pensioners National Association, iii) the Federal Court decision against the Corporation in the matter of the jurisdiction of the Access to Information Commissioner, iv) the upcoming litigation over the jurisdiction of the Official Languages Commissioner and v) the pending defamation litigation by Quebecor Inc. and its subsidiaries against the Corporation and certain current and former officers of the Corporation. She explained, in each case, the nature of the litigation, the issues at stake, the state of the proceedings and the anticipated next steps, if any.

CONCLUDE

There being no further business to discuss, the meeting concluded at 12:30 p.m

Chair

s.16(2)
s.19(1)

Secretary

376th MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
OTTAWA, ONTARIO
June 22-23, 2010

Mr. Hubert T. Lacroix	Acting Chair, President and CEO
Ms. Linda Black	
Mr. Edward Boyd	
Mr. Peter Charbonneau	
Mr. George Cooper	
Ms. Patricia McIver	
Mr. Brian Mitchell	
Mr. Rémi Racine (for June 23 only)	
Ms. Edna Turpin	
Mr. John F. Young	

REGRETS:

Mr. Timothy W. Casgrain

ALSO ATTENDING:

Ms. Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel
Ms. Meg Angevine, Compliance Officer and Associate Corporate Secretary
Ms. Francine Letourneau, Chief of Staff, Office of the President and CEO

Other participants as identified in the minutes.

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376th MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
OTTAWA, ONTARIO
June 22-23, 2010

In the absence of the Chair of the Board, the President and CEO acted as Chair of the meeting and called the meeting to order at 9:30 a.m. Mr. Lacroix welcomed Ted Boyd, the newly appointed Board member from Toronto, Ontario, to his first Board meeting.

IN CAMERA WITH THE PRESIDENT AND CEO

The Board met in camera with the President and CEO to discuss several topics. No matters were reported to the Corporate Secretary for inclusion in the minutes.

APPROVAL OF THE MINUTES

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** the minutes of the May 11-12, 2010 meeting be and are hereby approved as presented.

MOTION CARRIED

MATTERS ARISING FROM PREVIOUS MEETINGS

There were no matters to report.

STRATEGIC PLANNING COMMITTEE REPORT

Richard Stursberg, Executive Vice-President, English Services, Sylvain Lafrance, Executive Vice-President, French Services, Michel Tremblay, Senior Vice-President, Corporate Strategy and Business Partnerships, Bill Chambers, Vice-President, Branding, Communications and Corporate Affairs, and Suzanne Morris, Vice-President and Chief Financial Officer, joined the meeting, as did the following representatives from Bain and Company:

s.19(1)

Peter Charbonneau, Chair of the Committee, introduced the report and at the request of the President and CEO, agreed to chair the meeting for the presentation and discussion of the report.

Mr. Charbonneau reiterated the Board's role vis-a-vis the report; namely, to raise questions and challenge management's proposals with the goal of bringing greater clarity and definition to the areas under discussion. He added that work on developing the costs associated with the components of the strategy had already begun, to meet a target date of September for presenting a fully costed strategy to the Board.

Mr. Lacroix noted that while the overall long-term strategy was beginning to emerge, more work remained to be done to define a comprehensive strategy for the future.

Michel Tremblay outlined the plan for the discussion, indicating that it would focus on four topics: (i) mission statement; (ii) program genre priorities; (iii) regional strategy; and (iv) platform strategy.

Bill Chambers summarized the latest findings with respect to the research conducted on the language of the mission statement. Following his remarks, the Board considered and debated at some length several proposed refinements to the language of the mission statement.

Francine Letourneau and reviewed the latest enhancements to the mission metrics, elaborating on the rationale for the changes in weighting introduced for the various guiding principles in the measurement process. The balance between "output" measures and "perception" measures was discussed, and several examples of how the metrics would work in practice were presented to illustrate the results of the process. The President and CEO noted that the metrics would continue to evolve over time as necessary to keep pace with changes in the service offering and in the market.

Sylvain Lafrance and Richard Stursberg presented highlights of the material distributed on programming genre priorities, outlining the proposals for each programming genre within French and English Services. In the ensuing discussion, Mr. Lafrance and Mr. Stursberg responded to questions and comments from Directors on: (i) the differences between the French and English markets; (ii) resource allocation amongst the various programming genres; (iii) the nature of programming encompassed by the genre "Event Programming"; (iv) the respective roles of sports, Canadian culture, documentaries, current affairs and news in the overall strategy; (v) the economics of producing Canadian programming; and (vi) the strategic focus for radio programming.

s.19(1)

The President and CEO then outlined the factors shaping the regional strategy, noting in particular, its critical importance in light of the role and mandate of CBC/Radio-Canada. Michel Tremblay reviewed briefly s.21(1)(b)

He then described the key elements of the strategy to enhance the regional presence of CBC/Radio-Canada.

Mr. Lafrance and Mr. Stursberg elaborated on the specific concepts and models for achieving the strategic goals in a cost-effective manner, including partnership opportunities and other joint ventures.

The Board explored and debated a number of issues arising from this discussion, among them, the role of geography and the use of demographic data in the regional strategy.

At the conclusion of the discussion, the Board expressed its support in principle for the goals and approach articulated with respect to the programming genre priorities and the regional strategy.

IN CAMERA

The Board met in camera to discuss certain matters. No matters were reported to the Corporate Secretary for inclusion in the minutes.

ADJOURN

The meeting adjourned at 5:30 p.m. on June 22, 2010.

The meeting resumed at 9:00 a.m. on June 23, 2010.

AUDIT COMMITTEE REPORT

Suzanne Morris, Vice-President and Chief Financial Officer, joined the meeting.

Peter Charbonneau, Chair of the Committee, presented the report.

CFO Report
Suzanne Morris presented her report to the Committee, focusing on the following: (i) operating results as at March 31, 2010, on a budgetary basis together with the year-end results on a GAAP basis; (ii) the 2009-2010 results – external financial reporting; (iii) enhancements included in the Corporation's MD&A reporting for the Annual Report as well as those planned for the 2010-2011 year in preparation for the new quarterly reporting requirements; (iv) IFRS Conversion and Quarterly

Public Reporting; (v) recent economic highlights; and (vi) a status update with respect to progress to date on key 2010-2011 Finance priorities.

2009-2010 Financial Statements and Management Discussion and Analysis Section of the Annual Report
Both the Audit Committee and the Board were briefed on the key transactions, highlights, and other significant elements of the annual financial statements for the 2009-2010 year. Copies of the statements and accompanying notes, together with the Management Discussion and Analysis section of the Annual Report, and a high-level summary document, were distributed to all Directors in advance.

In addition, Directors asked questions and provided input with respect to the Management Discussion and Analysis section of the Annual Report.

External Audit Report
A copy of the complete report of the Office of the Auditor General (the "OAG") on the 2009-2010 audit results was provided to all Directors before the meeting. The Assistant Auditor General, John Rossetti, attended the Audit Committee meeting in person and confirmed that the OAG would provide an unqualified opinion on the 2009-2010 consolidated financial statements. Mr. Rossetti and his staff expressed a high degree of satisfaction with the progress and overall results of the audit and commended the CBC/Radio-Canada Finance Group for its excellent work, and for its dynamic and helpful approach.

Approval of the Financial Statements and Approval of the Management Discussion and Analysis Section of the Annual Report
After consideration, the Board adopted the recommendation of the Audit Committee to approve the annual financial statements and the Management Discussion and Analysis section of the Annual Report.

On motion duly made and seconded

> **IT IS RESOLVED THAT**, on the recommendation of the Audit Committee, the Board of Directors hereby approves the Consolidated Financial Statements of the Corporation, comprising the Consolidated Balance Sheet, Consolidated Statement of Operations, Consolidated Statement of Changes in Equity, Consolidated Statement of Cash Flow, Consolidated Statement of Comprehensive Income (Loss) and Notes to the Consolidated Financial Statements as presented by management for the year ended March 31st 2010.

MOTION CARRIED

On motion duly made and seconded

> **IT IS RESOLVED THAT**, on the recommendation of the Audit Committee, the Board of Directors hereby approves the Management Discussion and Analysis section of the Annual Report as presented for the year ended March 31st 2010, as modified by the revisions necessary to reflect the input and guidance offered by the Audit Committee and the Board of Directors.

MOTION CARRIED

Audit Committee Terms of Reference
The Committee reviewed and recommended approval of certain changes to its Terms of Reference to align them with its new meeting schedule. The Board accepted the Committee's recommendation.

> **IT IS RESOLVED THAT** on the recommendation of the Audit Committee, the Board of Directors hereby approves the revised Terms of Reference of the Audit Committee as presented.

MOTION CARRIED

Capital Project – Relocation and Sale of Calgary CBR A.M. Site
The Committee was briefed on the particulars of the project, its objectives and rationale, the financial terms, the anticipated timeframe for completion and the benefits to the Corporation. After discussion, the Committee recommended approval of the project. The Board adopted the Committee's recommendation.

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** on the recommendation of the Audit Committee, the Board of Directors hereby authorizes the Corporation to proceed with the Relocation and Sale of the Calgary CBR A.M. Site Project, and to seek Treasury Board approval for the sale of the existing Calgary CBR A.M. Site, in accordance with the terms and conditions set out in the Supplementary Resolution, a copy of which shall remain attached to the original of these minutes as Appendix 1.

MOTION CARRIED

Other Reports
The Committee also received the following reports: (i) Update on Federal Pension Reform Proposal; (ii) Update on Risk Management; (iii) Quarterly Financial Management Report; (iv) Report on Litigation and Contingencies; (v) Quarterly Reporting Update; (vi) Update on the IFRS Conversion Project; and (vii) Quarterly Internal Audit Report.

STRATEGIC PLANNING COMMITTEE REPORT (CONTINUED)

Richard Stursberg, Executive Vice-President, English Services, Sylvain Lafrance, Executive Vice-President, French Services, Michel Tremblay, Senior Vice-President, Corporate Strategy and Business Partnerships, Bill Chambers, Vice-President, Branding, Communications and Corporate Affairs, and Francine Letourneau, Chief of Staff, Office of the President and CEO, joined the meeting, along with the following representatives from Bain and Company:

s.19(1)

Peter Charbonneau assumed the chair for this portion of the meeting and discussion of the Strategic Planning Committee Report continued.

The President and CEO reported that the Board had expressed considerable support for the report during the in camera session held at the close of the preceding day. He also advised that management would undertake further work with respect to incorporating key elements of the statutory mandate in the mission and guiding principles.

The Board then focused on the platform strategy and Michel Tremblay, Richard Stursberg and Sylvain Lafrance articulated the key concepts and approach of the proposed multi-platform strategy, referencing the material distributed in advance.

During the Board's discussion, management responded to questions on: (i) the linkage between the programming genres and the platform strategy; (ii) the specific advantages of developing/growing certain platforms; (iii) the partnership and investment opportunities; (iv) rights acquisition strategies and the associated costs; and (v) proposals to enhance access through new devices, thereby improving market penetration.

The Board concluded its lengthy discussion by indicating its support for the directions and strategies outlined, subject to the proposed revisions to the guiding principles, and it encouraged management to continue to pursue the path defined by the report.

The President and CEO briefly outlined the next steps in the process, touching upon: (i) the plan costing, (ii) the exploration of cost efficiencies, revenue plans, and investments, and (iii) the development of internal and external communication plans.

Ms. Bertrand left the meeting.

UPDATE ON NEWS

Richard Stursberg and Sylvain Lafrance provided an overview of the latest developments with respect to news. Topics covered included: (i) local news initiatives in key markets; (ii) improvements in PPM results for the news network since the re-launch; (iii) the progress in transitioning *The National* from a news program to a context program; (iv) the impact of new media on viewer and listener habits; (v) plans for promotional activities; (vi) the importance of having both good stories and good people; and (vii) the integration of the news strategy with the regional strategy.

Management will present a further update on news at the September Board meeting.

Mr. Stursberg, Mr. Lafrance, Mr. Tremblay, Mr. Chambers, Ms. Morris, Ms. Letourneau, withdrew from the meeting. s.19(1)

HUMAN RESOURCES AND COMPENSATION COMMITTEE REPORT

Katya Laviolette, Vice-President, People and Culture, joined the meeting.

Rémi Racine, Chair of the Committee, presented the report.

SCFP Negotiation Mandate
The Committee was briefed on the background to the existing agreement, the specifics of the proposed mandate, the influencing factors, the core issues and the strategy proposed. The details of the proposed negotiating mandate were reviewed and endorsed by the Committee for approval by the Board. The Board accepted the Committee's recommendation.

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** on the recommendation of the Human Resources and Compensation Committee, the Board of Directors hereby approves a mandate for management to renegotiate the renewal of the collective agreement between Radio-Canada and SCFP, as outlined in the attached document, a copy of which shall remain filed with the original of these minutes as Exhibit 1.

MOTION CARRIED

Key Executive Long-Term Incentive Plan
The Committee considered and recommended approval of the overall structure and administration of the Key Executive Long-Term Incentive Plan. For the benefit of Board members, Ms. Laviolette summarized the objectives, structure and governance for the proposed plan and responded to questions from Directors on: (i) the necessity for such a plan; (ii) whether the amount of the incentive contemplated by the plan was sufficient to accomplish the stated goals; (iii) whether the intention was to continue to offer the plan indefinitely or for a specific time period only; and (iv) whether the plan would remain viable over the longer term. After discussion, the Board accepted the Committee's recommendation.

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** on the recommendation of the Human Resources and Compensation Committee, the Board of Directors hereby approves the overall structure and administration of the CBC/Radio-Canada Key Executive Long-Term Incentive Plan as presented.

MOTION CARRIED

HEALTH, SAFETY AND ENVIRONMENTAL REPORT

Michele Parent, Executive Director, Organizational Health and Wellness, joined the meeting.

Written material was circulated in advance of the meeting, covering the following topics:

Disability Management, Health and Safety, Health and Wellness
- Overview of absenteeism
- Major accomplishments
- Plans for the future

Environment
- Review of incidents
- Major accomplishments
- Plans for the future

Ms. Parent presented highlights of the material, referencing: (i) comparative statistics for absenteeism costs and occurrences, (ii) principal causes of absenteeism, (iii) statistics with respect to on-duty injuries, (iv) the success of the Corporation's H1N1 pandemic risk management plan, (v) improvements in disability management, and (vi) usage statistics for the employee assistance program ("EAP").

Ms. Parent also summarized the steps taken to improve employee environmental awareness and outlined activities related to other environmental initiatives at CBC/Radio-Canada.

During her presentation, Ms. Parent responded to questions from Directors on: (i) the utilization rate for the EAP compared to other organizations; (ii) extent of services offered and promotion of the EAP; (iii) interpretation of the absenteeism statistics; (iv) benchmarking undertaken with respect to quantum and causes of absenteeism; and (v) specifics of services provided under the EAP.

Ms. Laviolette and Ms. Parent withdrew from the meeting.

NOMINATING AND GOVERNANCE COMMITTEE REPORT

Edna Turpin, Chair of the Committee, presented the report.

President and CEO's Objectives – Relationship with Board
As a result of a referral from the May Board meeting, the Committee considered a proposal outlining four elements to support a positive and constructive relationship between the President and CEO and the Board: The Committee expressed its support for the proposal, subject to the proviso that, interspersed with the dinners/receptions outlined in the fourth element, the Board should continue to hold dinners from time to time with Board members only in attendance. The Committee recommended that Board approve the proposal as revised. The Board adopted the Committee's recommendation.

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** on the recommendation of the Nominating and Governance Committee, the Board of Directors hereby approves the proposal as amended.

MOTION CARRIED

Committee Membership
The list of proposed Committee appointments, as recommended by the Chair of the Board, was presented and the Committee recommended its approval. The Board adopted the Committee's recommendation.

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** on the recommendation of the Nominating and Governance Committee, the Board of Directors hereby approves the appointment of Members and Chairs of Board Committees as presented, to serve until the next annual meeting of the Corporation (June 2011) or until a review of Committee membership is conducted, whichever is sooner.

MOTION CARRIED

2010 and 2011 Calendars of Meetings
The Committee considered several proposed changes to the dates and locations of Board meetings for the balance of 2010 and for 2011. After discussion, the Committee recommended that two dates be changed as proposed and referred the remaining changes to the Board for consideration and decision.

Further discussion ensued at the Board meeting, following which the Board endorsed the changes recommended by the Committee and in addition, approved several other changes to the 2010 and 2011 Calendars of Meetings.

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** on the recommendation of the Nominating and Governance Committee, the Board of Directors hereby approves the Calendars of Meetings for 2010 and 2011 as amended. A copy of the revised 2010 and 2011 Calendars, as approved by the Board, shall remain filed with the original of these minutes as Exhibit 2.

MOTION CARRIED

Policy re Board Members' Expenses
At the request of the Chair of the Board, the Committee considered what steps might be taken with respect to managing Directors' expenses as part of corporate-wide efforts to constrain costs. A brief memorandum was prepared for the Committee, describing the current policy and practices in place with respect to Board members' expenses and the recent restrictions adopted for senior executives of the Corporation. After discussion, the Committee recommended that the same restrictions applicable to senior executives be extended to Directors. The Board adopted the Committee's recommendation.

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** on the recommendation of the Nominating and Governance Committee, the Board of Directors hereby approves that the same restrictions applicable to senior executives with respect to business class travel, use of "club floor" accommodation, and reimbursement of alcoholic beverage expenses be extended to Directors.

