



# DELEGATION OF SIGNING AUTHORITY

|                         |  |
|-------------------------|--|
| <b>TO:</b>              | Audit Committee/Board of Directors   |
| <b>MEETING:</b>         | February 20, 2013  |
| <b>FROM:</b>            | Maryse Bertrand  |
| <b>DECISION SOUGHT:</b> | Approval of new Delegation of Signing Authority (“DSA”) policy.                        |
| <b>NEXT STEPS:</b>      | Training /rollout of the DSA in anticipation of implementation effective April 1, 2013 |
| <b>DATE:</b>            | January 4, 2013  |



## A1. CONTEXT

- Current DSA is complex, overly granular and convoluted.
- Currently Finance verifies delegation currency but process does not:
  - Confirm that person still in position for which delegation was granted; nor
  - Limit the levels to which sub-delegations may be granted.
- Review objective: simplify DSA while continuing to ensure that adequate controls are in place.
- Review included extensive consultation and validation process with:
  - Internal Audit (Deloitte);
  - People and Culture;
  - Finance (both corporate and media lines);
  - Corporate Secretariat; and
  - Media Line managers in the networks and in the regions
- Deloitte helped research best practices among Crown corporations, broadcasters and other public corporations.



## A2. KEY DECISION ELEMENTS

- Aligned with best practice of delegating to positions, not individuals;
- Threshold for contracts requiring dual signature raised to \$10,000 (from \$5,000);
- Focus on accountability vs. policing – both signatory and the principal from whom delegation is derived are responsible for the business terms and consequences of the contract and for ensuring appropriate consultations and reviews (legal, finance, etc.) have taken place;
- Reduction of the number of levels to which delegation may be made (limited to PB6) and financial limits specified directly in the policy;
- When a person leaves a position, person automatically loses signing authority attached to the position;
- Employment contracts no longer covered by DSA - will be managed by P&C; and
- Treasury and corporate documents (financial statements, certified copies of by-law, requests to a regulatory body) no longer part of DSA (they are not 'contracts').



## A3. KEY BENEFITS, IMPACTS & RISKS

- In line with best practices;
- Institutes an expiry for delegation of signing authority if delegate leaves CBC/Radio-Canada or moves to a different position;
- Increased efficiency – 3 people currently work part-time in Finance to manage written delegations in electronic repository;
- Vastly simplified delegation table, making it easier to interpret;
- Employees in “acting” capacity will automatically have all signing authority of the position;
- Increased limit for general contracts and for dual signature threshold, reflecting growth in the business; and
- Risks mitigated through mandatory training and continued management oversight of material contracts.



## A4. OTHER OPTIONS CONSIDERED

- Retain the DSA structure (and its existing shortcomings).
- Amend the existing DSA Structure and simplify matrix; and
- New positional DSA, with an even simpler single delegation structure.



## A5. SUCCESS MEASURES

- Authorised Delegate training will be tracked through SAP Training Portal to ensure employees have received training in the new DSA;
- Employee survey should confirm that employees are satisfied that signing process has been simplified; and
- Fewer requests to Finance and Legal to interpret who should be the authorised signatory for a contract.



## A6. NEXT STEPS

- After Board approval, communicate new policy to employees;
- Provide training sessions for Senior Management and employees;
- In consultation with Finance and People & Culture:
  - Implement an electronic “Authorised Delegate” training certification;  
and
  - Develop a review checklist for the second signatory.



## A7. RESOLUTION

That the Audit Committee recommend to the Board that:

Revised Policy 2.9.03 - Delegation of Signing Authority be approved  
“effective April 1, 2013.”





## B. APPENDICES

- Appendix 1 – Revised DSA (for approval)
- Appendix 2 – Revised DSA procedures (for information)

## POLICY 2.9.03 DELEGATION OF SIGNING AUTHORITY

**Effective Date:** April 1, 2013

**Responsibility:** This Policy is under the authority of the President and CEO. The Law Department is responsible for implementing and interpreting this Policy. All Authorized Positions (as defined in the Policy) delegated by the President and CEO are responsible for applying it and ensuring employees' compliance to it within their respective components.

