



# STRATEGIC PLAN IMPLEMENTATION PROGRESS REPORT

<b>TO:</b>	Board of Directors
<b>MEETING:</b>	February 25, 2015
<b>FROM:</b>	Bill Chambers, Vice-President, Brand, Communications and Corporate Affairs Roula Zaarour, Vice-President, People and Culture Heather Conway, Executive Vice-President, English Services Louis Lalande, Executive Vice-President, French Services
<b>PURPOSE:</b>	First Quarterly Update Report on the Five-Year Strategy Implementation Plan
<b>DATE:</b>	February 17, 2015



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# 1<sup>ST</sup> QUARTERLY DASHBOARD – SUMMARY

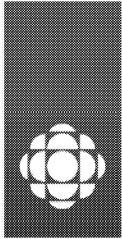
s.18(b)  
s.21(1)(b)

All projects progressing well and savings have increased.



# FIVE-YEAR IMPLEMENTATION PLAN - UPDATE

2014/15		2015/16				2016/17				2017/18				2018/19			
Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M



# FINANCIAL HIGHLIGHTS – AGGREGATE OF ALL PROJECTS

	Nov-14	Dec-14	Jan-15	Change Nov - Jan	% Change (Nov - Jan)
One-Time Operational Costs					
One-Time Severance Costs					
<b>TOTAL ONE-TIME COSTS</b>					
On-going Savings/Revenue					
Net Savings					
On-going FTE Reductions					

**Notes:**



# PROJECT SNAPSHOTS – ADDITIONS, CHANGES

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# SPORTS

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

**Sports and Olympics Strategy:** After securing the 2018 and 2020 Olympic Games, CBC's Sports strategy is a continuation of our digital sports journalism strategy, supplemented by amateur sports programming supporting our commitment to the Olympics and Canadian Olympic athletes

2014/15		2015/16				2016/17				2017/18				2018/19			
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
O-D	J-M	A-J	J-S	O-D	J-M	A-J	J-S	O-D	J-M	A-J	J-S	O-D	J-M	A-J	J-S	O-D	J-M

**Key Milestones:**

1. Secure the 2018 & 2020 Olympic Games (Done)
2. Establish small, flexible Olympics Business Unit (Q3 2014) (Done)

**Progress as of Jan 30, 2015:**

- Olympics rights secured for the 2018 & 2020 Games with the IOC
- Secured Olympic partnership agreements with Bell and Rogers



# SPORTS STRATEGY REFLECTS 5-YEAR PLAN BOTH IN FRAMEWORK AND TIMELINE

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

Focused Content	Digital Execution	Multiplatform Broadcaster	Flexible Approach	Financially Sustainable
Olympic Sport	Web + App	Linear + Non-Linear Coverage	Scalable Productions	New Sports Revenue Model
<ul style="list-style-type: none"> <li>✓ Secure Olympic broadcast rights through <b>2020</b></li> <li>✓ Acquire Olympic related sport properties</li> <li>✓ Showcase <b>distinctly Canadian</b> athletes</li> <li>✓ Engage <b>regional and local communities</b> through athletes</li> <li>✓ Promote athletes that represent <b>multicultural</b> Canada</li> </ul>	<ul style="list-style-type: none"> <li>✓ Expand successful model of Sochi app to extend digital consumption in non-Olympic years</li> <li>✓ Deliver on audience demand for sports stories vs. traditional scores and stats</li> <li>✓ <b>Deepen engagement with individual Canadians</b> by delivering sports content wherever, whenever</li> </ul>	<ul style="list-style-type: none"> <li>✓ Linear broadcast of properties when financially viable</li> <li>✓ Increased presence of Olympic related sport events <b>streamed online</b></li> <li>✓ Deliver on <b>multiplatform sports journalism</b> strategy</li> </ul>		







