



STRATEGIC PLAN IMPLEMENTATION PROGRESS REPORT

TO:	Board of Directors
MEETING:	June 22, 2015
FROM:	Bill Chambers, Vice-President, Brand, Communications and Corporate Affairs Judith Purves, Vice-President and Chief Financial Officer Heather Conway, Executive Vice-President, English Services Louis Lalande, Executive Vice-President, French Services
PURPOSE:	Quarterly Update Report on the Five-Year Strategy Implementation Plan
DATE:	June 12, 2015



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DASHBOARD LEGEND PROPOSAL

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

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FIVE-YEAR IMPLEMENTATION PLAN DASHBOARD

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	



DASHBOARD SUMMARY – PROJECT BUDGETS

Feb 2015 Board Report

In thousands of dollars

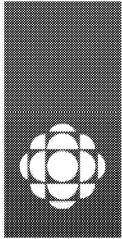
Project Costs and Savings	Baseline (Nov '14)	Jan '15 Update	May '15 Update	Change Baseline to May	% Change Baseline to May
One-Time Operational Costs					
One-Time Severance Costs					
TOTAL ONE-TIME COSTS					
On-going Savings/Revenue					
On-going FTE Reductions					

NOTES:



PROJECT SAVINGS SUMMARY

In order of contribution, below are the anticipated savings from projects



PROJECT SNAPSHOTS

LEGEND

▲ = Done

Red font indicates changes since Feb Board Report



LOCAL

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	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



PRODUCTION

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

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	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

In-House Production – English Services

In-House Production – French Services



PRODUCTION (SALE OF MOBILE DIVISION)

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

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



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	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



SPORTS

Project Completed

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
- Olympic partnership agreements with Bell and Rogers secured



INFRASTRUCTURE

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 & IMPLEMENTATION

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

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.



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

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Workforce Planning and Sourcing Strategy

Project Objective: Ensure that people resources are available to deliver the strategy and better reflect Canada in our workforce.



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 (June 2015)
3. Development process (MRC and Development Lands) with the City and review alternative analysis (Sept 2015)
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, RFQ and RFP completed
- Scenario Options Analysis being revised



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
- Use the 4 years of the Rogers deal to upgrade our content inventory
- 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, sharing a technology platform with Ici Musique (formerly Espace Musique).

This description is to give flavour rather than specific commitments



PROGRAMMING APPROACH: FRENCH SERVICES

- Renewal of prime time offering:
 - Almost 40% of the prime-time schedule is 5-years old or older.
 - Shows such as *Tout le monde en parle*.
 - Renewal includes genres core to the connection we have with audiences:
 - Dramas, A&E, public affairs.
 - Renewal in keeping with current quality and balance
 - But at a higher cost than current.
- Feeding and enhancing a multi-genre, multi-platform offering
 - Tou.TV must be supplied with an extensive, often short-lived suite of content.
- 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 year surpassed 5% market share
 - Distinctive, nation-wide digital offering
 - In collaboration with CBC.

This description is to give flavour rather than specific commitments