**Statement of Policy:**

The purpose of this policy is to ensure that adequate controls are in place for the proper authorization of Contracts, to safeguard the assets of CBC/Radio-Canada against loss through fraud, theft and/or improper use, to protect CBC/Radio-Canada from unwarranted liability, to ensure consistency of treatment across CBC/Radio-Canada and to produce reliable records of the Corporation's obligations and rights for internal use and external reporting.

For purposes of this policy, "Contract" means any document that binds CBC/Radio-Canada, including undertakings, agreements, work orders, click-through or other on-line agreements, binding letters of intent, purchase orders, contracts, collective agreements, settlements, releases and talent agreements. Employment contracts are outside of this policy and are governed by Compensation Policy 2.2.04.

This policy applies to the signing of Contracts committing CBC/Radio-Canada. It is based on the principle that responsible and risk-based delegation of signing authority is an essential element of sound business management at CBC/Radio-Canada, provided appropriate controls are in place, the delegation is consistently applied and there is appropriate accountability.

This policy is founded on the principles that:

- A. delegation of Signing Authority is granted to a position ("Authorized Position"), not to named individuals. Every delegator is expected to ensure that the delegate ("Authorized Delegate") is capable of taking on the responsibility, having regard to his/her function, level of operational or business autonomy and training. Accordingly, when a person leaves an Authorized Position, the person loses signing authority associated with that Authorized Position; and
- B. all Contracts, other than as set out below, require two signatures. Prior to signing, every signatory/delegate is expected to ensure that all components of CBC/Radio-Canada with an interest in and specific knowledge of the Contract have been appropriately consulted. The "Principal Signatory" is the direct report to the President or his/her delegate set out in Appendix A whose component is the main signatory to a Contract, having regard to a majority of the following criteria: the subject matter of the Contract, the component that holds the required budget and the component that ensures performance of the Contract. The "Co-signatory" acts as a check and balance by being the person providing the second signature.

**Application:** This Policy applies to all CBC/Radio-Canada employees.

**History:** This revised DSA Policy 2.9.3 replaces DSA Policy 2.9.3 dated June 1, 2004.

**Reference:**

Policy 2.2.03 Conflict of Interest and Ethics [as hyperlink]  
Policy 2.2.04 Compensation Policy [as hyperlink]  
Policy 2.4.01 Legal Services Policy [as hyperlink]

**Person Responsible:** Vice-President, General Counsel & Corporate Secretary

## PROCEDURES UNDER THE DELEGATION OF SIGNING AUTHORITY POLICY

### 1. GENERAL

- a) Delegation of Signing Authority ("DSA") derives from the Board of Directors of CBC/Radio-Canada President's Signing Authority resolution. The resolution sets out the limits under which the President of CBC/Radio-Canada may sign Contracts and allows for the delegation of that power, without further Board approval. This authority does not include the authority to agree to or enter into new business ventures on behalf of the Corporation, nor to discontinue or cease the operations of a division or business unit, nor to dispose of a significant portion of the assets of a division or business unit, all of which require Board approval.
- b) The President delegates the authority to sign Contracts to the Authorized Positions in Appendix A within the limits therein. The President may also delegate additional signing authority outside of this Policy or, if it exceeds the President's limits, the Board of Directors may authorize a signatory by way of resolution.
- c) The direct report to the President of each component listed in Appendix A is responsible for all delegations and all Contracts within his/her Description of Component Authority. Each Principal Signatory has the duty to consult with all other components with an interest in and specific knowledge of the Contract or to ensure that proper consultation has taken place. Communications must be consulted for all Contracts that affect CBC/Radio-Canada's branding.
- d) DSA may only be exercised once the Authorized Delegate has completed training in the DSA policies and procedures. Training is provided by the Law Department and administered by People & Culture.
- e) Any Contract committing CBC/Radio-Canada must be confirmed in writing and signed in accordance with this Policy, subject to the exceptions provided herein.
- f) Subject to the exceptions set out in section 3, each Contract must be signed by two Authorized Delegates. In no event may the Authorized Delegate for the Principal Signatory be the same individual as the Co-signatory. The Authorized Delegates must report within different Components as set out below, except where an Authorized Delegate has dual reporting lines to different components or where the component's direct report to the President has multiple mandates, in which cases both Authorized Delegates can report within the same Component.
  - i. Where Contracts have a financial component, whether cash or contra, one of the signatures will be that of the Chief Financial Officer (CFO), or as delegated, pursuant to the procedures set out in [insert hyperlink to procedure document].
  - ii. Where the CFO component is the Principal Signatory, the Co-signatory may also be the CFO component, provided the Co-Signatory is not in the same reporting line as the Principal Signatory.