# FINANCIALS: OLYMPIC SUPPORT SPORTS

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

## Olympic Support Sports

Fiscal 2015- 2016			Fiscal 2016- 2017		
Board Presentation	Business Plan	Gap	Board Presentation	Business Plan	Gap

### Continuing Properties

Spruce Meadows

Track

Curling

Tennis (Men & Women)

Gymnastics

Snowboarding

Freestyle

Diving

Volleyball

Properties - TBD

**Subtotal**

### Production Resources

Production Staff

**Subtotal**

**Total Margin**

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# ORGANIZATION DESIGN REVIEW

2014/15		2015/16				2016/17				2017/18				2018/19			
Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M

## Organization Design Review

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**Project Objective:** Review the overall organizational design to ensure that our structure, roles, and processes support and enable the new strategic plan. Related to this will be the identification of key talent for both new positions and future requirements.

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# CHANGE MANAGEMENT

2014/15		2015/16				2016/17				2017/18				2018/19			
Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M
Change Management																	



**Project Objective: Provide effective change programs to help leaders and individuals manage the significant change that 'A Space for us All' will bring.**

**Key Milestones:**

1. Change support in place for all strategic projects as requested (Done)
2. Learning and development services aligned to new strategy (Done)

**Progress to Date:**

- Context setting webinars and materials prior to strategy launch
- Videos and coffee chats for understanding and alignment to strategy



# **OTHER PROJECT SNAPSHOTS – PROGRESS UPDATES**

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# LOCAL

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

**Project Objective:** By 2020, we will be present in local communities more often, in more places, and in more ways – but at less cost. This entails 2 key components: Transforming to “mobile first” by shifting resources from TV to digital (over time), and delivering baseline services to all regions with incremental services in some markets based upon defined criteria.

2014/15		2015/16				2016/17				2017/18				2018/19			
Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M

English Services

French Services



# PRODUCTION

**Project Objective:** The Corporation will focus on content commissioning and significantly reduce internal production, excluding news, current affairs and radio.

2014/15		2015/16				2016/17				2017/18				2018/19			
Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M

In-House Production – English Services

In-House Production – French Services

- In discussions to donate historical costumes to a museum to preserve and value the role of the shows related to those costumes



# PRODUCTION (SALE OF MOBILE DIVISION)

**Project Objective:**

2014/15		2015/16				2016/17				2017/18				2018/19			
Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M





# MUSIC

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

**Project Objective:** Continue to operate Radio 2 and ICI Musique as national music radio networks focussed on the discovery and enjoyment of Canadian music talent in a variety of genres, at a significantly lower cost while maintaining/increasing performance with audiences. Consolidate CBC Music.ca and ICI Musique.ca on the same technology platform, providing a consistent user experience and transition to digital as audience behaviour changes.

2014/15		2015/16				2016/17				2017/18				2018/19			
Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M



# INFRASTRUCTURE

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

2014/15		2015/16				2016/17				2017/18				2018/19			
Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M



# REAL ESTATE – MRC AND TBC

**Project Objective:** By 2020, CBC/Radio-Canada will have reduced its real estate presence by half, representing approximately 2 million square feet.

2014/15		2015/16				2016/17				2017/18				2018/19			
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
O-D	J-M	A-J	J-S	O-D	J-M	A-J	J-S	O-D	J-M	A-J	J-S	O-D	J-M	A-J	J-S	O-D	J-M

**MRC – Scope includes defining requirements through to construction and moving into the new building**

**Key Milestones:**

1. Proponent’s proposal preparation and submission (CCM and Q&A) (Mar 2015)
2. Evaluation, selection, and recommendation (Jun 2015)
3. Development process (MRC and Development Lands) with the City and selected proponent (Dec 2016)
4. Funding competition; Final Board approval (Feb 2017)
5. Treasury Board Approval (Mar 2017)
6. Closing (Jul 2017)
7. Construction and delivery (Jul 2019)

**Progress to date:**

- Requirements defined
- Professional advisors hired
- RFI and RFQ completed
- Scenario Options Analysis Conducted
- RFP issued