MOTION CARRIED

Electronic Board Books
The Committee was briefed on an initiative to transition to electronic board books. The rationale for pursuing the proposal was outlined, citing a number of objectives in support of the change. The Committee was advised that a pilot project involving a small group of Board members for design and testing purposes would proceed in the fall, with a view to extending the program to the entire Board once the pilot phase was successfully completed.

At the Board meeting, Directors indicated their support for the initiative.

CONCLUDE

There being no further business to discuss, the meeting concluded at 1:30 p.m.

s.16(2)
s.19(1)

Acting Chair

Secretary

SUPPLEMENTARY RESOLUTION

RELOCATION AND SALE OF CALGARY RADIO ONE AM SITE PROJECT

WHEREAS:

A. CBC/Radio-Canada (the "Corporation") is the owner of the 36 acre transmission site in the City of Calgary (the "Calgary CBR AM Site");

B. A nested FM service was implemented in 2009 and provides the primary Radio One service to the City of Calgary, thus enabling the relocation of the Radio One AM site;

C. Relocation of the AM site can be accomplished without any diminution in signal quality or coverage, and will generate a net financial gain for the Corporation;

D. Management has determined that it is in the best interests of the Corporation to relocate the Calgary CBR AM Site to realize the financial gain;

E. The relocation project involves the acquisition of a new site, design of new Radio One AM antenna pattern, filing change of facilities brief with Industry Canada, tower construction on the new site, relocation to the new site, decommissioning the existing site, and sale of the existing site, with a project timeline of approximately 18 months;

F. Under the *Broadcasting Act*, the approval of the Governor-in-Council is required to authorize the Corporation to sell the existing Calgary CBR AM Site.

IT IS RESOLVED THAT:

(Approving Project) The Corporation be and is hereby authorized to proceed with the Relocation and Sale of the Calgary CBR AM Site Project (the "Project") involving several constituent transactions, including the acquisition of a new site, the filing of the change of facilities brief with Industry Canada, and the sale of the existing site (the "Transactions"), subject to the following conditions:

(a) the approval of the Governor in Council; and
(b) the Corporation not being otherwise prevented from retaining for its own corporate use the proceeds of disposition of the sale of the existing Calgary CBR AM Site

(the "Conditions");

(Approving the negotiation of the Transaction Documents) The Corporation be and is hereby authorized to negotiate and eventually enter into all the required ancillary documents in order to give effect to the Transactions (hereafter the "Transaction Documents"), subject only to the Conditions and any other reasonable terms and conditions reasonably agreed to by the Corporation and the Purchaser.

(Approving the signing of Treasury Board Submission and Transaction Documents) Any one of the President and CEO, or the Vice President, Media Technology and Chief Regulatory Officer together with the Vice President and Chief Financial Officer or their respective delegates, for and on behalf of the Corporation be and are hereby authorized to (i) sign and execute on behalf of the Corporation the Transaction Documents (ii) sign and file any Treasury Board submission to obtain the required Order in Council and (iii) if required, to sign and file any Treasury Board application to obtain the permission to retain the proceeds of the sale for its own Corporate use and beyond any carry-over provision typically allowed annually to the Corporation by Treasury Board policies.

(Further authority) Any one of the Vice President, Media Technology and Chief Regulatory Officer, the Vice President and Chief Financial Officer or the Vice-President, Real Estate, Legal Services and General Counsel, or their respective delegates are hereby authorized for and on behalf of the Corporation to take any and all action, to do all things, to execute under the corporate seal of the Corporation or otherwise such instruments and documents and to deliver all instruments, documents and materials as are necessary or desirable or convenient and proper to give effect to the foregoing resolutions.

Driving Towards 2015: Long-Term Strategic Planning

Final Presentation of the Strategy

Strategic Committee of the Board
October 29, 2010

Draft

CBC Radio-Canada

Introduction

- **We have come a long way and are today seeking your approval of our new strategic plan**
- At your last meeting in **September**, you were presented with the complete strategy and indicated that it had your support, subject to:
  - Refining our strategy relating to Aboriginal Canadians and our presence on the International scene, and
  - Indicating how our regional strategy will enhance our service to minority language communities
- In addition, we have added two elements:
  - The 'People' dimension of the strategy
  - Our Communications and roll-out plan
- We have also held a **Leaders Forum** on October 14th and 15th

Our Leaders Are Behind the Strategic Plan

- **On October 14 and 15 in Montreal, we consulted with 100 of the top executives in the Corporation on our 5-year Strategic Plan**
  - Steering and Working Team presentations on the plan
  - 24 workshops on elements of the strategy and follow-up Q&A sessions

- **Our Leaders are supportive of the new strategic direction**
  - The mission/metrics framework largely resonated with our leaders
  - The programming directions demonstrated we are building on our successes
  - Participants want to quickly implement the regional strategy

- **The Leaders' input will help push implementation forward**
  - Participants generally wanted more detail than we could provide them at this stage
  - The input will be helpful for the implementation stage, particularly for platforms, financing, people & culture and communications plans

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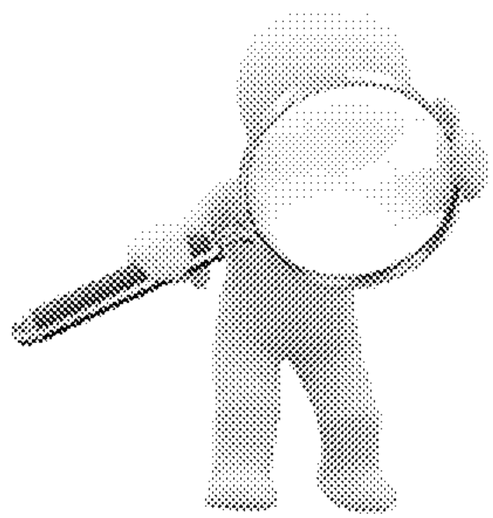
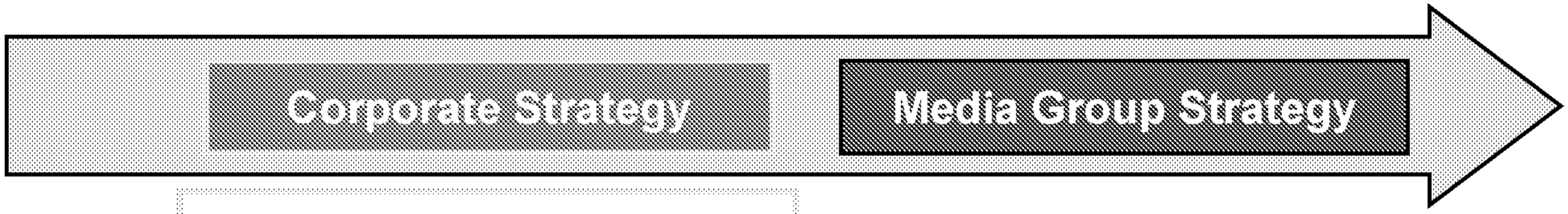
1. Overview



6 Key Goals Were Initially Set

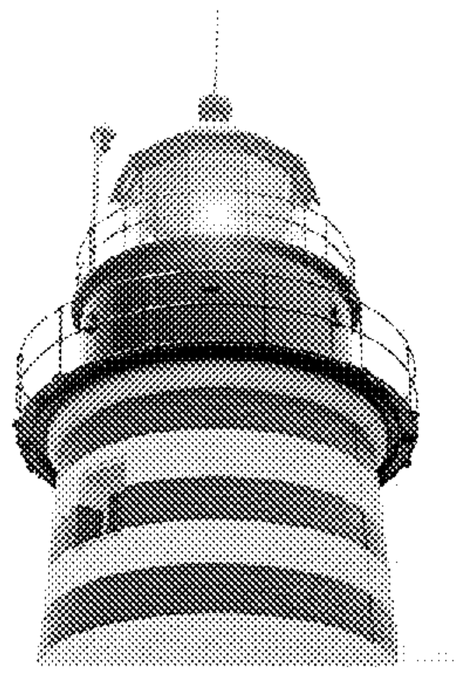
1. **To promote alignment and a more consistent view amongst the Board, Senior management, the Media Lines and the overall Corporation** around the market evolution and CBC/Radio-Canada's priorities
2. **To accelerate current momentum** in increasing cultural leadership and impact
3. **To provide additional "room to maneuver"** to deliver against a broad programming mandate
4. **To provide strategic blueprint to** drive longer-term strategy and planning and inform near-term decisions
5. **To clearly identify and size what investments are required** to **grow "share of voice"**
6. **To ensure full benefits from CBC/Radio-Canada's overall scale, while reflecting and respecting inherent linguistic markets' differences**

The Corporate Strategy is at a Different Level than Media's Strategy. It Provides Guidance to Our Overall Direction



	Corporate Strategy	Media Group Strategy
Definition:	• **Vision, clear direction** and **guiding principles** that focus business on future • Clear set of **priorities** for guiding ongoing business decisions • "Filter" for evaluating **resource allocation** and investments • **Structure** and accountability for managing the overall enterprise	• **Strategy** to win with **Canadians** and be **competitive** in the market • Prioritization of **audience** segments and **programming** strategy • **Revenue** strategy and business unit-level **investment** decisions • Generally **aligned with corporate strategy**, at greater level of detail
Typical timeline:	• Updated every ~5 years • Refined as needed to reflect changes in external environment	• Updated every 2-3 years, and refined as needed
Typical activities:	• Portfolio management, M&A • Major new initiatives and investments (e.g., new platforms) • External stakeholder engagement	• Audience and programming strategy • Sales and pricing strategy • Product development

2. Mission Framework and Guiding Principles

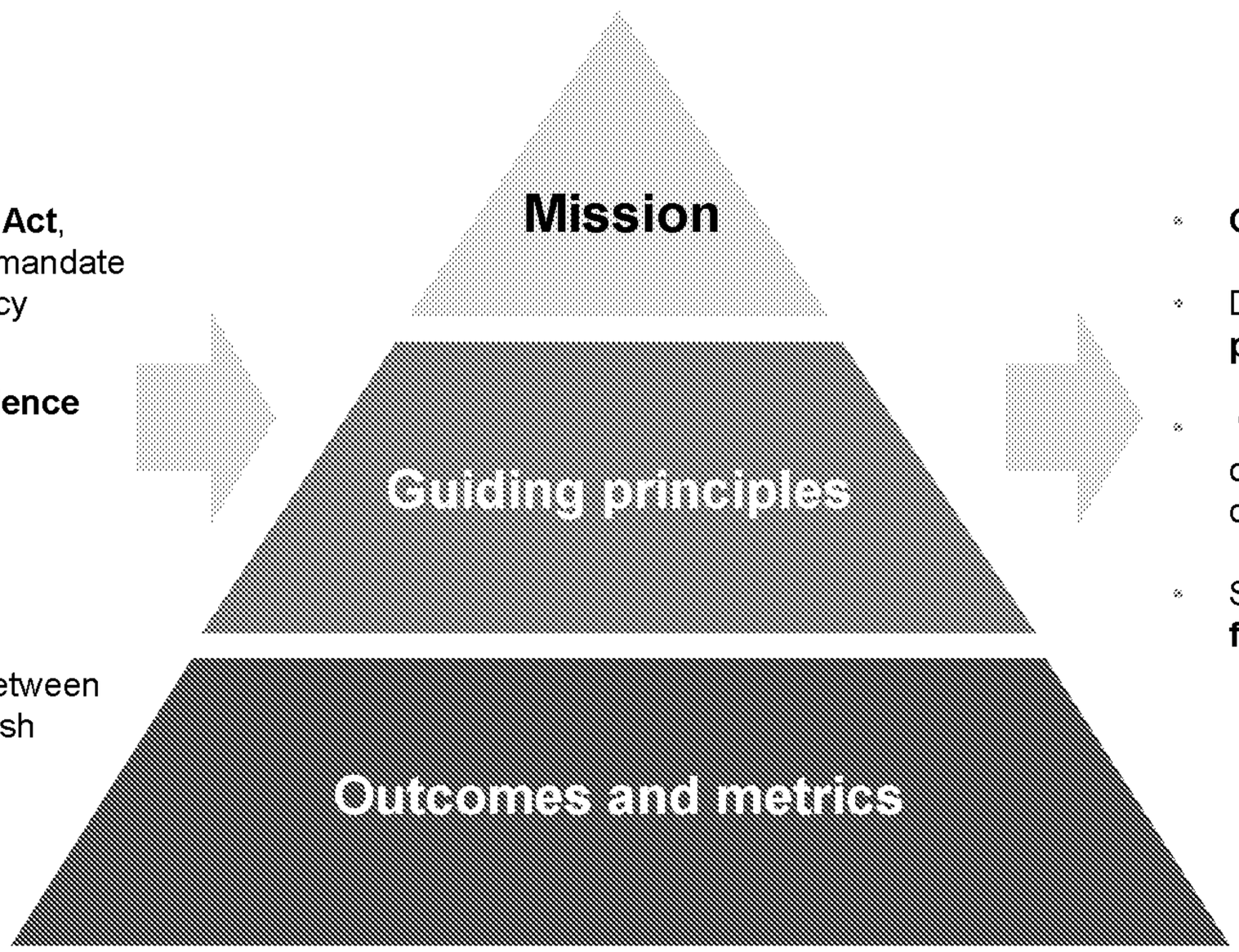


The Mission Framework Comprises Three Elements

Mission Framework

Inputs

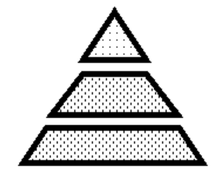
- **Broadcasting Act**, public service mandate and public policy
- Canadian **audience needs**
- **Competitive environment**
- **Differences** between French & English markets



Impact

- **Guides strategy**
- Defines **service priorities**
- "**Prism**" to inform ongoing and future decisions
- Sets **expectations for performance**

The Mission Statement

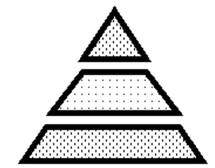


CBC Radio-Canada

CBC/Radio-Canada will be the **recognized leader** in **expressing Canadian culture** and **will enrich the democratic life** of all Canadians

- Creating and delivering **original** and **innovative**, **quality Canadian** content
- **Reflecting** and **drawing together** all Canadians
- **Actively engaging with audiences**
- Being **cost-effective and accountable**

The Guiding Principles



Mission

CBC/Radio-Canada will be the recognized leader in expressing Canadian culture and will enrich the democratic life of all Canadians through…

Guiding principles

… original, innovative, quality "Canadian content"

- Creating and delivering **quality content** for, by and about Canada & Canadians
  - Leading in **Canadian cultural expression**
  - Offering a **distinctly Canadian perspective**
- Investing in **differentiated programming**
- Commitment to '**signature event**' programming

… that reflects and draws together Canadians …

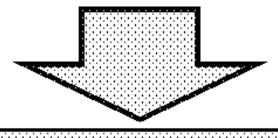
- Contributing to **shared national consciousness and identity**
- Reflecting Canada's **multicultural diversity**
- Reflecting **the regions** to themselves and to the country
- Contributing to **diversity of voices and to social cohesion**

… actively engaging with audiences …

- **Serving a large number** of Canadians
- Reflecting **content preferences** of Canadian audiences across a mix of genres
- Adapting to **evolving media usage** of Canadians across platforms

… while being cost-effective and accountable

- Delivering our services in the **most efficient manner**
- Ensuring the **economic sustainability** of our services
- Optimizing the percent of **funds** spent on **content**



… and Provide a 'Wide Range' of Programming that Informs, Enlightens and Entertains

After Nine Months, an Integrated Strategy Has Emerged

1. CBC/Radio-Canada mission

CBC/Radio-Canada will be the **recognized leader** in **expressing Canadian culture** and will **enrich the democratic life** of all Canadians

2. Mission delivery guiding principles

- Creating and delivering **original**, **innovative, quality "Canadian content"**
- **Reflecting** and **drawing together** all Canadians
- Actively **engaging with audiences**
- Being **cost-effective** and **accountable**

3. Strategic priorities

3a. Programming genre priorities

- Regain **leadership in national & international news**, across all platforms
- Be a **leader in regional presence through a multimedia approach**
- Build on **cultural leadership in arts & entertainment** programming
- Annual commitment to **'signature event' programming**

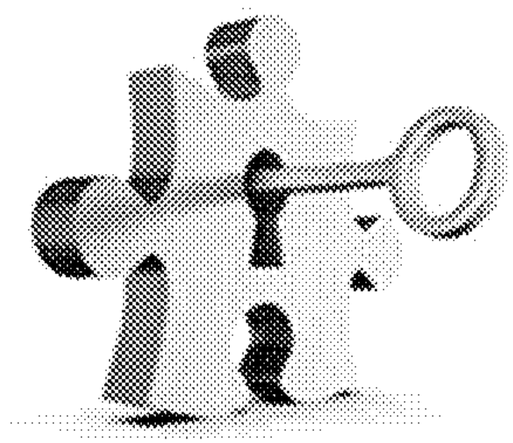
3b. Platforms/position

- **Maintain/enhance** position and audience reach in **conventional broadcast TV & radio**
- **Expand reach of CBC/Radio-Canada on other platforms**
  - Invest to establish leading presence in digital and non-linear (including unmatched multimedia regional presence)
  - Consolidate the position of existing specialty channels

4. Drive excellence in sales performance and resource efficiency

5. Ensure accountability and measurement against goals

3. Key Strategic Thrusts



Key Strategic Thrusts Fall into Two Categories

1. Strategic investments and services priorities

- Programming Priorities
- Regional
- Platforms (Digital & Specialty)