**DSA is not a delegation of responsibility.** An Authorized Delegate may only sign Contracts in his/her area of responsibility and only if he or she is capable of taking on the responsibility, having regard to his/her function and level of operational or business autonomy. The Authorized Delegate and his/her direct manager are all responsible for the business terms of the Contract and for ensuring that:

- i. the Contract is consistent with the Corporation's strategic plans, budget and business plans;
- ii. the Corporation will be able to meet its obligations under the Contract;
- iii. the Contract is compliant with applicable laws (including the Broadcasting Act), by-laws, resolutions of the Board of Directors, policies, guidelines, procedures and other Contracts to which CBC/Radio-Canada is bound;
- iv. the appropriate level and types of reviews and approvals have been obtained for the Contract; and
- v. risk mitigation plans are in place for any identified significant business and legal risks.

## 2. INTERPRETATION GUIDE

- a) Signing authority may only be delegated to employees of CBC/Radio-Canada; it cannot be delegated to a consultant, independent contractor or to an employee under a collective agreement (except where expressly specified in Appendix A).
- b) Where an individual has been appointed into a position temporarily (that is, in an "acting" capacity), DSA resides in the position and so the delegation levels applicable to the position in which the individual is acting will automatically devolve to that individual, provided the individual has completed the required DSA training.
- c) In the event of a short-term absence, the individual holding the Authorized Position may designate in writing, for a period not exceeding 30 consecutive days, a temporary holder of the Authorized Position to exercise all the powers of this position, unless otherwise specifically provided in the designation process of the individual in question. Other than as set out herein, DSA cannot be sub-delegated.
- d) Each Contract must either be on a template approved by the Law Department in accordance with the Legal Services Policy 2.4.01 or be reviewed by the Law Department prior to execution.
- e) The maximum amount payable under the Contract determines appropriate delegation level, calculation of the total financial commitment and duration of the Contract must include all options (renewals, extensions, volume or quantity increases, contingencies, upgrades etc.) beyond the initial contract terms, and all costs and expenses for the duration and potential options before any applicable taxes.
- f) Practices that undermine the intention and objectives of the Policy are expressly prohibited. Such practices include:

- i. splitting Contracts into smaller parts to circumvent authorization limits; and
  - ii. entering into a Contract knowing that it is insufficient for completion of the work required or goods ordered.
- g) An Authorized Delegate's power cannot be exercised where the individual has a real and/or perceived conflict of interest (see Conflict of Interest and Ethics Policy 2.2.03).

### 3. EXCEPTIONS TO DUAL SIGNATURE REQUIREMENT

- a) Contracts for goods and services, facilities or related to programming (such as licensing, production) valued at \$10,000 or less.
- b) Retainer of outside legal counsel.
- c) Contracts for the sale of advertising of less than \$5 million and a duration of less than three years.
- d) Non-disclosure agreements.

