



2013-2014 Business Plans, Operating and Capital Budgets - Book of Appendices -

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APPENDIX A

STRATEGY 2015 UPDATE

ENGLISH SERVICES – UPDATE ON STRATEGY 2015 – PROGRAM GENRES STRATEGY

s.18(a) s.18(b) s.21(1)(b) s.68.1	Per 2012-2013 Business Plans			Per 2013-2014 Business Plans			
	2012/13	2013/14	2014/15	2012/13 (Forecast)	2013/14	2014/15	2015/16
Strategy 2015 Initiatives - Impact on Revenues							
Replace Jeopardy & Wheel of Fortune with Can Content							
Canadian talk/variety & game shows							
Daytime:Cancel US programming							
Music							
Total impact on Revenues							
Strategy 2015 Initiatives - Cost of New Initiatives							
Canadian talk/variety & game shows							
Music							
Promotion							
Total Cost of New Initiatives							
Strategy 2015 Initiatives - Cost Redirections/Savings							
Replace Jeopardy & Wheel of Fortune with Can Content							
Daytime:Cancel US programming							
Music							
Promotion							
Total Cost Redirections/Savings							
NET POSITION							

ENGLISH SERVICES – UPDATE ON STRATEGY 2015 – REGIONAL STRATEGY

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

Regional Strategy

Per 2012-2013 Business Plans			Per 2013-2014 Business Plans			
2012/13	2013/14	2014/15	2012/13 (Forecast)	2013/14	2014/15	2015/16

Strategy 2015 Initiatives - Impact on Revenues

Incremental local revenue						
Total impact on Revenues						

Strategy 2015 Initiatives - Cost of New Initiatives

Revitalization Radio						
Radio Extension Plan - New locations						
Revitalization News						
Service Extension Plan - Existing locations						
Service Extension Plan - Digital						
Development - Digital						
Development - On Air						
Communications						
Reserch/Consulting/Design/Project Mgmt etc						
Reduction to LSE for DRAP						
Total Cost of New Initiatives						

NET POSITION

- The Local Service Expansion (LSE) plan is built on leveraging existing regional and network resources such as newsgathering and syndication
 - Based on existing resources, the LSE plan groups expansion under 3 models:
 1. Digital stations
 2. Radio & Digital stations
 3. Radio & Digital stations with newsgathering
- See next slide for a detailed description of these models

ENGLISH SERVICES – LOCAL SERVICE EXTENSION (CONT'D)

Models and Stations	Service	Resources	Criteria	Risks
<p>1) Digital: Hamilton, [redacted] [redacted] Lethbridge, Fort McMurray, Red Deer</p>	<p>Website with all things local: news, traffic, community info and interaction, traffic service, columnists, comments, things to do, photo galleries and facebook page. Mobile.</p> <p>[redacted]</p>			
<p>2) Radio/Digital: Kamloops, Kelowna, Waterloo Region and London</p>	<p>Radio morning show and local newscasts; digital service ranging from same as above to much smaller online presence for Kamloops. No television newsgathering or tv programming. Small local focussed radio reporting.</p>			
<p>3)Radio/Digital/ News-gathering: Saskatoon</p> <p>s.18(a) s.18(b) s.21(1)(b)</p>	<p>Radio morning show, local newscasts, rich digital service. (Saskatoon is now a major newsgathering bureau for provincial Saskatchewan TV and radio service.) Remote for Regina tv supperhour show 30 minutes.</p>			

ENGLISH SERVICES – UPDATE ON STRATEGY 2015 – PLATFORM STRATEGY

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

Platform Strategy

Per 2012-2013 Business Plans

2012/13	2013/14	2014/15

Per 2013-2014 Business Plans

2012/13 (Forecast)	2013/14	2014/15	2015/16

Strategy 2015 Initiatives - Cost of New Initiatives

Non linear Childrens' channel	
DRAP reduction	

Total Cost of New Initiatives

NET POSITION

FRENCH SERVICES – UPDATE ON STRATEGY 2015 – PROGRAM GENRES STRATEGY

Program Genres Strategy

Business Plans 2012/13			Business Plan 2013/14			
2012/13	2013/14	2014/15	Forecast			
			2012/13	2013/14	2014/15	2015/16

Costs - New initiatives - Strategy 2015

Continue to develop 24-7 multiplatform offering
(national/international)

Continue commitment to multiplatforms "signature event"
programming

Round out the Web offering with "Espace.mu" (music project)

Total cost of new initiatives

NET POSITION

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

FRENCH SERVICES – UPDATE ON STRATEGY 2015 – REGIONAL STRATEGY

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

Regional Strategy

Business Plans 2012/13			Business Plan 2013/14			
2012/13	2013/14	2014/15	Forecast			
2012/13	2013/14	2014/15	2012/13	2013/14	2014/15	2015/16