2. Improvements to monetization and efficiency

- Advertising/Monetization
- Operating Costs
- Capital Assets Review

Our New Strategy Draws Together English and French Services Around Common Priorities

News	Complete news renewal including multimedia expansion and integration – and grow audiences across all platforms
Regions	Increase the breadth and depth of our footprint – in terms of geography, 24/7 coverage and range of content
Arts & Entertainment	Continue to extend CBC/Radio-Canada's leadership in entertaining Canadians with their stories, their humour, their culture
New Platforms	As audiences migrate to new platforms, maintain a leading competitive position in the Canadian media environment

The Execution of the Strategy Will Respect the Uniqueness of the English and French Markets

3.1 Programming Priorities

English Services: Programming Actions to Support Future Trajectory

s.68.1

French Services: Programming Actions to Support Future Trajectory

s.68.1

The Reflection of Canada's Diversity is Woven Through Our Strategy

- CBC/Radio-Canada is committed to reflecting the country's diversity through its programming. It's important that all Canadians be able to recognize themselves on-air and that its programs reflect the changing face of Canada on all platforms
- The Corporation is also focused on attracting a diversified talent pool, thus ensuring that diversity is incorporated into the way it recruits and develops its workforce
- Through this commitment, the Corporation can leverage our society's similarities and differences as it strives to become an open, inclusive and progressive organisation

Three pillars:

- **Our Brand** — An inclusive, modern company reflecting the people we aim to serve
- **Our workforce** — An employer open to Canadians of all origins and conditions; establishing targets and recruitment aids
- **Our programs** — Improve and measure our reflection of diversity in: subject matter, on-air personalities; guests, actors, creative and production crews

Meeting the Needs of Aboriginal Canadians

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- **According to Statistics Canada, there are 1.5 million First Nations people in Canada**
  - 5% live **above** the 60th parallel
  - 95% live **below** the 60th parallel
  - 250,000 speak Aboriginal languages
  - Largest language population are: Ojibway, Cree, Oji-Cree, and Inuktitut
- **CBC/Radio-Canada's Northern Service provides service to Canada's Aboriginal population in eight Aboriginal languages who live above the 60th parallel in eight languages**
  - While CBC North's overall budget is dedicated to meeting the needs of First Nations people in their language
- **In the next twelve months, French and English services will**

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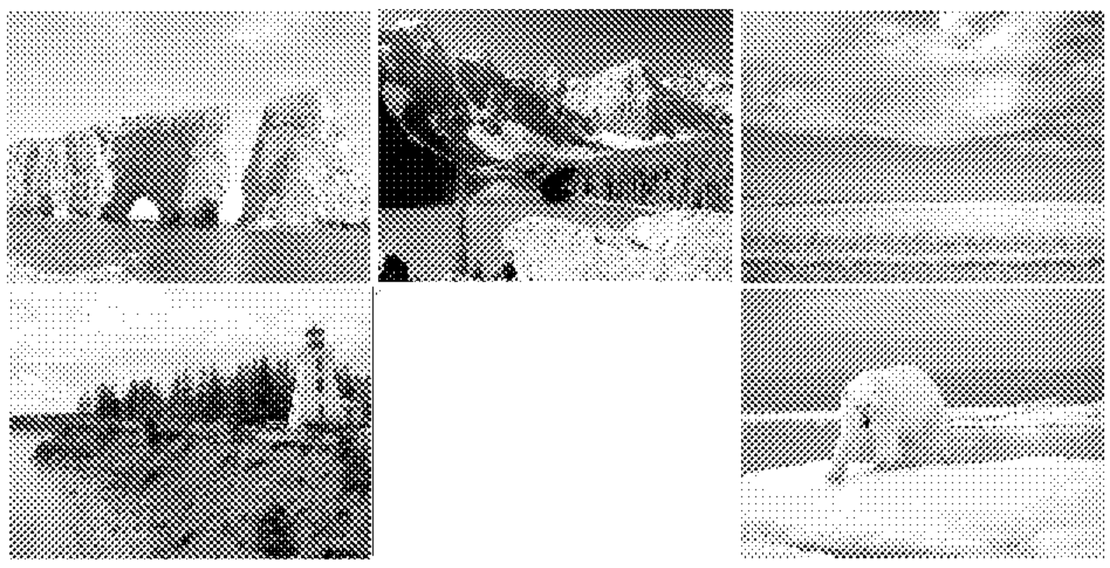
CBC/Radio-Canada on the International Stage

CBC/Radio-Canada on the International Stage

s.68.1

A strategy focused on branding and programming

3.2 Regional



Regional Services: Context

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3.2 Regional

Current Footprint Does not Fully Reflect the Distribution of Canada's Population

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Average annual population growth (2005-2010)

- Growing faster (growth > 1.3%)
- Growing slower (0-0.89%)
- Similar pace of growth (0.9-1.3%)
- Declining population (growth < 0%)

Note: Whole of Canada has grown at annual average of 1.1% over this time period

# of Stations	English	French
TV Stations	**14**	**12**
Radio Stations:	**51**	**32**
Radio 1 / PC	*37*	*20*
Radio 2 / EM	*14*	*12*
Total Cost:		

Inuvik
Whitehorse
Yellowknife
Rankin Inlet
Iqaluit
Prince Rupert
Prince George
Edmonton
La Ronge
Saskatoon[1]
Regina
Thompson
Winnipeg
Calgary
Kelowna
Victoria
Vancouver
Thunder Bay
Rouyn-Noranda
Saguenay
Rimouski
Matane
Sept-Îles
Labrador City
Goose Bay
Grand Falls
Gander
Corner Brook
St. John's
Sudbury
Montreal
Québec
Ottawa
Toronto
Windsor
London[1]
Sherbrooke
Trois-Rivières
Sydney (Cape Breton)
Charlottetown
Halifax
Moncton
Saint John
Fredericton

Example markets currently without CBC local presence…

Municipality	Prov	Pop
Hamilton	ON	610K
London[1]	ON	450K
Abbotsford	BC	130K

Station legend

- English TV
- French TV
- English radio
- French radio

Note: [1]Saskatoon and London shown as stations because CBC employees reside in these markets, complete local service is not delivered in these markets, only contributions to regional programs

Source: CBC/Radio-Canada government relations station list (May 5, 2010); Statistics Canada quarterly population estimates (2005,2010)

s.68.1

3.2 Regional

Market Share of TV Local News Trails Competitors

Overview of Our Regional Strategy

s.68.1

3.2 Regional English Services Regional Strategy Actions and Objectives

s.68.1

Initiative	Key actions	Expected Outcome/KPI

Meeting the Needs of Minority Language Communities

s.68.1

New

s.68.1

French Services Regional Strategy Actions and Objectives

Initiative	Key actions	Expected Outcome/KPI

Service to Minority Language Communities is at the Heart of French Services' Regional Strategy

s.68.1

New

3.2 Regional

Our Ability to Effectively Reach Minority Language Communities Depends On Access to BDU Distribution

s.68.1

Carriage of Our Regional Stations by DTH Is a Key Element of Our Regional Strategy

New

- The CRTC is conducting a review of the Direct-to-Home Satellite Distribution Policy on November 16th
- We believe that DTH distributors should be required to distribute – on a "local-into-local" basis all conventional local television stations
- Currently, neither Bell TV nor Shaw Direct carry all of our local television stations

Number of CBC and Télévision de Radio-Canada Owned and Operated Television stations Carried by Bell TV and Shaw Direct

	Bell TV	Shaw Direct
CBC	11	10
Télévision de Radio-Canada	8	6

3.3 Platforms (Digital & Specialty)

The Evolution of Media Consumption Has Shaped Our Platform Strategy

	SITUATION	IMPLICATION FOR CBC/RADIO-CANADA
Conventional TV	Traditional networks will continue to command large audiences, but are facing erosion to specialty	Our TV networks will remain our most important platforms to reach audiences
Specialty TV	Many niche channels comprising the bulk of viewing but now facing slower growth	Consolidate position of our existing specialty channels and expand portfolio when opportunities arise (e.g. through partnerships)
Terrestrial Radio	Conventional radio usage will remain significant, but listening faces erosion	Our radio networks will remain an important platform to reach audiences
New Platforms	New platforms are expected to grow rapidly - from their current small base	Smart significant investment in the platforms of the future

Overview of Our Platform Strategy: English and French Services

CBC/Radio-Canada commits to delivering its content on the multiple platforms that will be relevant to Canadians in 2015 and beyond

s.18(b)

1. **Strengthen/grow the competitive position of the existing multi-platform offering**
   -
   -
   -

2. **Build a full suite of branded multi-platform Canadian destinations**
   -
   -

3. **Pursue expanded partnering opportunities** to enhance CBC/Radio-Canada existing set of properties
   -
   -

English Services Platform Strategy Actions and Objectives

s.68.1

s.18(b)

Initiative	Key actions	Expected Outcome/KPI
Specialty TV channels		
Regional Online		
Genres Online		
Agility around emergent technology and behaviour		

s.68.1

s.18(b)

French Services Platform Strategy Actions and Objectives

Initiative	Key actions	Expected Outcome/KPI
Strategic Investment in Digital Platforms		
Specialty TV channels		
Regional Digital		
Genre Digital		

4. Funding the Strategy

Funding the Strategy - Financial Challenges

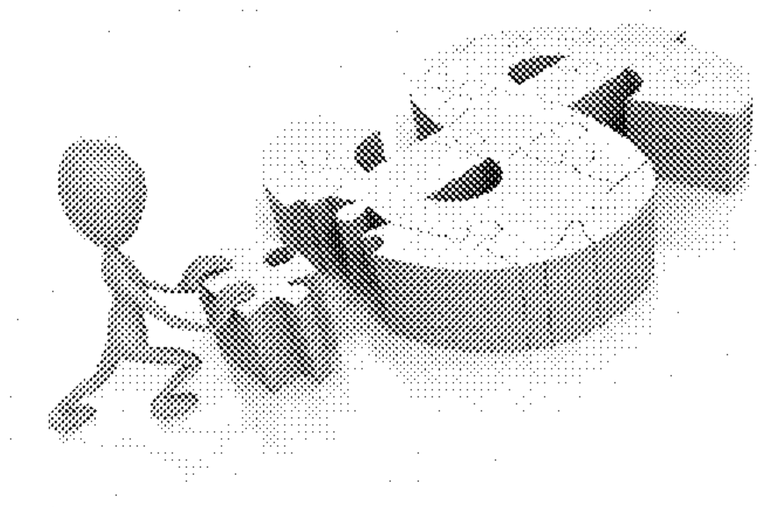
- **Now that the key strategic directions have been laid out, we must turn our attention to the financial investment required to deliver the strategy over the next 5 years**

- **Our focus must now shift towards optimization of resources to balance the overall financial plan and enhance the level of service to Canadians as per the strategic plan**

s.18(b)

- **Balancing the financial plan is achievable but will have to be done through a combination of revenue growth initiatives, cost improvements and resource redirections**

4.1 New Strategic Initiatives – Cost and Revenues



New Strategic Initiatives: Investment Roll Out – English Services

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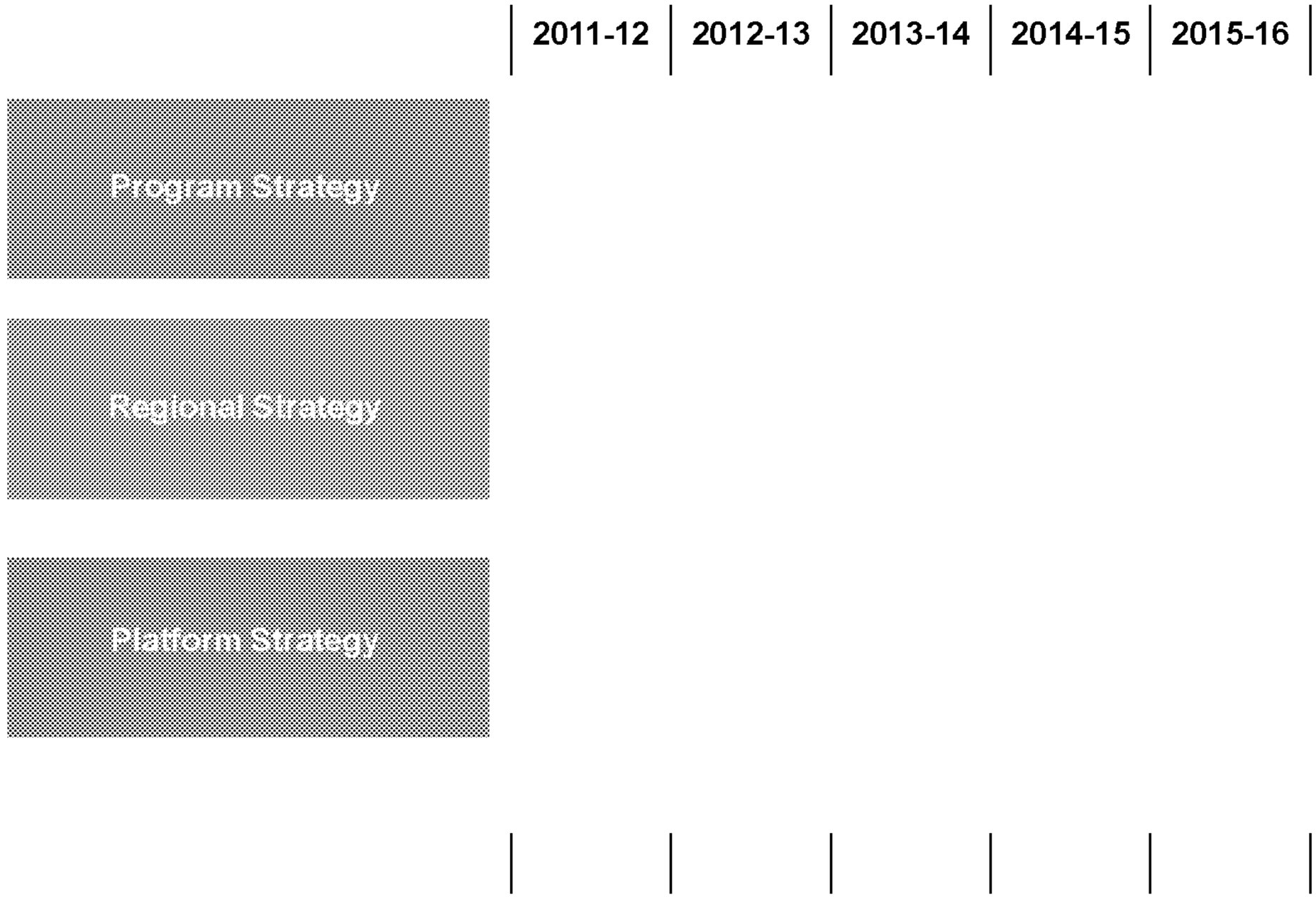


New Strategic Initiatives – Cost and Revenues – English Services

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

2010-11 Forecast	2011-12 Forecast	2012-13 Forecast	2013-14 Forecast	2014-15 Forecast	2015-16 Forecast

Strategic Initiatives: Investment Roll Out – French Services

s.68.1

	2011-12	2012-13	2013-14	2014-15	2015-16
Program Strategy					
Regional Strategy					
Platform Strategy					

New Strategic Initiatives – Cost and Revenues
French Services

s.18(a) s.18(b)	2010-2011 Forecast ($000's)	2011-2012 Forecast ($000's)	2012-2013 Forecast ($000's)	2013-2014 Forecast ($000's)	2014-2015 Forecast ($000's)	2015-2016 Forecast ($000's)

4.2 Maximizing Advertising Revenues

Maximizing Advertising Revenues

Revised

-

s.18(b)

-

- Advertising revenues remain a central element in balancing CBC/Radio-Canada's 5-year strategic plan

- Currently, 2010-2011 conventional television advertising revenues are forecast to exceed target by $15.3M (4.9%). This would represent growth of 13% from 2009-2010 advertising revenues

English Services Projected TV Ad Revenues: The Potential for Improved Sales Performance Remains

- **Growth will be achieved through continued improvements:**

s.18(a)

s.18(b)

Increased audiences	*Improved go-to-market strategies*	*Increased customer-focus*

Radio-Canada is Monetizing its Audience Well

FR TV advertising revenue per
share of A25-54 (broadcast yr 08/09)

Share (A25-54):	25%	12%	7%

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

Note: Above chart includes conventional TV revenues only
Source: CBC internal data; CRTC fillings; BBM; PwC media outlook 2010

CBC and Radio-Canada Are Both Positioned for Further Online Monetization

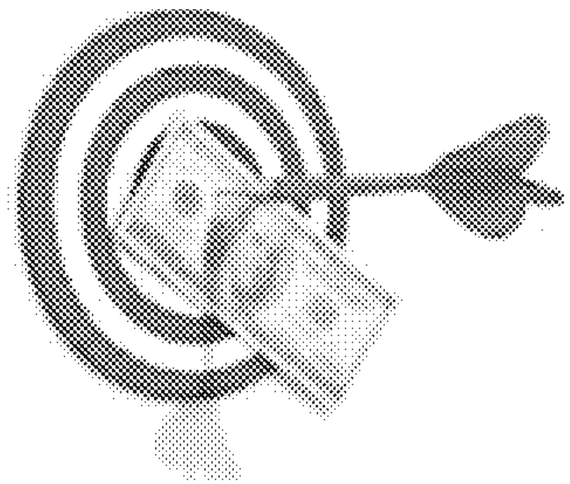
Revised

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

2009 ad revenue per avg. monthly page view					
Total online ad revenue					
Page views	165M	117M	118M	38M	188M
Unique video viewers	1.3M	0.3M	1.3M	0.7M	0.6M

Source: comScore Dec 2009 report; Convergence consulting group online report; CBC internal data and 10/11 budget estimates
Note: CTV includes TNS.ca. Quebecor TV ad revenue estimated from TVA.canoe.ca and canoe.ca

4.3 Operating Costs Review



Further Flexibility Will Be Provided by Ongoing Cost Management

- CBC/Radio-Canada faces unavoidable cost increases, notably in salary, contract rights (e.g. HNIC), real estate maintenance and repairs, service contracts and utilities.
- To help address these cost pressures and to generate funds for the new strategic initiatives, the following actions are being pursued:

Corporate G&A

- **Cost efficiencies (and increased revenues)** from Corporate Support and Media Related activities
- **A tentative target of** **p.a.** has been established
  - Initiatives being pursued are described on the next slide
  - Detailed assessment has started and will continue in September and October

Media line costs

- A review of the potential for production method efficiencies will be carried out in the next few months. This is being pursued in conjunction with the Asset Pool Review, described in the next section
- **A tentative target of** has been established

s.18(b)

Cost Management – Review Areas

s.18(b)

Revised

Procurement/Strategic Sourcing:

Toronto Broadcast Center:

....