### 4. CONTRACT RETENTION

- a) Each Component is responsible for retention and storage of all signed Contracts pursuant to the Records and Information Management Policy 2.9.01 and for ensuring compliance with the terms of the Contract.
- b) A signed copy of all Contracts (other than retainer of outside legal counsel) must be forwarded to Finance and Administration or as designated thereby.

### 5. METHOD OF SIGNING

Contracts may be signed as follows:

- a) Personal signature of the Authorized Delegate.
- b) Approval of Contracts by the Authorized Delegate processed through *Livelink* electronically or other means of electronic approval, as adopted by Finance and Administration.
- c) If required, the Corporate Secretary may affix CBC/Radio-Canada's seal to the Contract. Imprint of the Corporate Seal will not require the personal signature of the Corporate Secretary.
- d) Approval of purchase orders by electronic means (e-mail, etc.) is acceptable as long as there is adequate security and control over access to the electronic tools, as determined by Finance and Administration.

APPENDIX A [as hyperlink]

APPENDIX A  
AUTHORIZED DELEGATION BY COMPONENT

Component: **Brand, Communications and Corporate Affairs**

Description of Component Authority:

Brand, Communications and Corporate Affairs provides CBC/Radio-Canada with communications and government relations leadership, planning, advice, products and services from a corporate perspective and manages the use of corporate marks and branding activities.

The primary role of the Corporate Communications department is to provide the tools and expertise to communicate the Corporation's mandate, values, strengths, aspirations, initiatives and challenges to a range of audiences (internal and external), including governments, media, external stakeholders, employees and the general public, and to develop and nurture relationships with our supporters and partners.

The primary role of the Government Relations department is to increase awareness among parliamentarians, government and the bureaucracy for CBC/Radio-Canada initiatives and priorities by responding to questions, sharing information about the Corporation's work and supporting the Corporation's accountability to Canadians.

The direct report to the President from Brand, Communications and Corporate Affairs has authority to sign all Contracts which fall within the Component's Authority as described above, subject to the limits indicated in the table below.

Exception to Component Authority:

The following activities may also be transacted by other Components within the Corporation as indicated:

- Communication activities undertaken by the Media Components, where the Component funds the initiative – such as program promotions including special events, partnerships/sponsorships, ad placement, monitoring marketing and public relations activities.

Brand, Communications and Corporate Affairs Delegation of Authorized Delegates table:

|   |                             | <b>Direct report to President from Brand, Communications and Corporate Affairs</b> | <b>Executive Group</b> | <b>Senior Management (PB10 / SM)</b> | <b>Management (PB 8 / PB 9)</b> |
|---|-----------------------------|--|------------------------|--------------------------------------|---------------------------------|
| Contracts which fall within the scope of the activities of Brand, Communications and Corporate Affairs, including Contracts for goods and services  |                             | \$5 Million  | \$250,000              | \$100,000                            | \$100,000                       |
| Contracts which fall within the scope of the activities of Brand, Communications and Corporate Affairs where the main objective is to generate revenues, that commit the Corporation to a period of 4 years or less and does not require the Corporation to invest more than \$15 million | Revenue component           | No limit   | \$5 Million            | \$1 Million                          | \$1 Million                     |
|   | CBC/Radio-Canada Investment | \$15 Million   | \$250,000              | \$100,000                            | \$100,000                       |

Component: **English/French Media Services**

Description of Component Authority:

The English and French Media Services are responsible for delivering a comprehensive array of programming offerings, including news and current affairs, arts and entertainment, children's programming and sports, via a broad range of services including radio, television, internet and satellite based services (the "Media Services") and for providing operational capability, infrastructure and technology to support the Media Services across all media platforms.

The direct report to the President from English Services and from French Services has authority to sign all Contracts which fall within the Component's Authority as described above, subject to the limits indicated in the table below.