# WORKFORCE PLANNING

2014/15		2015/16				2016/17				2017/18				2018/19			
Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M	Q1 A-J	Q2 J-S	Q3 O-D	Q4 J-M

## Workforce Planning and Sourcing Strategy

**Project Objective:** Ensure that people resources are available to deliver the strategy

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# **APPENDIX – STRATEGIC CONTEXT**

**Excerpt From November 19, 2014 Board Presentation**



# STRATEGIC FRAMEWORK

## MISSION

CBC/Radio-Canada expresses Canadian culture and enriches the life of all Canadians, through a wide range of content that informs, enlightens, and entertains.

## VISION

In 2020, CBC/Radio-Canada will be the public space at the heart of our conversations and experiences as Canadians.

### 5-Year Objectives

1. Through our distinctive content, increase and deepen our engagement with Canadians; inspire them to participate in the public space
2. Change our infrastructure to allow increased simplicity, flexibility/scalability, and collaboration.
3. Build a culture of collaboration, accountability, boldness, action and agility, with a workforce that reflects the country.
4. Achieve sustainable financial health, including ability to invest for the future

### 5-Year Strategy Themes

1. **Content:** Start with the audience and focus
2. **Infrastructure:** Re-imagination and continuous improvement
3. **Culture:** Simplify, empower, and create urgency
4. **Financial:** Financial sustainability



# CORE STRATEGIES

*Cornerstone of  
strategic  
decisions for  
the plan*

1

**CONTENT  
& SERVICES  
STRATEGY**

2

**INFRASTRUCTURE  
STRATEGY**

3

**PEOPLE  
& CULTURE  
STRATEGY**

*Enablers*

**FINANCIAL SUSTAINABILITY**



## CONTENT STATEMENT

“Our programming needs to be contemporary and distinctly Canadian: smart, unique, distinctive from the privates, creatively ambitious, and slightly risky.”





## PROGRAMMING APPROACH: ENGLISH SERVICES

- Counter years of budget cuts
  - High level of prime time repeats and overexposure of strongest brands
  -
- Invest financially in prime time television entertainment
  - Drama, comedy, factual, documentary or news
  - Specialize in high impact Canadian content
- By 2020:
  - At least three dramas meet standard of premium cable;
  - Cutting edge comedies with character-led focus rather than traditional “sitcom” formats;
- Late night comedy satire four nights a week;
- The best of the world (non-American);
- Factual that reflects Canadians to each other as citizens, as entrepreneurs, as workers, as communities, as families;
- News and current affairs drives to more investigative and in-depth
  - Creating the public affairs agenda
  - Continuing to be the news service of record for the country.
  - Move toward “mobile”
- Radio focus on smart talk on Radio One, and music for a variety of tastes on Radio Two.
- By 2020 our Radio Two service will be close to fully digital,  
  
(formerly Espace Musique).

This description is to give flavour rather than specific commitments



# PROGRAMMING APPROACH: FRENCH SERVICES

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

- Renewal of prime time offering:
  - Almost 40% of the prime-time schedule is 5-years old or older.
  - 
  - Renewal includes genres core to the connection we have with audiences:
    - Dramas, A&E, public affairs.
  - Renewal in keeping with current quality and balance
    -
- Feeding and enhancing a multi-genre, multi-platform offering
  -
- News offering: not only digital and mobile-first, but equivalent impact and depth as traditional formats.
- Crowded market today with a vast array of “buyers”.
- All of them seek attractive, distinctive content. Prices have already started to increase.
- Talk radio remains entry door for the country’s francophone audiences
  - Community-rooted, creating sense of “being at home”.
- Music Radio to support music, talent and industry in French Canada.
- ICI Musique will drive the music strategy,
  - 
  - 
  -

This description is to give flavour rather than specific commitments



# RISKS AND CONTINGENCY PLANS

RISKS

CONTINGENCY PLANS