....

Shared/Centralized Services:

Short Term Disability Management Program:

....

....

Merchandising:

....

Content Archives:

....

Other Areas:

....

Review of Media Production Methods - French Services

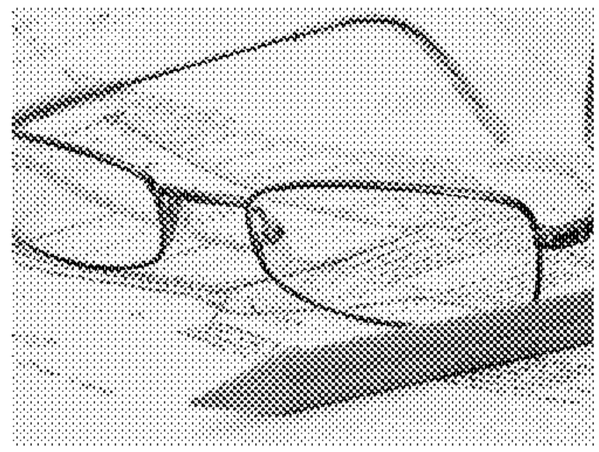
New

4 Operating Costs Review
Review of Media Production Methods - English Services

s.18(b)

New

4.4 Capital Asset Review



Our Review of Capital Assets is Also Underway

Revised

- **The objectives of the review are to balance the long-term capital plan and right-size CBC/Radio-Canada's infrastructure while delivering the strategy in a cost-effective manner**
- **Our review identified four areas that could yield potential savings:**
  - Real estate
  - Transmission
  - Production
  - IT and Telecommunications assets
- **A capital asset task force continues its work to identify specific initiatives in each of these areas and is expected to deliver a preliminary report by fall 2010**
  - Further details are provided on the next page

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

- The target outcome is to identify solutions to eliminate the capital funding shortfall which is estimated
  Substantial progress towards identifying solutions has been made

Asset Pools – Review Areas

s.18(b)

Real Estate:

Transmission:

Production:

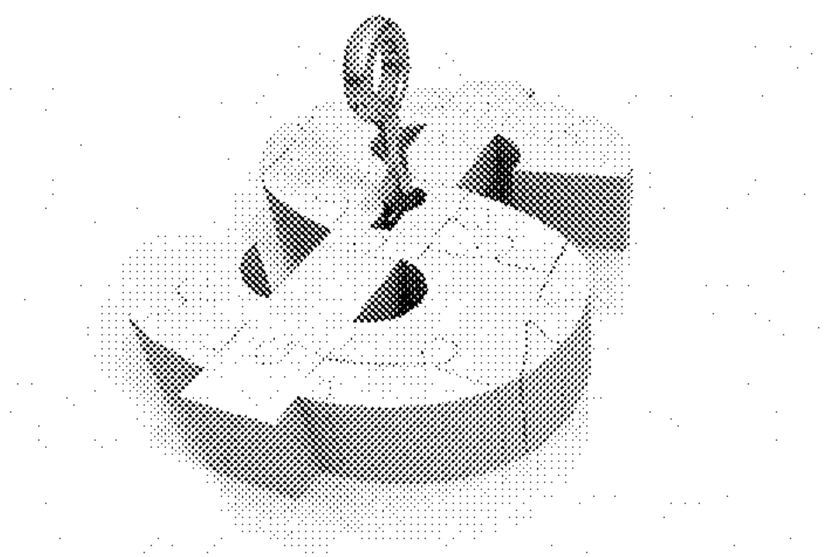
....

....

....

Information Technology and Telecommunications:

4.5 Financial Outlook – After Strategic Initiatives



Five-year Financial outlook: After strategy

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

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-

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

Five-year Financial Outlook: After Strategy

	2010-2011 Forecast ($000's)	2011-2012 Forecast ($000's)	2012-2013 Forecast ($000's)	2013-2014 Forecast ($000's)	2014-2015 Forecast ($000's)	2015-2016 Forecast ($000's)
NET POSITION for the Fiscal Year Before Strategic Initiatives (avg. $38M p.a.)						
Shortfall as a % of Total Revenues ***(avg of 2%)***						
Net impact of Strategic Initiatives						
English Services						
French Services						
Shortfall after Strategic Initiatives (avg. $72M p.a.)						
Shortfall as a % of Total Revenues ***(avg of 4%)***						
Targeted Solutions:						
English Services *						
- Incremental Other Revenues due to centralization of revenue						
- Absorb salary increases						
- Revenue increase from improved sales force effectiveness						
- Improved surplus since June 2010 forecast						
- HNIC contract renegotiations						
French Services **						
- Absorb salary increases						
- Existing project delay/program adjustment						
Savings from changes to media production methods						
Savings from operating cost review						
Additional savings required						
Total Targeted Solutions						
NET POSITION for the Fiscal Year After Targeted Solutions						
Shortfall as a % of Total Revenues						
Prior Year Carryover						
CUMULATIVE NET POSITION After Targeted Solutions						

* From page 43
** From page 45

Average gap before strategic initiatives
Average shortfall after strategic initiatives

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

Achieving a Balanced Annual Budget and Addressing Downside Risks

Initiatives to Support the Strategy and Close the Financial Gap

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

5. People

Our People are Key to our Strategy

- People are our biggest asset and key to our ability to deliver successfully on our strategy
- The implementation of the strategy will require that we adapt as an organization and change the way we produce and deliver our services
- Addressing funding gap that has been identified to roll-out the strategy, will require that we drive greater efficiencies across the organization and review our methods of production
- As 90% of our workforce is unionized, the necessary changes that need to be implemented will require close cooperation with our Unions for this plan to succeed

Our Commitments to our People Remains Unchanged

We will…

- Position CBC/Radio-Canada as a rewarding, progressive and diverse workplace that builds professional teams of innovative and highly skilled people dedicated to accomplishing the mission

- Develop and sustain a leadership climate that encourages collaboration, decisiveness and trust while recognizing risk-taking and accountability

- Provide a work environment that fosters creativity and a culture of excellence, and that strengthens the passion for what we do to serve Canadians

Context: Our Business Landscape

*An effective **Employer Value Proposition** helps attract and retain a diverse group of talent, which in turn allows us to face the challenges of an aging workforce and a growing competition for talent*

How can we position ourselves as an employer of choice to attract, retain and engage the right talent to achieve our business goals?

*An **attractive** and **distinctive** employment offering increases employee engagement*

How can we continue to grow, engage and recognize our people to maximize their potential and keep their passion alive?

*A work climate that embraces **collaboration**, **risk-taking** and **accountability** allows the effective achievement of business objectives*

How can we evolve our organizational structures and decision-making processes to foster this type of work climate?

*With our increasingly competitive business landscape, it is critical that management and unions continue to **partner effectively** in new ways to reach organizational goals*

How will we succeed in continuing to build positive and long-term relationships with our unions?

*Focusing on **diversity**, not just for compliance, improves **creativity** while reaching business goals and truly reflecting Canada*

How can we continue to move towards a strategic, proactive and inclusive approach to diversity to better reflect the communities we serve?

***New technologies** and **platforms** call for **innovation** and **nimbleness** in the way we serve Canadians*

How can we keep up with the fast-paced digital world through training to maximize our impact?

The Challenges We Face

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

- **We have an aging workforce**

- **We will not receive salary funding from Government over the next 3 years**

- **We will need to enhance our training efforts and budgets to prepare our workforce**

8. People

Actions

s.18(b)

Initiative	Key actions	Expected Outcome / KPI
Workforce Planning		
Training and Leadership Development		
Diversity and Inclusion		

8. People

Actions

s.18(b)

Initiative	Key actions	Expected Outcome / KPI

Costing The People Plan

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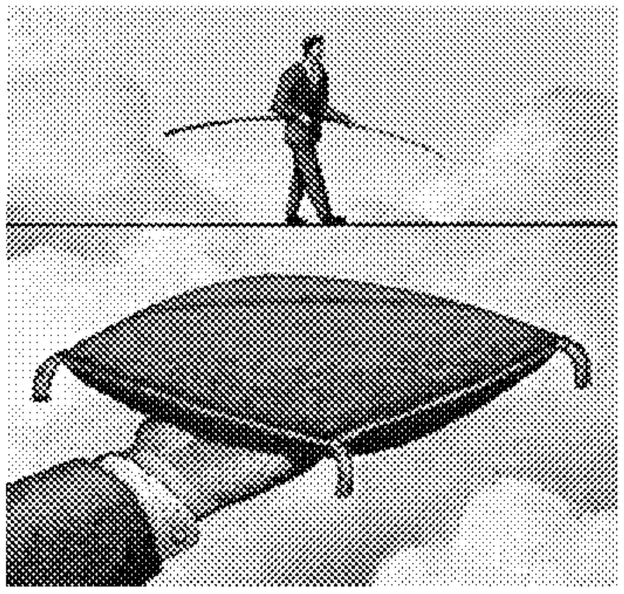
6. Communications and Roll-out Plan



General Objectives

1. **To paint a compelling picture of CBC/Radio-Canada's future**
2. **To give audiences a general sense of "what's in it for me", without being too specific**
3. **To ensure audiences understand the context that led to the development of the strategy**
4. **To inform audiences of the new mission framework/promise and guiding principles**
5. **To inform audiences of the main thrusts of the strategy (programming, the regions and new platforms) and the money needed to pay for it**
6. **To inform audiences of the expected outcomes of success and how they will be measured**

Audience-specific Objectives

Our People

- To promote internally both an understanding and a sense of ownership as it relates to the mission/promise, guiding principles and main strategic thrusts
- To ensure internally that the main thrusts of the strategy are integrated into key business processes
- To drive action in support of the strategy

Key Stakeholders

- To influence the influencers to multiply the message
- To persuade and encourage support from external audiences who exercise an influence on our ability to succeed (e.g. Government, CRTC, Unions, Partners, etc.)

Specific Communications Need to be Developed for

- Our Employees
- Our Unions
- The Government, including the Opposition parties and relevant Central agencies
- The Regulator and the CMF
- Partners and strategic business allies
- The Media
- Stakeholders
- Our Audiences
- Canadians

Communications Plan: Key Strategic Considerations

- Containment is key now
- First things first: communicate overall strategy, then actions and announcements
- Context is almost as important as the content
- The same core messaging, different spokespeople, vehicles, levels of detail and emphasis

Communications Plan: The Roll-out in Three Phases

Phase One

- November 18th – January 15th
  - Narrowly focused communications to management to ensure integration into business plans

Phase Two

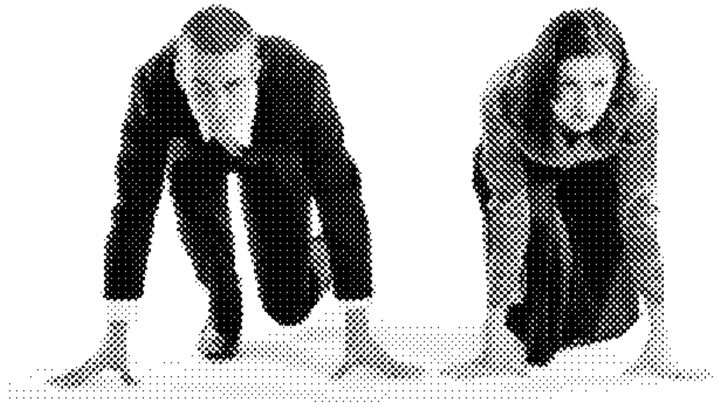
- January 10th – January 15th
  - Pre-briefing of Government, CRTC, Unions

Phase Three

- January 18th – April 1st
  - Launch focused on overall strategic positioning giving way gradually to more specific planks of the strategy. Extend and sustain widespread communications strategy
- April 1st – forward
  - More and more granular announcement of pieces of the plan

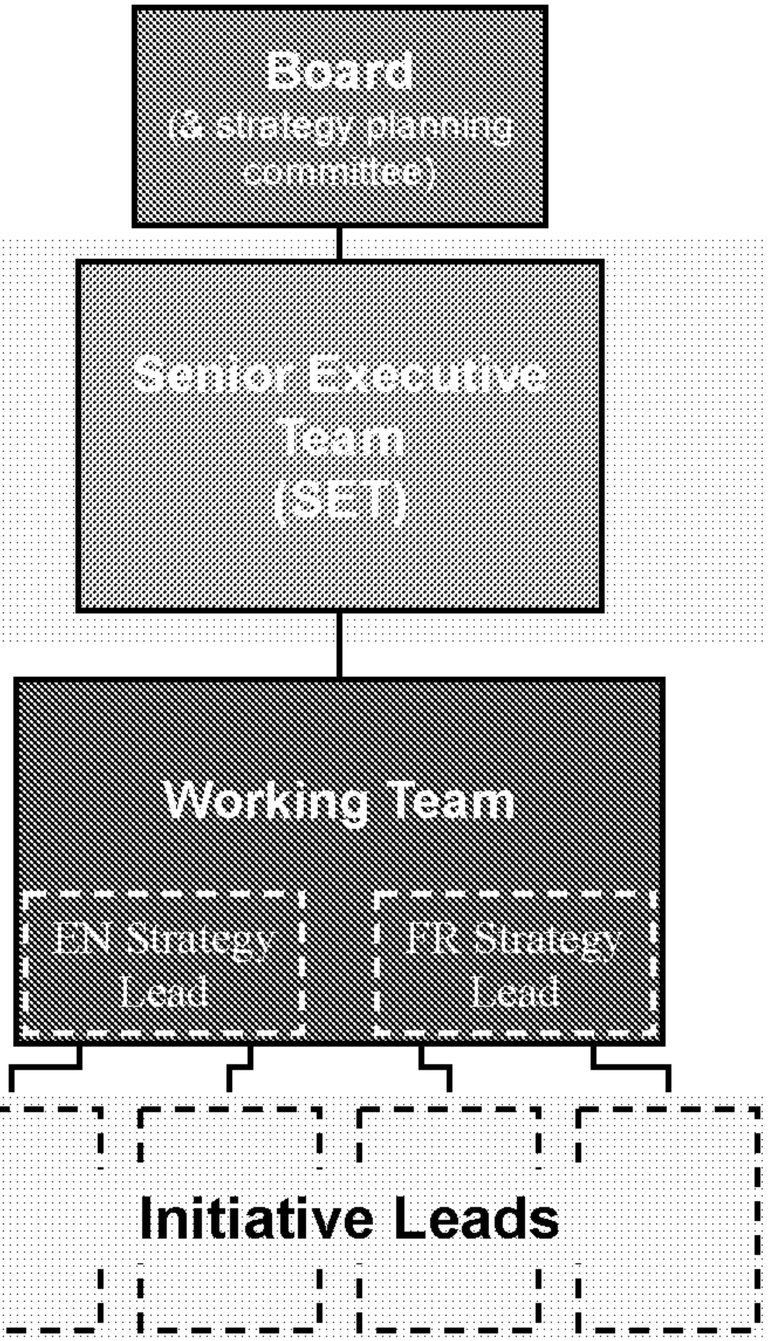
Will Be the Centerpiece of All Communications Activity Between January and Fall 2011

7. Mobilization Plan



7. Mobilization Plan

Project Structure Will be Established to Support Implementation and Reviewed after 12 months



- **Ultimate authority** over strategy process
- **Bi-annual review** of progress

- Will **adopt the role of Steering Committee**, providing overall leadership and direction
- Senior executive **support, credibility and decision-making authority**
- **Aligned with SET meeting schedule**, with distinct agenda item added to address strategy implementation progress

- Significant time allocation required for strategy leads from each of Corporate, English Services and French Services
- Additional members drawn in as necessary
- Responsible for sharing best practices across media lines
- Prepares **reporting for SET**

- Empowered initiative teams and additional members to provide input and analysis as required
- **Meets on ongoing basis**; communicates regularly with English Services and French Services strategy leads

Activities to March 2011 Will Provide Further Definition and Impact Budgets for Next Year

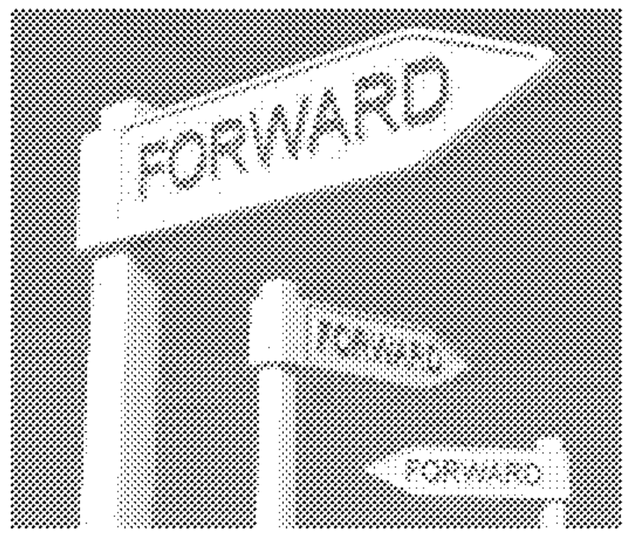
- Mobilization structure and all initiative teams to be kicked-off and process for monitoring progress established

- Strategic initiatives to be further defined by Media Lines and discussed with Steering Committee

  - Including detailed sub-initiatives, key metrics and ongoing targets for 5-year period

- Specific resource commitments to be reflected in fiscal budgets, presented and approved by Board of Directors

8. Next steps



The Implementation of the Strategy Will Impact All Our Key Outputs

Corporate Plan Submitted to Canadian Heritage	January
Annual Report Submitted to Canadian Heritage	June
Quarterly Financial Reports	August
Annual Report provided to CRTC	November

We Will Strengthen Our Co-ordinating Mechanisms in the Preparation of These Key Outputs

Next Steps

Board's First Look at Media's Initiatives Based on New Strategy	January
Board Approval of Corporate Plan	January
Board Approval of Budgets	March
Setting Performance Objectives	March-April
First Review of Strategic Plan Report Card by Board	June

To Conclude ...