Exception to Component's Authority:

The following activities may also be transacted by other Components within the Corporation as indicated:

- Contracts which fall within the responsibility of the Technology Strategy Board;
- Contracts which fall within the responsibility of Information Technology (Finance and Information Technology);
- Contracts which fall within the responsibility of Media Technology Services (Regulatory Affairs and Media Technology Services); and
- Contracts relating to real estate, other than for special events for Media Services (Real Estate Services).

English/French Media Services Delegation of Authorized Delegates table

|   |                             | <b>Direct report to President from Media Services</b> | <b>Executive Group</b> | <b>Senior Management (PB10 / SM)</b> | <b>Management (PB8 / PB9)</b> | <b>APS (PB6 / PB7) or Management (PB7)</b> |
|---|-----------------------------|---|------------------------|--------------------------------------|-------------------------------|--|
| Contracts for the acquisition, production, co-production, distribution or financing of content that commits the Corporation's programming schedule for a period of 4 years or less                                  |                             | \$10 Million  | \$10 Million           | \$5 Million                          | \$1.5 Million                 | \$100,000                                  |
| Contracts for media placement and/or promotion that commits the Corporation to a period of 4 years or less  |                             | \$5 Million   | \$5 Million            | \$3 Million                          | \$1 Million                   | \$100,000                                  |
| Contracts related to existing and new Media Services (including licensing, distribution, marketing, research and surveys, goods, services, and media operations and technology)                                     |                             | \$5 Million   | \$5 Million            | \$3 Million                          | \$1 Million                   | \$100,000                                  |
| Contracts related to the Media Services where the main objective is to generate revenues, that commit the Corporation to a period of 4 years or less and does not require the Corporation to invest more than \$15M | Revenue Component           | No limit  | No limit               | \$5 Million                          | \$1 Million                   | N/A  |
|   | CBC/Radio-Canada Investment | \$15 Million  | \$5 Million            | \$1 Million                          | N/A                           | N/A  |
| Short-term Contracts for the rental of third party or CBC/Radio-Canada premises/facilities for production and/or special events   |                             | \$5 Million   | \$5 Million            | \$3 Million                          | \$1 Million                   | \$100,000                                  |



Component: **Finance and Information Technology**

Description of Component Authority:

Finance's mandate is to safeguard critical assets of the Corporation, discharge all regulatory and legal financial requirements, and report accurately on the financial position and operations to internal and external stakeholders and to ensure that management is provided with timely, relevant and sufficient information relating to all activities and decisions which have a financial impact on the Corporation.

Information Technology is responsible for the Corporation's information technology infrastructure (hardware and software), application support, application development, configuration services, and security policies for the IT infrastructure (servers, software and PCs).

Finance also includes the Corporate Business Partnerships group which has the following responsibilities:

- Conducts strategic business and competitive intelligence activities.
- Ensures that CBC/Radio-Canada leverages its top business relationships to create value.
- Leverages CBC/Radio-Canada's news through the expansion of news in airports, rail stations and other venues.
- Identifies, investigates, evaluates and negotiates opportunities and strategic business alliances that are in line with the Corporation's long-range goals.
- Identifies and pursues revenue and strategic opportunities through new businesses and partnerships.
- Manages and optimizes CBC/Radio-Canada's investments.

The direct report to the President from Finance and Information Technology has authority to sign all Contracts which fall within the Component's Authority as described above, subject to the limits indicated in the table below.

Exception to Component Authority:

The following activities may also be transacted by other Components within the Corporation as indicated:

- Contracts which fall within the responsibility of the Technology Strategy Board; and
- Business decisions that fall within the scope of one of the Media Components, where the Component funds the initiative.

Co-Signing Authority:

With respect to:

- CBC/Radio-Canada standard purchase orders: the release of a purchase requisition from a Component constitutes the Principal Signatory and the release by Supply Management of the actual purchase order is the Co-signatory. The Co-Signatory must be the Senior Director of Supply Management or his or her delegate(s), as so authorized in writing by the Senior Director.