Costs - New initiatives - Strategy 2015

Creation of a regional multi-platform centre in Rimouski to serve

East of Quebec **(Note 1)**

Enhance local Web offering and news gathering on weekends

Maintain and develop non-news programming

Pilot hyperlocal service in Montreal suburbs (450) **(Note 2)**

Reinvest in main TV markets to enhance market share

Regionalize Espace musique

Further invest in local websites

Total cost of new initiatives

NET POSITION

Comments

(1) : Initiative 1, of regional strategy (Rimouski) includes annual

(2) : Initiative 5, of regional strategy (450) includes annual rent of :

FRENCH SERVICES – UPDATE ON STRATEGY 2015 – PLATFORM STRATEGY

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

Platform Strategy

	Business Plans 2012/13			Business Plan 2013/14			
	2012/13	2013/14	2014/15	Forecast 2012/13	2013/14	2014/15	2015/16
Impact on revenue - Initiatives related to Strategy 2015							
Invest in digital content, promotion, and platforms (Note 3)							
Launch new specialty in 2011-12 : Explora							
Total impact on revenue							
Costs - New initiatives - Strategy 2015							
Invest in digital content, promotion, and platforms (Note 4)							
Launch new specialty in 2011-12 : Explora							
Access opportunity for specialty channel: Trésor (Note 5)							
Continue to develop TOU.TV and original content for Web							
Total cost of new initiatives							
NET POSITION							

Comments

(4) : Only the internet and digital initiatives are presented in this section. Other digital initiative are presented separately, for example the project 450. Also, the amount includes a portion equal to the net value of For the subsequent years, a target is presented.

(5) : Initiative 3, of the platform strategy (Trésor) is presented at net value. The amount includes a capital investment of 600k.

APPENDIX B

**UPDATE ON BUDGET
MEASURES**

UPDATE ON BUDGET MEASURES – SUMMARY

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

In last year's business plans, CBC/Radio-Canada identified significant budget measures totalling \$200 million to offset the DRAP funding reduction, Strategy 2015 investment plans, and other financial pressures, as well as the creation of a million contingency plan to offset possible revenue shortfalls and unfunded salary increases.

Throughout 2012-2013, we have been tracking these initiatives and the latest data is included in the following pages. It should be noted that the contingency plan funding is now being used to offset the loss of LPIF contributions as approved by the Board of Directors in October 2012.

Some initiatives have been delayed, mostly as a result of having to absorb one-time costs to implement general and administrative efficiency initiatives. The next page indicates that, by 2015-2016, plans are in place to achieve \$183 million of the \$200 million in initiatives.

The variance of \$17 million (\$200 million less \$183 million) is explained by the following:

-
-
-

UPDATE ON BUDGET MEASURES – SUMMARY (CONT'D)

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

ALL SERVICES	Per 2012/13 Business Plans			Updated Forecast at Q3			
	2012/13	2013/14	2014/15	2012/13	2013/14	2014/15	2015/16
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
DRAP	27,800	69,149	94,520	27,800	68,390	93,217	93,353
OPERATING PRESSURES							
STRATEGY 2015							
MIH - VERTICAL REVIEW							
MIH - HORIZONTAL REVIEW							
CONTINGENCY PLANNING (now partly used to offset loss of LPIF)							
REAL ESTATE REVENUE INITIATIVES							
G&A EFFICIENCIES							
Total Reductions - All Services							

*

UPDATE ON BUDGET MEASURES – ENGLISH SERVICES

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

DRAP	Per 2012/13 Business Plans			Updated Forecast at Q3		
	2012/13	2013/14	2014/15	2012/13	2013/14	2014/15
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's

• Further commercialize CBC television schedule

• Commercialize Radio Two (Net after system implementation and other one time start up costs)

• **Specialty and main news** (Reduce newsgathering resources through improved workflow)

• **Network Schedule** - Scale back on Canadian Programming in prime time; signature events; kids programming

• **Cross Cultural**

• **Radio** (Reduce radio programming by reducing the number of concerts)

• **Efficiencies** (Media related efficiencies)

UPDATE ON BUDGET MEASURES – ENGLISH SERVICES (CONT'D)

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

Operating Pressures	Per 2012/13 Business Plans			Updated Forecast at Q3		
	2012/13	2013/14	2014/15	2012/13	2013/14	2014/15
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's

- **Reduce Project commitments**

*Redirect cuts in 2012-13 - to fund
DRAP in 2014/15 (See DRAP
Section)*

UPDATE ON BUDGET MEASURES – ENGLISH SERVICES (CONT'D)