- **Beyond Board approval, if granted, our strategy will continue to evolve in response to the dynamics of the Canadian broadcasting system**
  - For example, with Shaw's purchase of CanWest and Bell's recent acquisition of CTV, the CRTC has announced that it will hold a hearing on vertical integration in the Industry
- **Will these recent moves by some of Canada's largest 'media' company's impact the implementation of our strategy**
- **We will be back to you in June with our first report on how we have begun to roll-out our strategy**

Appendices

How We Will Measure our Success

Measuring Our Success is a Key Element of Our Strategy

Metrics will cover services and genres

- Measurement at **service level**
  - **Conventional TV**
  - **Specialty TV** (CBC NN, RDI, bold, doc, ARTV)
  - **Radio** (Radio 1, 2, 3, Premiere Chaîne, Espace musique, bande à part)
  - **Digital** (cbc.ca, radio-canada.ca, tou.tv)
- Content **genres**
  - **Slightly different for English Services & French Services**, and to be **tested with audience** before finalizing
    - EN: arts/entertainment, news & info (national, international, local), sports, kids, current affairs, documentaries
    - FR: magazines d'information/reportage, nouvelles (national, international, local), sport, jeunesse, variétés, dramatique
- Overall, do TV and Radio Services Inform, Enlighten and Entertain?
- Not to be applied at individual program level

Biannual process coordinated across media lines

- Overall mission evaluation to be conducted **twice per year**
  - Audience perception surveys should be in field in **late March and early November – will build on existing surveys conducted by English and French Services**
  - Results in place prior to annual report and CRTC reporting
  - All the data used for the evaluation will be validated or provided by recognized third parties; as a result, we do not see a need for the results to be audited
- Further development of this initiative to be a **cooperative process** across Media lines, **coordinated by Corporate Planning**
  - To ensure consistent measurement, application and reporting

Mission Delivery Versus Net Cost of English Services

s.68.1

Mission Delivery Versus Net Cost of French Services

s.68.1

Measuring the Mission Delivery of Our TV Genres

- **The mission delivery of key TV genres will be presented in charts which easily show changes in performance on specific criteria over time**

- **Each genre will be measured according to four metrics:**

s.68.1

Appendices

Genre Performance Measures – Illustrative Only

Driving Towards 2015: Long-Term Strategic Planning

CBC/Radio-Canada Board of Directors

November 16-17, 2010

CBC Radio-Canada

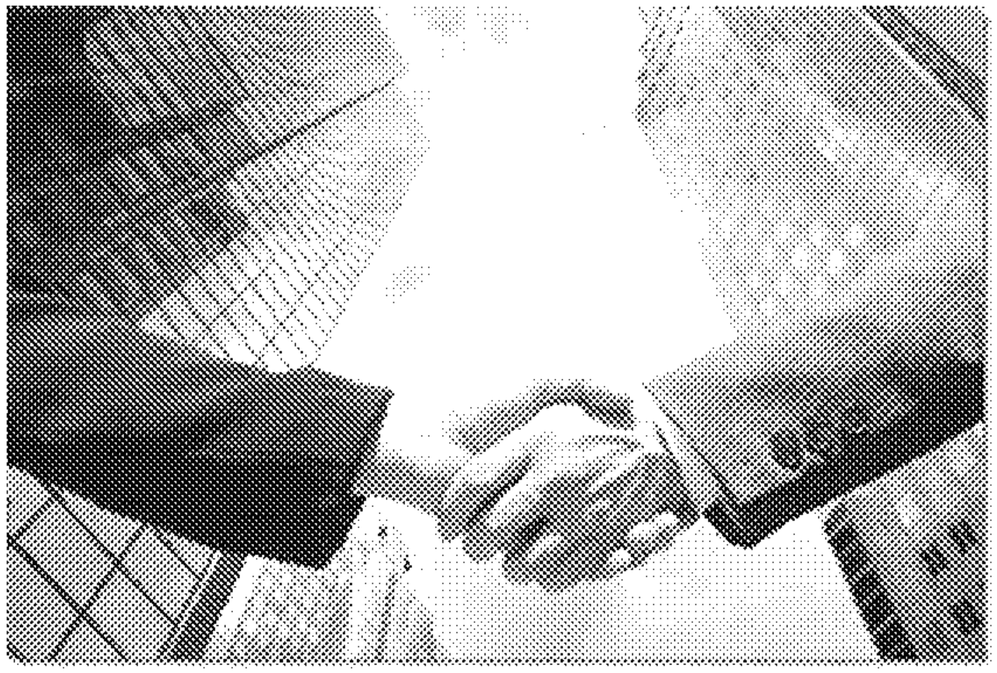
Introduction

- **We have come a long way and are today seeking your approval of our new strategic plan**
- In **September**, the Board was presented with the complete strategy and indicated that it had its support, subject to:
  - Refining our strategy relating to **Aboriginal Canadians** and our presence on the **International scene**, and
  - Indicating how our regional strategy will enhance our **service to minority language communities**
- In addition, we have added two elements:
  - **Section 5:** The 'People' dimension of the strategy
  - **Section 7:** Our Communications and roll-out plan
- As well, the introduction includes two new elements :
  - The highlights of the **Leaders Forum** held on October 14th and 15th
  - **Major transactions** that have changed the landscape

Our Leaders Are Behind the Strategic Plan

- **On October 14 and 15 in Montreal, we consulted with 100 of the top executives in the Corporation on our 5-year Strategic Plan**
  - Steering and Working Team presentations on the plan
  - 24 workshops on elements of the strategy and follow-up Q&A sessions
- **Our Leaders are supportive of the new strategic direction**
  - The mission/guiding principles framework largely resonate with our leaders
  - The programming directions demonstrated we are building on our successes
  - Participants want to quickly implement the regional strategy
- **The Leaders' input will help push implementation forward**
  - Participants generally wanted more detail than we could provide them at this stage
  - The input will be helpful for the implementation stage, particularly for platforms, financing, people & culture and communications plans

Major Transactions Have Changed the Landscape



Major Transactions Continue to Alter the Competitive Landscape

- **Shaw acquired Canwest for $2 billion**
  - Global and specialty TV networks, but not the newspaper assets
  - The deal has been approved by the CRTC
- **BCE acquired the remaining 85% of CTV it did not already own for $3 billion**
  - CTV network and its coveted specialty TV assets (e.g. TSN)
  - The deal is pending regulatory approvals
  - Subsequently, TSN expands its NHL schedule (i.e. Habs)
- **Quebecor continues to expand**
  - Launched mobile service
  - Continues to pursue hockey franchise (i.e. Quebec City)

Major Transactions Have Changed the Landscape

CBC/Radio-Canada is the Last Independent National Broadcaster

Company	Broadcast			Telecom			Estimated 2009 Revenues
Bell	New ✓	New ✓	New[1] ✓	✓	✓	✓	**$16.3B**
ROGERS	✓	✓	✓	✓	✓	✓	**$10.4B**
SHAW	New ✓	New ✓	✓	✓	✓	New: 2011 Launch Announced	**$3.4B**
QUEBECOR		✓	✓	✓	✓	New ✓	**$2.2B**
CBC	✓	✓					**$1.7B**

1. Commercial rollout of IPTV service in Montreal and Toronto to complement their satellite TV service

What Does It All Mean to Us?

s.18(b)

...But There Will Be Opportunities

s.18(b)

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1. Overview

6 Goals Were Initially Set

New

Goals	How Did We Do?
1. **To promote alignment and a more consistent view amongst the Board, Senior management, the Media Lines and the overall Corporation around** the market evolution and CBC/ Radio-Canada's priorities	• The Board, Senior management and the Media Lines were all actively involved in the development of the Plan – this ensured buy-in from these key groups • The articulation of a clear mission/vision and associated guiding principles promotes alignment and ensures that we are all working from the same page • Our leaders agreed with this
2. **To accelerate current momentum** in increasing cultural leadership and impact	• The new mission clearly states that "CBC/Radio-Canada will be the recognized leader in expressing Canadian culture …." • Our programming strategy clearly sets out that we will stay the course and enhance our content (e.g. signature events) • Metrics have been specifically developed to monitor our progress in this area
3. **To provide additional "room to maneuver"** to deliver against a broad programming mandate	• This work is in progress and hinges on our ability to remain competitive in the market, enhance revenue, achieve efficiencies and capital review

6 Goals Were Initially Set

New

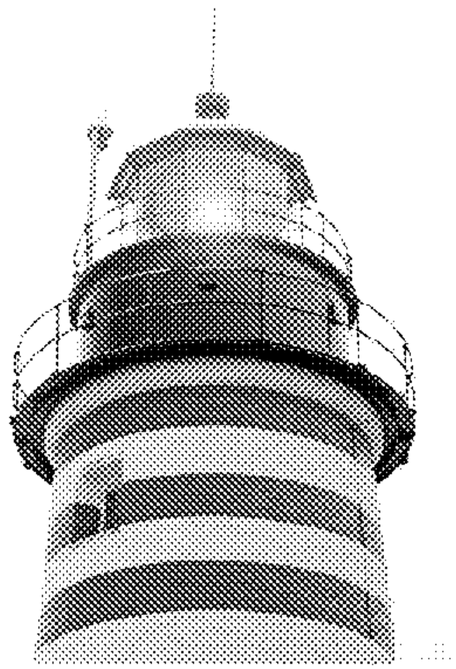
Goals	How Did We Do?
4. **To provide a strategic blueprint to** drive longer-term strategy and planning and inform near-term decisions	• The Corporate Strategy sets out a clear direction and guiding principles that focus on the future • A clear set of priorities have been developed that will guide ongoing day-to-day business decisions • Our leaders agreed with this/This work is in progress
5. **To clearly identify and size what investments are required** to **grow our presence in the media landscape**	• Key strategic thrusts were identified 1. Strategic investments and service improvements 2. Improvements to monetization and efficiency • All elements of the Plan have been fully costed/This work is in progress

6. **To ensure full benefits from CBC/Radio-Canada's overall scale, while reflecting and respecting inherent linguistic markets' differences**	• The new strategy has drawn our English and French services together around a number of common priorities, including a recognition of the importance of:
	  • Ensuring that Canadians are Informed
	  • The Regions
	  • Entertaining Canadians, and
	  • Reaching Canadians Whenever and Wherever they are (new platforms)
	• However the execution of the strategy respects the uniqueness of English and French markets in Canada
	• As well CBC/Radio-Canada Technology Strategy Board will provide significant assistance as the strategy rolls out

The Corporate Strategy is at a Different Level than Media's Strategy. It Provides Guidance to Our Overall Direction

	Corporate Strategy	Media Group Strategy
Definition	• **Vision, clear direction** and **guiding principles** that focus business on future • Clear set of **priorities** for guiding ongoing business decisions • "Filter" for evaluating **resource allocation** and investments • **Structure** and accountability for managing the overall enterprise	• **Strategy** to win with **Canadians** and be **competitive** in the market • Prioritization of **audience** segments and **programming** strategy • **Revenue** strategy and business unit-level **investment** decisions • Generally **aligned with corporate strategy**, at greater level of detail
Typical timeline	• Updated every ~5 years • Refined as needed to reflect changes in external environment	• Updated every 2-3 years, and refined as needed
Typical activities	• Portfolio management, M&A • Major new initiatives and investments (e.g., new platforms) • External stakeholder engagement	• Audience and programming strategy • Sales and pricing strategy • Product development

2. Mission Framework and Guiding Principles

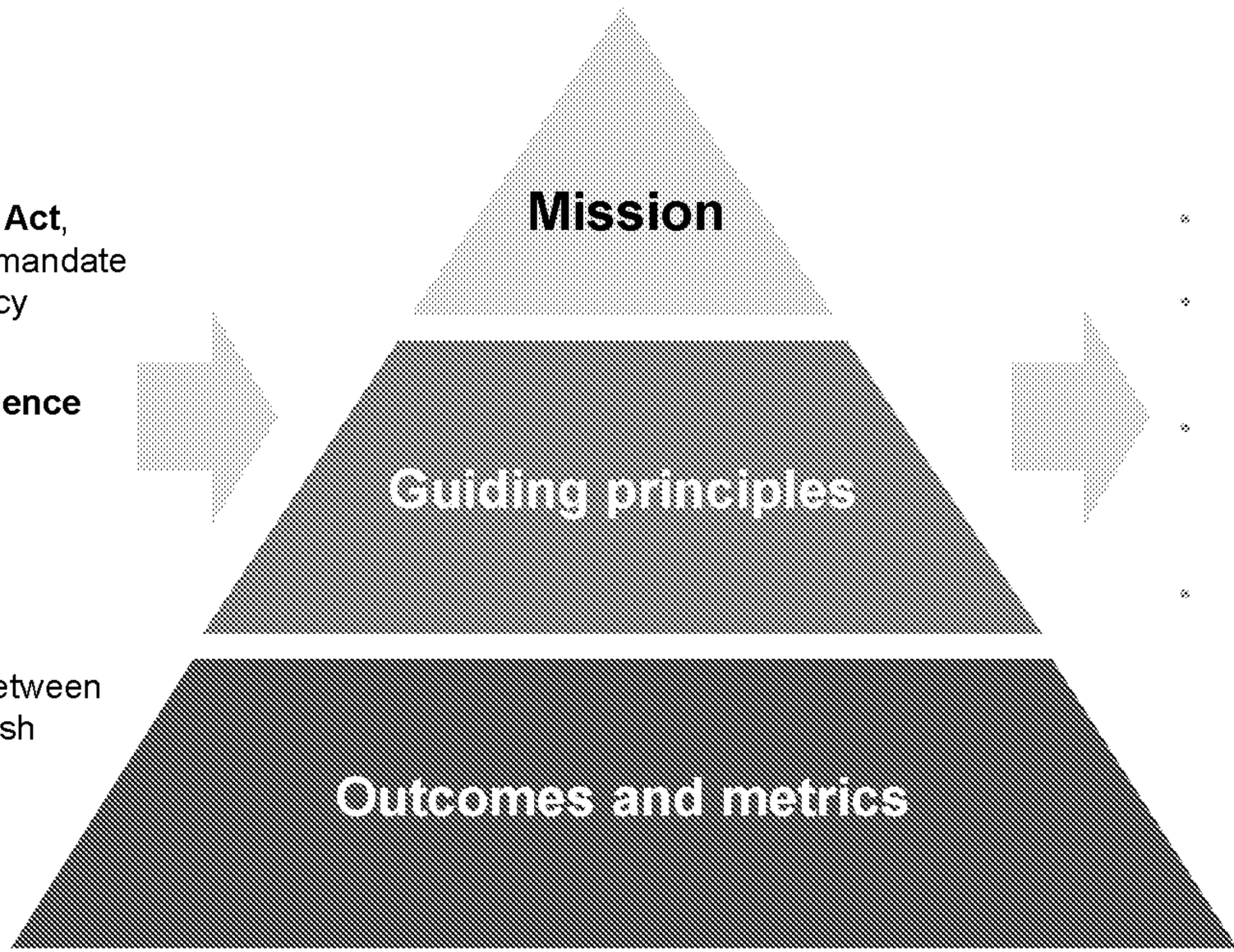


The Mission Framework Comprises Three Elements

Mission Framework

Inputs

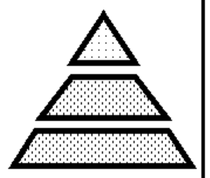
- **Broadcasting Act**, public service mandate and public policy
- Canadian **audience needs**
- **Competitive environment**
- **Differences** between French & English markets



Impact

- **Guides strategy**
- Defines **service priorities**
- "**Prism**" to inform ongoing and future decisions
- Sets **expectations for performance**

The Mission Statement

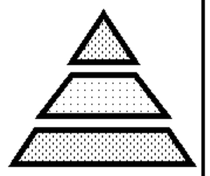


CBC Radio-Canada

CBC/Radio-Canada will be the **recognized leader in expressing Canadian culture** and **will enrich the democratic life** of all Canadians

- Creating and delivering original and innovative, quality Canadian content
- Reflecting and drawing together all Canadians
- Actively engaging with audiences
- Being cost-effective and accountable

The Guiding Principles



Mission

CBC/Radio-Canada will be the recognized leader in expressing Canadian culture and will enrich the democratic life of all Canadians through ...