- All other Contracts with a financial component, the Authorized Delegate for Finance for co-signature should follow the following limits:

|   | <b>Direct report to President from Finance and IT</b> | <b>Executive Group</b> | <b>Senior Management (PB10 / SM)</b> | <b>Management (PB8 / PB9)</b> | <b>Management (PB7)</b> |
|---|---|------------------------|--------------------------------------|-------------------------------|-------------------------|
| Expenditures  | \$15 Million  | \$15 Million           | \$10 Million                         | \$5 Million                   | \$1 Million             |
| Contracts for the sale of advertising of \$5 million or more and duration of three years or more. | No Limit  | No Limit               | N/A                                  | N/A                           | N/A                     |

Finance and Information Technology Delegation of Authorized Delegates table:

|  | <b>Direct report to President from Finance and IT</b> | <b>Executive Group</b> | <b>Senior Management (PB10 / SM)</b> | <b>Management (PB8 / PB9)</b> | <b>APS (PB6 / PB7) or Management (PB7)</b> |     |
|--|---|------------------------|--------------------------------------|-------------------------------|--|-----|
| Contracts which fall within the scope of the activities of Finance and Information Technology and Corporate Business Partnerships (including but not limited Contracts for goods, services, as well as Contracts that are national in scope) | \$5 Million   | \$5 Million            | \$2 Million                          | \$1 Million                   | \$100,000                                  |     |
| Contracts which fall within the scope of the activities of the Corporate Business Partnerships group where the main objective is to generate revenues  | Revenue Component                                     | No Limit               | \$5 Million                          | \$2 Million                   | \$1 Million                                | N/A |
|  | CBC/Radio-Canada Investment                           | \$15 Million           | \$5 Million                          | \$1 Million                   | N/A  | N/A |

Component: **Legal Services and General Counsel**

Description of Component Authority:

Legal Services advises journalists in their day-to-day work, as well as supports the various units and components in carrying out their business transactions, developing policies, managing intellectual property, and dealing with their human resource and industrial relations matters. They also provide legal opinions on a range of issues and defend CBC/Radio-Canada in court actions. Legal Services also includes the Corporate Secretariat as well as Records and Information Management.

The direct report to the President from Legal Services has authority to sign all Contracts which fall within the Component's Authority as described above, subject to the limits indicated in the table below.

Exception to Component Authority:

The following activities may also be transacted by other Components within the Corporation as indicated:

- None.

Legal Services Delegation of Authorized Delegates table:

|  | <b>Direct report to President from Legal Services</b> | <b>Executive Group</b> | <b>Senior Management (PB10 / SM)</b> |
|--|---|------------------------|--------------------------------------|
| Documents related to land surveys, site agreements, indentures, rights of way  | \$5Million  | \$2 Million            | N/A                                  |
| Commencement and settlement of legal disputes (including grievances)   | \$5 Million   | \$ 2 Million           | N/A                                  |
| Taking or granting of security (value of the security)   | \$5 Million   | \$2 Million            | N/A                                  |
| Contracts which fall within the scope of the activities of Legal Services (including but not limited Contracts for goods and services) | \$5 Million   | \$ 2 Million           | \$100,000                            |

Component: **Mobile Division**

Description of Component Authority:

The CBC/Radio Canada Mobile Division is the source of television production mobiles for CBC/Radio-Canada. It exists to meet internal demand, and to market excess capacity to external clients, resulting in the lowest possible overall cost for the operation of these mobile facilities.

The direct report to the Technology Strategy Board from the Mobile Division has authority to sign all Contracts which fall within the Component's Authority as described above, subject to the limits indicated in the table below.

Exception to Component Authority:

The following activities may also be transacted by other Components within the Corporation as indicated:

- The rental of production mobiles for CBC/Radio-Canada production purposes.

Mobile Division Delegation of Authorized Delegates table:

|   | <b>Executive Group of the Mobile Division</b> | <b>Director, Mobile Division</b> |
|---|---|----------------------------------|
| Contracts which fall within the scope of the activities of the Mobiles Division, including contracts related to supply and services | \$5 Million                                   | \$2 Million                      |

Component: **People and Culture**

Description of Component Authority:

People and Culture is responsible for delivering the Corporation's human resources strategy and services such as recruitment, talent management, compensation, benefits, pension, wellness programs and for the negotiation and administration of collective agreements and the resolution of labour and employment disputes.

People and Culture is also responsible for agreements related to human resources initiatives, including temporary employment agencies or recruitment firms, relocation providers, transition services, and pension and benefits providers.

The direct report to the President from People and Culture has authority to sign all Contracts which fall within the Component's Authority as described above, subject to the limits indicated in the table below.

Exception to Component Authority:

The following activities may also be transacted by other Components within the Corporation as indicated:

- None.

People and Culture Delegation of Authorized Delegates table:

|  | <b>Direct report to President<br/>from People and Culture</b> | <b>Executive<br/>Group</b> | <b>Senior Management<br/>(PB 10 / SM)</b> |
|--|---|----------------------------|---|
| Collective (talent and employee) agreements  | Yes   | N/A                        | N/A                                       |
| Contracts falling within the scope of the activities of People and Culture (other than Contracts related to hiring of staff outside of People and Culture), including Contracts for goods and services | \$5 Million   | \$1 Million                | \$500,000                                 |

Component: **Real Estate Services**

Description of Component Authority:

Real Estate Services is responsible for CBC/Radio-Canada's real estate portfolio and physical environment (including furniture) needed to carry out its operations. The activities of Real Estate Services include space procurement activities and transactions, property and facility management, space planning, design and construction, leasing to third parties, zoning matters, parking, property sales and the management and maintenance of the art collection.

The direct report to the President from Real Estate Services has authority to sign all Contracts which fall within the Component's Authority as described above, subject to the limits indicated in the table below.

Exception to Component Authority:

The following activities may also be transacted by Authorized Delegates in other Components:

- Contracts relating to the rental/use of premises or facilities for production purposes and special events (all Components); and
- Contracts related to transmission sites (Regulatory Affairs and Media Technology Services).

Real Estate Services Delegation of Authorized Delegates Table:

|   | <b>Direct report to President from<br/>Real Estate Services</b> | <b>Executive<br/>Group</b> | <b>Senior Management<br/>(PB10 / SM)</b> |
|---|---|----------------------------|--|
| Contracts related to the acquisition or disposition of real estate  | \$4 Million   | \$2 Million                | \$500,000                                |
| Contracts related to the rental of premises or facilities (including sub-lease agreements) where CBC/Radio-Canada is landlord   | \$4 Million   | \$2 Million                | \$500,000                                |
| Contracts related to the rental of premises or facilities (including sub-lease agreements) where CBC/Radio-Canada is the tenant | \$15 Million  | \$2 Million                | \$500,000                                |
| Contracts for goods and services related to real estate   | \$5 Million   | \$2 Million                | \$500,000                                |
| Other Contracts related to the carrying out of Real Estate Services Component Authority (not otherwise listed above)            | \$5 Million   | \$2 Million                | N/A                                      |

Component: **Regulatory Affairs and Media Technology Services**

Description of Component Authority:

Regulatory Affairs oversees all regulatory matters that pertain to the Corporation's television, radio and specialty channels. Regulatory Affairs is the point of contact with the Canadian Radio-television and Telecommunications Commission (CRTC) and works to promote and defend the Corporation's interests before the CRTC.

Media Technology Services is responsible for telecommunications, telephony, broadcast technologies and transmission for CBC/Radio-Canada.