Guiding principles

... original, innovative, quality "Canadian content"

- Creating and delivering **quality content** for, by and about Canada & Canadians
  - Leading in **Canadian cultural expression**
  - Offering a **distinctly Canadian perspective**
- Investing in **differentiated programming**
- Commitment to '**signature event**' programming

... that reflects and draws together Canadians ...

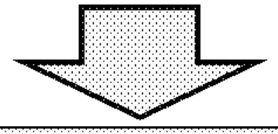
- Contributing to **shared national consciousness and identity**
- Reflecting Canada's **multicultural diversity**
- Reflecting **the regions** to themselves and to the country
- Contributing to **diversity of voices and to social cohesion**

... actively engaging with audiences ...

- **Serving a large number** of Canadians
- Reflecting **content preferences** of Canadian audiences across a mix of genres
- Adapting to **evolving media usage** of Canadians across platforms

... while being cost-effective and accountable

- Delivering our services in the **most efficient manner**
- Ensuring the **economic sustainability** of our services
- Optimizing the percent of **funds** spent on **content**



... and Provide a 'Wide Range' of Programming that Informs, Enlightens and Entertains

After Nine Months, an Integrated Strategy Has Emerged

1. CBC/Radio-Canada mission

CBC/Radio-Canada will be the **recognized leader** in **expressing Canadian culture** and will **enrich the democratic life** of all Canadians

2. Mission delivery guiding principles

- Creating and delivering **original**, **innovative, quality "Canadian content"**
- **Reflecting** and **drawing together** all Canadians
- Actively **engaging with audiences**
- Being **cost-effective** and **accountable**

3. Strategic priorities

3a. Programming genre priorities

- Regain **leadership in national & international news**, across all platforms
- Be a **leader in regional presence through a multimedia approach**
- Build on **cultural leadership in arts & entertainment** programming
- Annual commitment to **'signature event' programming**

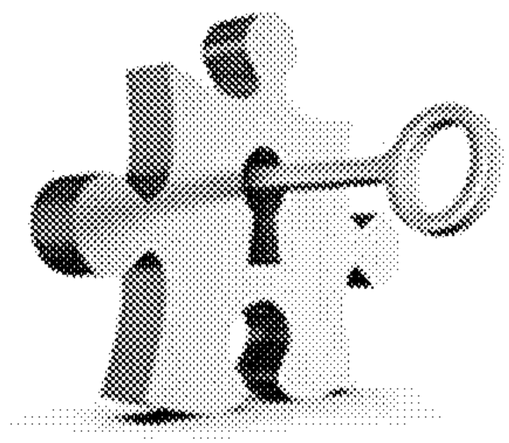
3b. Platforms/position

- **Maintain/enhance** position and audience reach in **conventional broadcast TV & radio**
- **Expand reach of CBC/Radio-Canada on other platforms**
  - Invest to establish leading presence in digital and non-linear (including unmatched multimedia regional presence)
  - Consolidate the position of existing specialty channels

4. Drive excellence in sales performance and resource efficiency

5. Ensure accountability and measurement against goals

3. Key Strategic Thrusts



Key Strategic Thrusts Fall into Two Categories

1. Strategic investments and services priorities

- Programming Priorities
- Regional
- Platforms (Digital & Specialty)

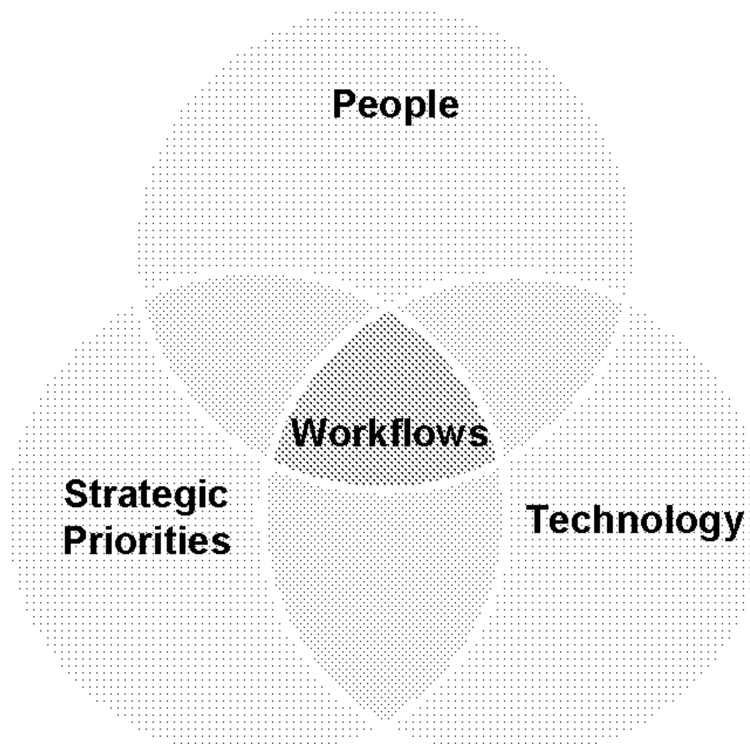
2. Improvements to monetization and efficiency

- Advertising/Monetization
- Operating Costs
- Capital Assets Review

Two Key Success Factors

New

- **Our people are our most important resource**
  - Engaging and mobilizing them is key to our success
- **Our Technology Strategy Board (TSB) will also play a key role**
  - Using technology and improving production methods are also essential to deliver on this plan and to generate the necessary efficiencies



Our New Strategy Draws Together English and French Services Around Common Priorities

News	Complete news renewal including multimedia expansion and integration – and grow audiences across all platforms
Regions	Increase the breadth and depth of our footprint – in terms of geography, 24/7 coverage and range of content
Arts & Entertainment	Continue to extend CBC/Radio-Canada's leadership in entertaining Canadians with their stories, their humour, their culture
New Platforms	As audiences migrate to new platforms, maintain a leading competitive position in the Canadian media environment

The Execution of the Strategy Will Respect the Uniqueness of the English and French Markets

3.1 Programming Priorities

English Services: Programming Actions to Support Future Trajectory

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Genre	Key actions	Expected Outcome/KPI

French Services: Programming Actions to Support Future Trajectory

s.68.1

Genre	Key actions	Expected Outcome/KPI

The Reflection of Canada's Diversity is Woven Through Our Strategy

Three pillars

- **Our Brand** — An inclusive, modern company reflecting the people we aim to serve
- **Our workforce** — An employer open to Canadians of all origins and conditions; establishing targets and recruitment aids
- **Our programs** — Improve and measure our reflection of diversity in: subject matter, on-air personalities; guests, actors, creative and production crews

- CBC/Radio-Canada is committed to reflecting the country's diversity through its programming. It's important that all Canadians be able to recognize themselves on-air and that its programs reflect the changing face of Canada on all platforms
- The Corporation is also focused on attracting a diversified talent pool, thus ensuring that diversity is incorporated into the way it recruits and develops its workforce
- Through this commitment, the Corporation can leverage our society's similarities and differences as it strives to become an open, inclusive and progressive organisation

Meeting the Needs of Aboriginal Canadians

- **According to Statistics Canada, there are 1.5 million First Nations people in Canada**
  - 5% live **above** the 60th parallel
  - 95% live **below** the 60th parallel
  - 250,000 speak Aboriginal languages
  - Largest language population are: Ojibway, Cree, Oji-Cree, and Inuktitut
- **CBC/Radio-Canada's Northern Service provides service to Canada's Aboriginal population in eight Aboriginal languages who live above the 60th parallel in eight languages** s.68.1
  - While CBC North's overall budget is is dedicated to meeting the needs of First Nations people in their language
- **In the next twelve months, French and English services will**

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CBC/Radio-Canada on the International Stage

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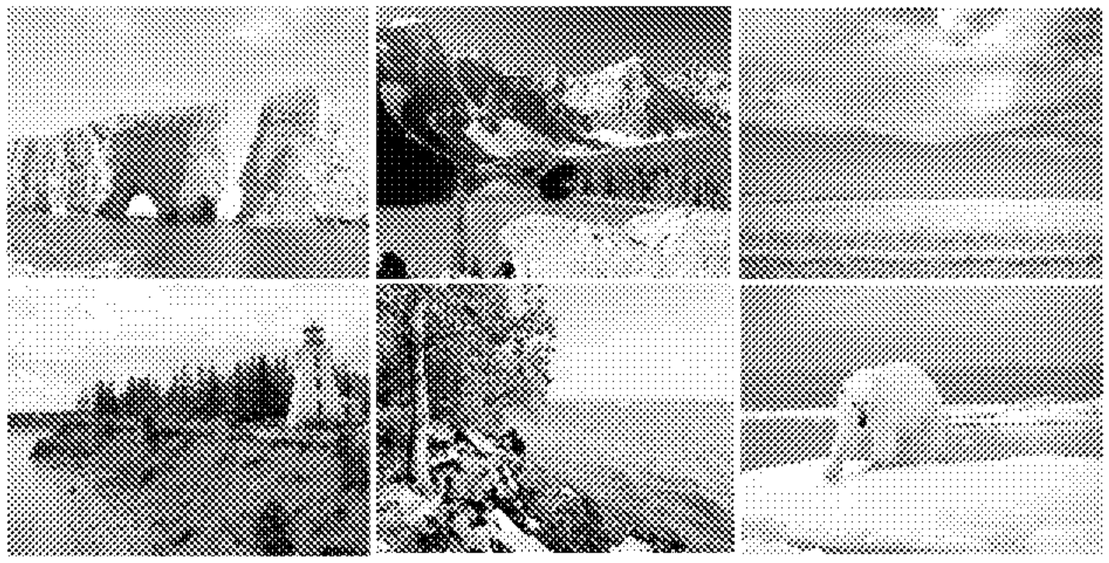
CBC/Radio-Canada on the International Stage

A strategy focused on branding and programming

3.2 Regional



Regional Services: Context

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3.2 Regional

Current Footprint Does not Fully Reflect the Distribution of Canada's Population

Average annual population growth (2005-2010)

- Growing faster (growth > 1.3%)
- Growing slower (0-0.89%)
- Similar pace of growth (0.9-1.3%)
- Declining population (growth < 0%)

Note: Whole of Canada has grown at annual average of 1.1% over this time period

# of Stations	English	French
TV Stations	**14**	**12**
Radio Stations:	**51**	**32**
Radio 1/Première Chaîne	*37*	*20*
Radio 2/Espace musique	*14*	*12*
Total Cost:		

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Inuvik, Whitehorse, Yellowknife, Rankin Inlet, Iqaluit, Prince Rupert, Prince George, Edmonton, La Ronge, Saskatoon[1], Regina, Thompson, Winnipeg, Calgary, Kelowna, Victoria, Vancouver, Thunder Bay, Rouyn-Noranda, Saguenay, Rimouski, Matane, Sept-Îles, Labrador City, Goose Bay, Grand Falls, Gander, Corner Brook, St. John's, Sudbury, Montreal, Québec, Ottawa, Sherbrooke, Trois-Rivières, Sydney (Cape Breton), Charlottetown, Halifax, Moncton, Saint John, Fredericton, Windsor, Toronto, London[1]

Example markets currently without CBC local presence…

Municipality	Prov	Pop
Hamilton	ON	610K
London[1]	ON	450K
Abbotsford	BC	130K

Station legend

- English TV
- French TV
- English radio
- French radio

Note: [1]Saskatoon and London shown as stations because CBC employees reside in these markets, complete local service is not delivered in these markets, only contributions to regional programs

Source: CBC/Radio-Canada government relations station list (May 5, 2010); Statistics Canada quarterly population estimates (2005,2010)

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Market Share of TV Local News Trails Competitors

Overview of Our Regional Strategy

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English Services Regional Strategy Actions and Objectives

Initiative	Key actions	Expected Outcome/KPI

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Meeting the Needs of Minority Language Communities

New

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French Services Regional Strategy Actions and Objectives

Initiative	Key actions	Expected Outcome/KPI

3.2 Regional

Service to Minority Language Communities is at the Heart of French Services' Regional Strategy

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New

3.2 Regional

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Our Ability to Effectively Reach Minority Language Communities Depends On Access to Our Services

New

The CRTC Is Reviewing Its DTH Policy

New

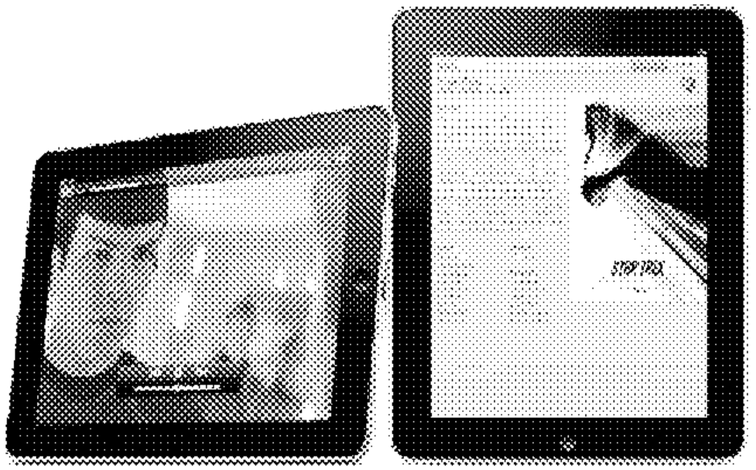
- The CRTC is conducting a review of the Direct-to-Home Satellite Distribution Policy on November 16th
- Currently, neither Bell TV nor Shaw Direct carry all of our local television stations
  - CBC TV currently has 14 originating stations
  - Télévision de Radio-Canada has 13 originating stations

Number of CBC and Télévision de Radio-Canada Owned and Operated Television stations Carried by Bell TV and Shaw Direct

	Bell TV	Shaw Direct
CBC	11	10
Télévision de Radio-Canada	8	6

We Believe that DTH Distributors Should Be Required to Distribute on a "Local-into-local" Basis ALL Conventional Local Television Stations

3.3 Platforms (Digital & Specialty)



The Evolution of Media Consumption Has Shaped Our Platform Strategy

	SITUATION	IMPLICATION FOR CBC/RADIO-CANADA
Conventional TV	Traditional networks will continue to command large audiences, but are facing erosion to specialty	Our TV networks will remain our most important platforms to reach audiences
Specialty TV	Many niche channels comprising the bulk of viewing but now facing slower growth	Consolidate position of our existing specialty channels and expand portfolio when opportunities arise (e.g. through partnerships)
Terrestrial Radio	Conventional radio usage will remain significant, but listening faces erosion	Our radio networks will remain an important platform to reach audiences
New Platforms	New platforms are expected to grow rapidly - from their current small base	Smart significant investment in the platforms of the future

Overview of Our Platform Strategy: English and French Services

CBC/Radio-Canada commits to delivering its content on the multiple platforms that will be relevant to Canadians in 2015 and beyond

s.18(b)

1. **Strengthen/grow the competitive position of the existing multi-platform offering**

2. **Build a full suite of branded multi-platform Canadian destinations**
   -
   ...

3. **Pursue expanded partnering opportunities** to enhance CBC/Radio-Canada existing set of properties
   ...
   ...