The direct report to the President from Regulatory Affairs and Media Technology Services has authority to sign all Contracts which fall within the Component's Authority as described above, subject to the limits indicated in the table below.

Exception to Component Authority:

The following activities may also be transacted by other Components within the Corporation as indicated:

- Contracts which fall within the responsibility of the Technology Strategy Board;
- Contracts for the distribution of broadcasting services (English and French Media Services);
- Contracts which fall within the responsibility of Information Technology (Finance and Information Technology);
- Purchase of supplies and/or services related to broadcasting services (English and French Media Services); and
- Contracts relating to real estate, other than for transmission purposes (Real Estate Services).

Regulatory Affairs and Media Technology Services Delegation of Authorized Delegates table:

|  | <b>Direct report to President from<br/>Regulatory Affairs and Media<br/>Technology Services</b> | <b>Executive<br/>Group</b> | <b>Senior<br/>Management<br/>(PB 10 / SM)</b> |
|--|---|----------------------------|---|
| Acquisition or disposition of transmitter sites  | \$4 Million   | \$2 Million                | \$1 Million                                   |
| Contracts related to the licensing of premises or facilities for transmission purposes (including sub-license agreements) where CBC/Radio-Canada is licensor   | \$4 Million   | \$2 Million                | \$1 Million                                   |
| Contracts related to the licensing of premises or facilities for transmission purposes (including sub-license agreements) where CBC/Radio-Canada is licensee   | \$15 Million  | \$2 Million                | \$1 Million                                   |
| Contracts, including contracts for goods and services, which fall within the scope of the activities of Media Technology Services (not otherwise listed above) | \$5 Million   | \$2 Million                | \$1 Million                                   |
| Goods and services Contracts related to Regulatory Affairs   | \$5 Million   | \$100,000                  | N/A   |

Appendix A – Authorized Delegation By Components Table – effective 1 April 2013

Component: **Technology Strategy Board**

Description of Component Authority:

The Technology Strategy Board (TSB) is responsible for corporate-wide technology strategy to support corporate and business objectives. The TSB oversees the implementation of the approved strategy, and is responsible for the governance of the Corporation's technology infrastructure. Technology decisions with corporate-wide impact (i.e. the deployment of a next generation network), which involve a major shift in technology (i.e. the implementation of a cloud computing solution), which will have a material impact on both media components (i.e. remote production tools), or which involve emerging technologies fall within the mandate of the TSB.

The Chair of the TSB reports directly to the President on TSB matters and has the authority to sign all Contracts which fall within the Technology Strategy Board's Authority as described above, subject to the limits indicated in the table below.

Exception to Technology Strategy Board's Authority:

The following activities may also be transacted by other Components within the Corporation as indicated:

- Media Technology Services is responsible for telecommunications, telephony, broadcast technologies and transmission and contracts of a customary nature pertaining to such responsibilities fall within the responsibility of Media Technology Services (Regulatory Affairs and Media Technology Services);
- Information Technology Services is responsible for the Information Technology infrastructure (software and hardware) for the Corporation and Contracts of a customary nature pertaining to such responsibilities are the responsibility of Information Technology Services (Finance and Information Technology); and
- Media Operations & Technology (English Services) and Radio-Canada Productions (French Services) are responsible for providing operational capability, infrastructure and technology to support content production and presentation across all media platforms for English Services (Media Operations & Technology) and French Services (Radio-Canada Productions). Contracts of a customary nature pertaining to such responsibilities and which do not transcend both media services are the responsibility of Media Operations & Technology for English Services and Radio-Canada Productions for French Services.

Technology Strategy Board Delegation of Authorized Delegates table:

|  | <b>Chair of the Technology Strategy Board</b> | <b>Delegate of the Chair of the Technology Strategy Board</b> |
|--|---|---|
| Contracts which fall within the scope of the activities of the Technology Strategy Board, including Contracts for goods and services | \$5 Million                                   | \$5 Million   |