English Services Platform Strategy Actions and Objectives

Initiative	Key actions	Expected Outcome/KPI
Specialty TV channels	•	
Regional Online		
Genres Online		
Agility around emergent technology and behaviour		

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French Services Platform Strategy Actions and Objectives

Initiative	Key actions	Expected Outcome/KPI
Strategic Investment in Digital Platforms		
Specialty TV channels		
Regional Digital		
Genre Digital		

4. Funding the Strategy

Funding the Strategy - Financial Challenges

- Now that the key strategic directions have been laid out, we must turn our attention to the financial investment required to deliver the strategy over the next 5 years

- Our focus must now shift towards optimization of resources to balance the overall financial plan and enhance the level of service to Canadians as per the strategic plan

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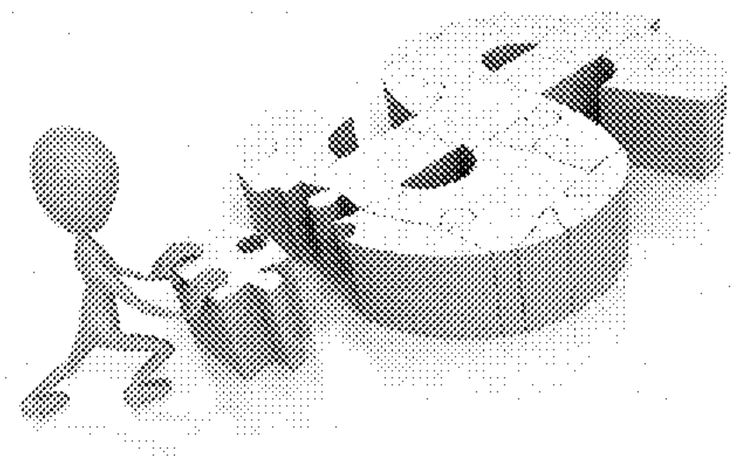
Balancing the Financial Plan Is Achievable But Will Have to Be Done Through a Combination of Revenue Growth Initiatives, Cost Improvements and Resource Redirections

4.1 New Strategic Initiatives – Cost and Revenues



New Strategic Initiatives: Investment Roll Out – English Services

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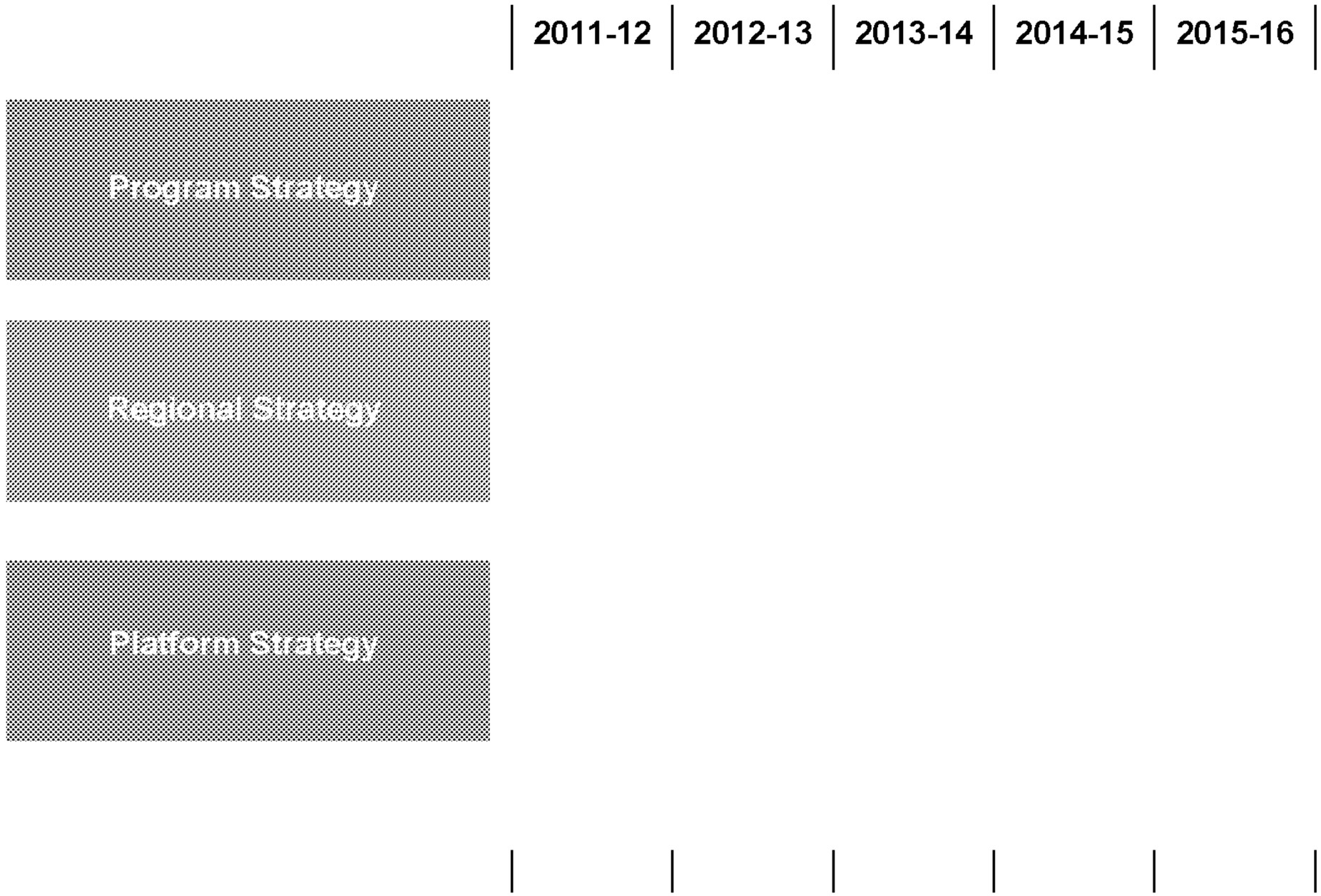

New Strategic Initiatives – Cost and Revenues – English Services

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	2010-11 Forecast	2011-12 Forecast	2012-13 Forecast	2013-14 Forecast	2014-15 Forecast	2015-16 Forecast

Strategic Initiatives: Investment Roll Out – French Services

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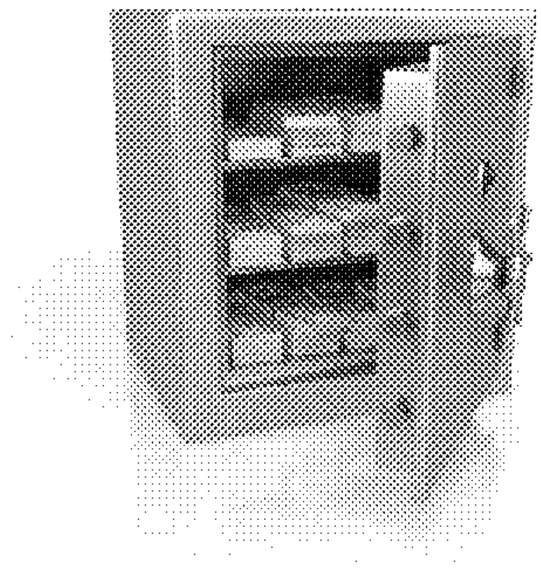
	2011-12	2012-13	2013-14	2014-15	2015-16
Program Strategy					
Regional Strategy					
Platform Strategy					

New Strategic Initiatives – Cost and Revenues
French Services

s.18(a) s.18(b)	2010-2011 Forecast ($000's)	2011-2012 Forecast ($000's)	2012-2013 Forecast ($000's)	2013-2014 Forecast ($000's)	2014-2015 Forecast ($000's)	2015-2016 Forecast ($000's)

4.2 Maximizing Advertising Revenues



Maximizing Advertising Revenues

Revised

- s.18(b)
- Advertising revenues remain a central element in balancing CBC/Radio-Canada's 5-year strategic plan
- Currently, 2010-2011 conventional television advertising revenues are forecast to exceed target by $15.3M (4.9%). This would represent growth of 13% from 2009-2010 advertising revenues

English Services Projected TV Ad Revenues: The Potential for Improved Sales Performance Remains

- **Growth will be achieved through continued improvements:** s.18(a) s.18(b)

Increased audiences	*Improved go-to-market strategies*	*Increased customer-focus*

Radio-Canada is Monetizing its Audience Well

FR TV advertising revenue per
share of A25-54 (broadcast yr 08/09)

Share (A25-54):	25%	12%	7%

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Note: Above chart includes conventional TV revenues only
Source: CBC internal data; CRTC fillings; BBM; PwC media outlook 2010

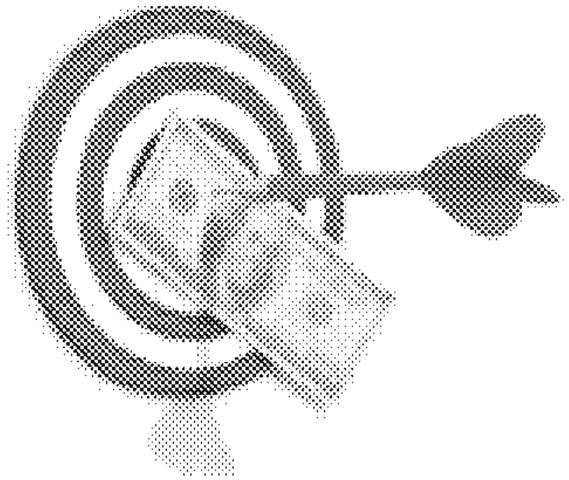
CBC and Radio-Canada Are Both Positioned for Further Online Monetization

Revised

2009 ad revenue per avg. monthly page view	s.18(a) s.18(b)				
Total online ad revenue					
Page views	165M	117M	118M	38M	188M
Unique video viewers	1.3M	0.3M	1.3M	0.7M	0.6M

Source: comScore Dec 2009 report; Convergence consulting group online report; CBC internal data and 10/11 budget estimates
Note: CTV includes TNS.ca. Quebecor TV ad revenue estimated from TVA.canoe.ca and canoe.ca

4.3 Operating Costs Review



Further Flexibility Will Be Provided by Ongoing Cost Management

- CBC/Radio-Canada faces unavoidable cost increases, notably in salary, contract rights (e.g. HNIC), real estate maintenance and repairs, service contracts and utilities.
- To help address these cost pressures and to generate funds for the new strategic initiatives, the following actions are being pursued:

Corporate G&A

- **Cost efficiencies (and increased revenues)** from Corporate Support and Media Related activities
- **A tentative target o** **p.a.** has been established
  - Initiatives being pursued are described on the next slide
  - Detailed assessment has started and will continue in September and October

Media line costs

- A review of the potential for production method efficiencies will be carried out in the next few months. This is being pursued in conjunction with the Asset Pool Review, described in the next section
- **A tentative target of** has been established

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Cost Management – Review Areas

s.18(b)

Revised

Procurement/Strategic Sourcing:

Toronto Broadcast Center:

Shared/Centralized Services:

Short Term Disability Management Program:

Merchandising:

Content Archives:

Other Areas:

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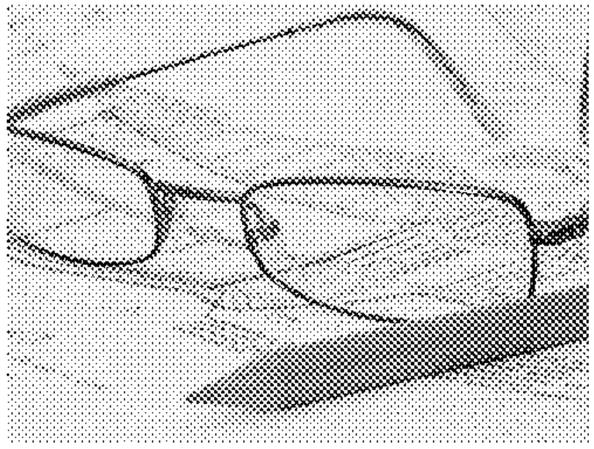
Review of Media Production Methods - English Services

New

Review of Media Production Methods - French Services

New

4.4 Capital Asset Review



Our Review of Capital Assets is Also Underway

Revised

- **The objectives of the review are to balance the long-term capital plan and right-size CBC/Radio-Canada's infrastructure while delivering the strategy in a cost-effective manner**
- **Our review identified four areas that could yield potential savings:**
  - Real estate
  - Transmission
  - Production
  - IT and Telecommunications assets
- **A capital asset task force continues its work to identify specific initiatives in each of these areas and is expected to deliver a preliminary report by fall 2010**
  - Further details are provided on the next page

s.18(a)
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- The target outcome is to identify solutions to eliminate the capital funding shortfall which is estimated

  Substantial progress towards identifying solutions has been made

Asset Pools – Review Areas

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Real Estate:

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Transmission:

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Production:

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Information Technology and Telecommunications:

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...

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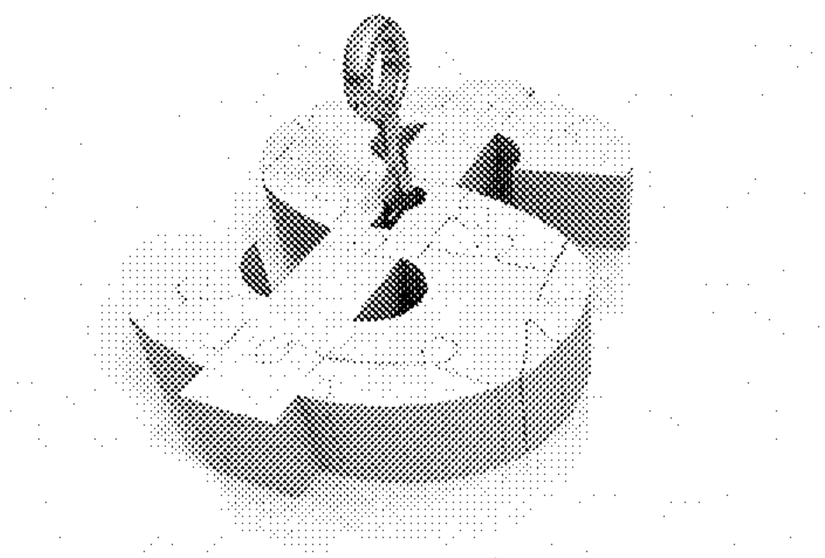
...

4.5 Financial Outlook – After Strategic Initiatives



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Five-year Financial Outlook: After Strategy

Five-year Financial Outlook: After Strategy

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s.18(b)

Achieving a Balanced Annual Budget and Addressing Downside Risks

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Initiatives to Support the Strategy and Close the Financial Gap

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5. People

Our People are Key to our Strategy

- People are our biggest asset and key to our ability to deliver successfully on our strategy
- The implementation of the strategy will require that we adapt as an organization and change the way we produce and deliver our services
- Addressing the funding gap that has been identified to roll-out the strategy, will require that we drive greater efficiencies across the organization and review our methods of production
- As 90% of our workforce is unionized, the necessary changes that need to be implemented will require close cooperation with our Unions for this plan to succeed

Our Commitment to our People Remains Key

We will…

- Position CBC/Radio-Canada as a rewarding, progressive and diverse workplace that builds professional teams of innovative and highly skilled people dedicated to accomplishing the mission

- Develop and sustain a leadership climate that encourages collaboration, decisiveness and trust while recognizing risk-taking and accountability

- Provide a work environment that fosters creativity and a culture of excellence, and that strengthens the passion for what we do to serve Canadians

Context: Our Business Landscape

*An effective **Employer Value Proposition** helps attract and retain a diverse group of talent, which in turn allows us to face the challenges of an aging workforce and a growing competition for talent*

How can we position ourselves as an employer of choice to attract, retain and engage the right talent to achieve our business goals?

*An **attractive** and **distinctive** employment offering increases employee engagement*

How can we continue to grow, engage and recognize our people to maximize their potential and keep their passion alive?

*A work climate that embraces **collaboration**, **risk-taking** and **accountability** allows the effective achievement of business objectives*

How can we evolve our organizational structures and decision-making processes to foster this type of work climate?

*With our increasingly competitive business landscape, it is critical that management and unions continue to **partner effectively** in new ways to reach organizational goals*

How will we succeed in continuing to build positive and long-term relationships with our unions?

*Focusing on **diversity**, not just for compliance, improves **creativity** while reaching business goals and truly reflecting Canada*

How can we continue to move towards a strategic, proactive and inclusive approach to diversity to better reflect the communities we serve?

***New technologies** and **platforms** call for **innovation** and **nimbleness** in the way we serve Canadians*

How can we keep up with the fast-paced digital world through training to maximize our impact?

The Challenges We Face

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

- **We have an aging workforce**
- **We will not receive salary funding from Government over the next 3 years**
- **We will need to enhance our training efforts and budgets to prepare our workforce**

5. People

Actions

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Initiative	Key actions	Expected Outcome/KPI

5. People

Actions

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Initiative	Key actions	Expected Outcome/KPI

5. People

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People Plan – French Services

Key Strategic Thrusts	Initiatives	Worforce planning / Training & Leadership Dev. / Diversity & Inclusion / Industrial Relations / Work Structure & Climate / Employee Engagement	Human Resources Actions	Investments

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People Plan – English Services

Key Strategic Thrusts	Initiatives	Worforce planning	Training & Leadership Dev.	Diversity & Inclusion	Industrial Relations	Work Structure & Climate	Employee Engagement	Human Resources Actions	Investments

5. People

People Plan – Corporate Wide

Key Strategic Thrusts	Initiatives	Worforce planning / Training & Leadership Dev. / Diversity & Inclusion / Industrial Relations / Work Structure & Climate / Employee Engagement	Human Resources Actions	Investments

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5. People

People Plan – Corporate Wide

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Key Strategic Thrusts	Initiatives	Worforce planning / Training & Leadership Dev. / Diversity & Inclusion / Industrial Relations / Work Structure & Climate / Employee Engagement	Human Resources Actions	Savings

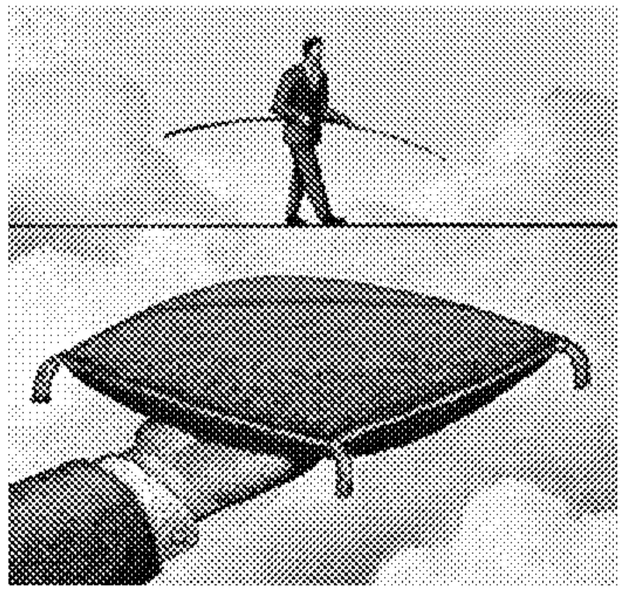
5. People

s.18(b)

People Plan – Corporate Wide

Key Strategic Thrusts	Initiatives	Worforce planning / Training & Leadership Dev. / Diversity & Inclusion / Industrial Relations / Work Structure & Climate / Employee Engagement	Human Resources Actions	Savings

6. Risks and Prioritization



6. Risks and Prioritization

There Are Several Key Risks Associated with the Strategy for us to Consider

Government & Regulatory

- LPIF sunsets in 2012 and not replaced by other source of local production incentive
- Parliamentary Appropriation Reduction
- DTV Conversion - interpretation of CRTC requirements
- CRTC license renewals in 2011 affect conditions of license and impact elements of strategy and/or service levels
- Pending pension legislative and regulatory changes and requirement for actuarial valuation within the next two years; investment market uncertainty

Market

Economic

- Double dip recession
- Inflation/Deflation
- Increased competition (specialty, digital) affects revenue

English Services

French Services

Internal

- Change management
- Ability to achieve balanced plan through internal redirections without affecting strategy or increasing costs
- Coordination of cost efficiency measures across the Corporation

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While the above risks will be actively managed, these points highlight the need to prioritize strategic investments

6. Risks and Prioritization

As Available Resources Expand or Contract, so to Will the Scope of Strategic Actions

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Downside

- Contingency plans have been prepared to address the impact on strategic initiatives in event of constrained resources
-

Upside

- In the event of additional resources, strategic initiatives would be implemented earlier than planned and there would be more flexibility in spending redirections;
-

- **Contingency plans presented in next two slides**

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Downside: English Services

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Downside: French Services

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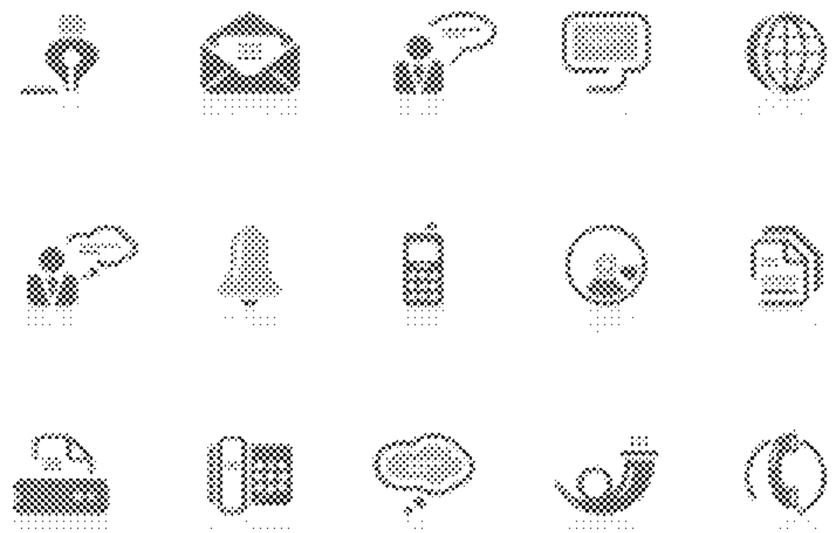
New Section

7. Communications and Roll-out Plan



General Objectives

1. To paint a compelling picture of CBC/Radio-Canada's future
2. To give audiences a general sense of "what's in it for me", without being too specific
3. To ensure audiences understand the context that led to the development of the strategy
4. To inform audiences of the new mission framework/promise and guiding principles
5. To inform audiences of the main thrusts of the strategy (programming, the regions and new platforms) and the money needed to pay for it
6. To inform audiences of the expected outcomes of success and how they will be measured

Audience-specific Objectives

Our People

- To promote internally both an understanding and a sense of ownership as it relates to the mission/promise, guiding principles and main strategic thrusts
- To ensure internally that the main thrusts of the strategy are integrated into key business processes
- To drive action in support of the strategy

Key Stakeholders

- To influence the influencers to multiply the message
- To persuade and encourage support from external audiences who exercise an influence on our ability to succeed (e.g. Government, CRTC, Unions, Partners, etc.)

Specific Communications Need to be Developed for

- Our employees
- Our unions
- The Government, including the opposition parties and relevant central agencies
- The regulator and the CMF
- Partners and strategic business allies
- The media
- Stakeholders
- Our audiences
- Canadians

Communications Plan: Key Strategic Considerations

- Containment is key now
- First things first: communicate overall strategy, then actions and announcements
- Context is almost as important as the content
- The same core messaging, different spokespeople, vehicles, levels of detail and emphasis

Communications Plan: The Roll-out in Three Phases

Phase One

- November – January
  - Focused communications to management and unions to ensure integration into business plans

Phase Two

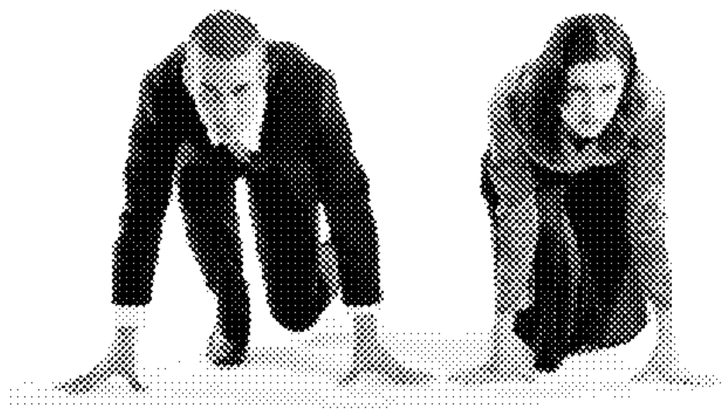
- Mid-January
  - Pre-briefing of Government, CRTC, Unions

Phase Three

- January – April
  - Launch focused on overall strategic positioning giving way gradually to more specific planks of the strategy. Extend and sustain widespread communications strategy
- April – Forward
  - More and more granular announcement of pieces of the plan

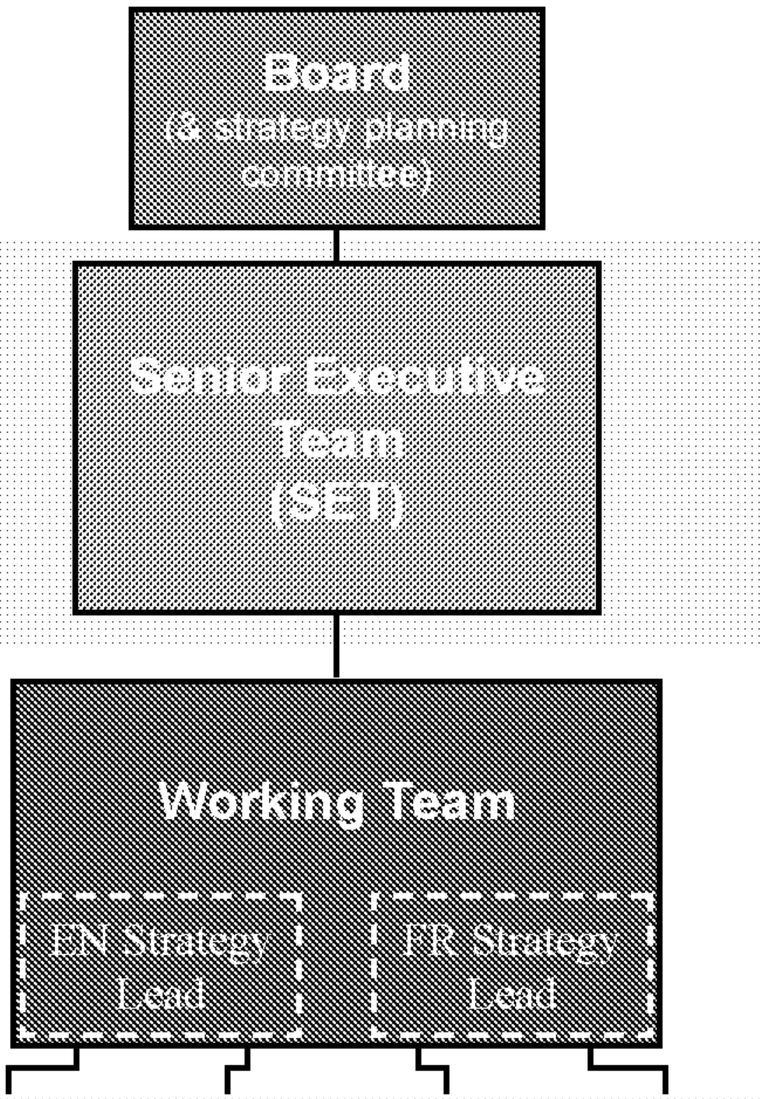
Will Be the Centerpiece of All Communications Activity Between January and Fall 2011

8. Implementation Plan



8. Implementation Plan

Project Structure Will be Established to Support Implementation and Reviewed after 12 months



- **Ultimate authority** over strategy process
- **Bi-annual review** of progress

- Will **adopt the role of Steering Committee**, providing overall leadership and direction
- Senior executive **support, credibility and decision-making authority**
- **Aligned with SET meeting schedule**, with distinct agenda item added to address strategy implementation progress

- Significant time allocation required for strategy leads from each of Corporate, English Services and French Services
- Additional members drawn in as necessary
- Responsible for sharing best practices across media lines
- Prepares **reporting for SET**

Initiative Leads

- Empowered initiative teams and additional members to provide input and analysis as required
- **Meets on ongoing basis**; communicates regularly with English Services and French Services strategy leads

Activities to March 2011 Will Provide Further Definition and Impact Budgets for Next Year

- Mobilization structure and all initiative teams to be kicked-off and process for monitoring progress established

- Strategic initiatives to be further defined by Media Lines and discussed with Steering Committee

  - Including detailed sub-initiatives, key metrics and ongoing targets for 5-year period

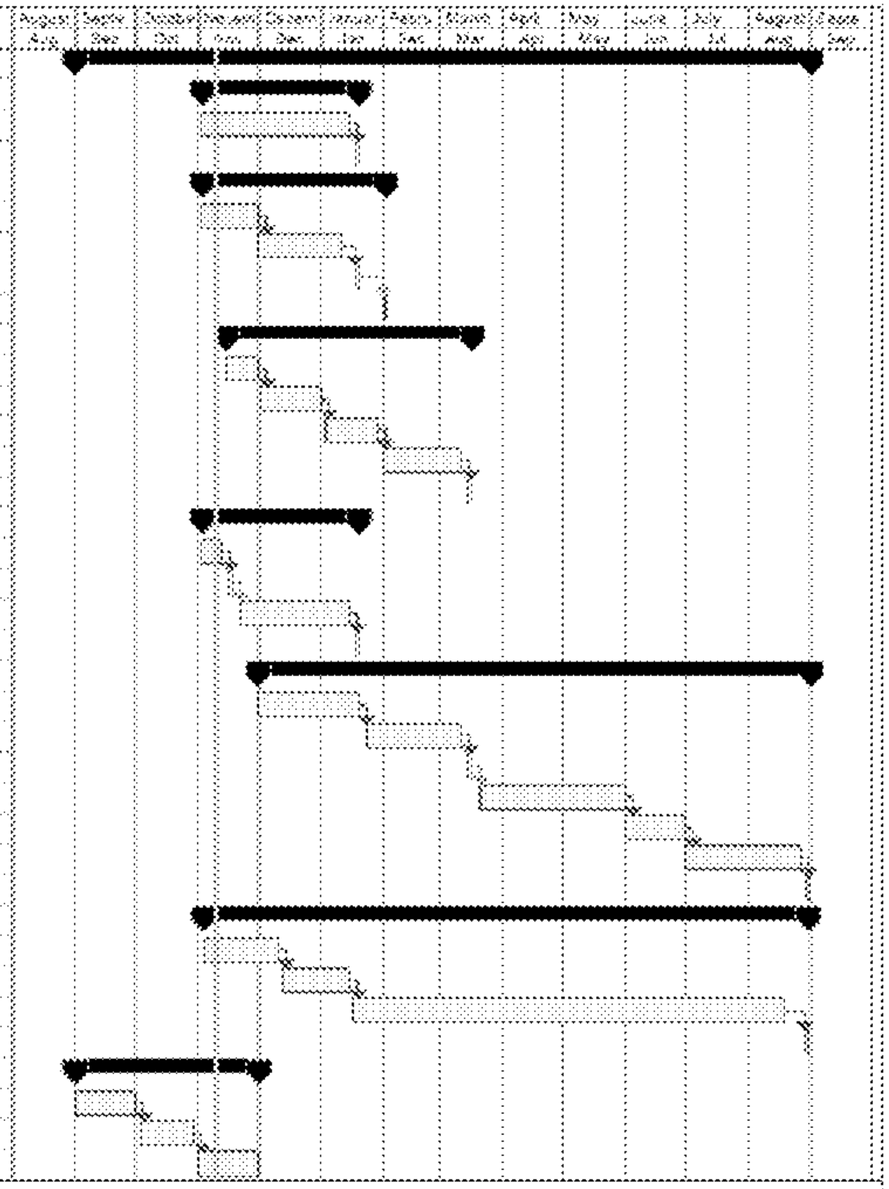
- Specific resource commitments to be reflected in fiscal budgets, presented and approved by Board of Directors

8. Implementation Plan

The Implementation of the Strategy Will Impact All Our Key Outputs

New

ID	Task Name
1	Driving Towards 2015 Co-ordinating our Mechanisms
2	Sample First Look at Media's Initiatives Based on New Strategy
3	Media prepare their new initiatives
4	New initiatives presented to the Board
5	Board Approval of Corporate Plan
6	Develop A new approach for the Plan
7	Plan approved by the Committee
8	Plan approved by the Board
9	Filed with Minister
10	Board Approval of Budgets
11	Issuance of business plan guidelines
12	Components prepare their business plans
13	Business plans are prepared and submitted, budget requirements are consolidated
14	Funding recommendations are made and approved by Senior Management
15	Budgets are presented to the BOD for approval.
16	First Review of Strategic Plan Report Card By Board
17	Working with media and finance to agree on a draft report cards
18	First draft to be presented to the Board - For discussion
19	Working with media and finance to finalize Report Cards
20	Report Cards presented to the Board
21	Annual Report Submitted to Canadian Heritage
22	Submit proposal for AR theme, approach and objectives to Board for approval
23	SET members are asked for comments that will provide information and approvals. The President's & Chair's messages are written
24	Covers and design are presented to the Board
25	First section is written and submitted to the Board for information
26	Approvals: Board and OAG file complete AR, Audit Committee the Financial section
27	Typesetting, proofreading, photos, and printing
28	File with Minister
29	Quarterly Financial Reports (MD&A and Significant Changes)
30	MD&A Training
31	MD&A Current Process: Gap Analysis, Benchmarking, and Design
32	Prepare Quarterly MD&A (Strategic Update, KPI's, Legal Variances, Risks, Approvals/etc)
33	Published Quarterly Report.
34	Annual Report provided to CRTC
35	Information gathering by media
36	Draft reports and reconcile data as required
37	Finalize reports, develop cover letter, submit to CRTC



Project: Project Driving towards 2015
Date: Thu 11/5/15

Task | Split | Progress | Milestone | Summary | Project Summary | External Tasks | External Milestone | Deadline

To Conclude …

- **Beyond Board approval, if granted, our strategy will continue to evolve in response to the dynamics of the Canadian broadcasting system**
  - For example, with Shaw's purchase of CanWest and Bell's recent acquisition of CTV, the CRTC has announced that it will hold a hearing on vertical integration in the Industry
- **Will these recent moves by some of Canada's largest 'media' company's impact the implementation of our strategy?**
- **We will be back to you in June with our first report on how we have begun to roll-out our strategy**

Appendices

How We Will Measure our Success

Measuring Our Success is a Key Element of Our Strategy

Metrics will cover services and genres

- Measurement at **service level**
  - **Conventional TV**
  - **Specialty TV** (CBC NN, RDI, bold, doc, ARTV)
  - **Radio** (Radio 1, 2, 3, Premiere Chaîne, Espace musique, bande à part)
  - **Digital** (cbc.ca, radio-canada.ca, tou.tv)
- Content **genres**
  - **Slightly different for English Services & French Services**, and to be **tested with audience** before finalizing
    - EN: arts/entertainment, news & info (national, international, local), sports, kids, current affairs, documentaries
    - FR: magazines d'information/reportage, nouvelles (national, international, local), sport, jeunesse, variétés, dramatique
- Overall, do TV and Radio Services Inform, Enlighten and Entertain?
- Not to be applied at individual program level

Biannual process coordinated across media lines

- Overall mission evaluation to be conducted **twice per year**
  - Audience perception surveys should be in field in **late March and early November – will build on existing surveys conducted by English and French Services**
  - Results in place prior to annual report and CRTC reporting
  - All the data used for the evaluation will be validated or provided by recognized third parties; as a result, we do not see a need for the results to be audited
- Further development of this initiative to be a **cooperative process** across Media lines, **coordinated by Corporate Planning**
  - To ensure consistent measurement, application and reporting

Mission Delivery Versus Net Cost of English Services

s.68.1

Mission Delivery Versus Net Cost of French Services

s.68.1

Measuring the Mission Delivery of Our TV Genres

- **The mission delivery of key TV genres will be presented in charts which easily show changes in performance on specific criteria over time** s.68.1
  - ...
  - ...
  - ...
- **Each genre will be measured according to four metrics:**
  - ...
  - ...
  - ...
  - ...

Genre Performance Measures – Illustrative Only

s.18(b)