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

MIH - Vertical Review	Per 2012/13 Business Plans			Updated Forecast at Q3		
	2012/13	2013/14	2014/15	2012/13	2013/14	2014/15
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Administrative & Services Review - ES review of all non-programming areas administrative resources						
Other Efficiency Projects - ES review of all workflow and process for all legacy areas which were not part of the administrative review; in addition to reviewing all non-capital spending and digital spending						
MIH - Horizontal Review	Per 2012/13 Business Plans			Updated Forecast at Q3		
	2012/13	2013/14	2014/15	2012/13	2013/14	2014/15
Making It Happen - Savings tied to outsourcing Ad Standards, margins from Merchandising division and improved revenues in program and archive sales						
Total - MIH						

UPDATE ON BUDGET MEASURES – ENGLISH SERVICES (CONT'D)

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

Contingency Planning (now partly being used to offset loss of LPIF)	Per 2012/13 Business Plans			Updated Forecast at Q3		
	2012/13	2013/14	2014/15	2012/13	2013/14	2014/15
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
<div data-bbox="176 985 737 1026" data-label="Text"> <ul style="list-style-type: none"> • Efficiency (reduce discretionary spend) </div>						

Total Reductions -English Services

UPDATE ON BUDGET MEASURES – FRENCH SERVICES

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

DRAP	Per 2012/13 Business Plans			Updated Forecast at Q3			
	2012/13	2013/14	2014/15	2012/13	2013/14	2014/15	2015/16
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Generating new ad revenue							
Introducing commercial advertising and sponsorships on Espace musique (net)							
Transforming RCI	-	10,000	10,000	-	10,000	10,000	10,000
Changing production methods							
Reducing the Signature events budget							
Reducing the Cross-Cultural budget							

UPDATE ON BUDGET MEASURES – FRENCH SERVICES (CONT'D)

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

MIH - Vertical Review	Per 2012/13 Business Plans			Updated Forecast at Q3		
	2012/13	2013/14	2014/15	2012/13	2013/14	2014/15
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Rights administration						
Program scheduling						
Reviewing and standardizing production resources						
Reviewing production methods						
Financial and administrative processes						
MIH - Horizontal Review	Per 2012/13 Business Plans			Updated Forecast at Q3		
	2012/13	2013/14	2014/15	2012/13	2013/14	2014/15
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Advertising standards						
Centralizing web sales (revenue)						
Merchandising (net revenue)						
Total - MIH						

UPDATE ON BUDGET MEASURES – FRENCH SERVICES (CONT'D)

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

Strategy 2015	Per 2012/13 Business Plans			Updated Forecast at Q3		
	2012/13	2013/14	2014/15	2012/13	2013/14	2014/15
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Programming and Production						
Production Method Review						
Efficiency Gains - Support Services						

Contingency Planning (now being used to offset loss of LPIF)	Per 2012/13 Business Plans			Updated Forecast at Q3			
	2012/13	2013/14	2014/15	2012/13	2013/14	2014/15	2015/16
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Reducing General TV production costs							
Cutting the Cross-Cultural budget							
Production methods							
Network Programming							

UPDATE ON BUDGET MEASURES – NON-MEDIA SERVICES

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

DRAP	Per 2012/13 Business Plans			Updated Forecast at Q3		
	2012/13	2013/14	2014/15	2012/13	2013/14	2014/15
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Accelerate Shutdown of Analog Transmitters	5,833	10,000	10,000	5,833	10,000	10,000
	5,833	10,000	10,000	5,833	10,000	10,000

Strategy 2015 (reflects only the 2% reduction in 2012-2013 - an additional 2% reduction was done in 2011-2012)	Per 2012/13 Business Plans			Updated Forecast at Q3		
	2012/13	2013/14	2014/15	2012/13	2013/14	2014/15
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Office of the President						
Office of the Chairperson						
Ombudsmen						
Regulatory Affairs						
Board of Directors						
General Counsel, Corp. Sec. and Compliance						
Branding, Communications and Corporate Affairs						
Strategy and Business Partnerships						
People and Culture						
Shared Services						
Finance and Administration						
Information Technology						
International Relations						
Real Estate Services						
Media Technology Services						
Ottawa Production Centre						
Content Management						
Technology Strategy Board						

UPDATE ON BUDGET MEASURES – NON-MEDIA SERVICES (CONT'D)

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

MIH - Vertical Review (reduction of 2% in 2012-2013, 4% in 2013-2014 growing to 6% in 2014-2015)	Per 2012/13 Business Plans			Updated Forecast at Q3		
	2012/13	2013/14	2014/15	2012/13	2013/14	2014/15
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Office of the President						
Office of the Chairperson						
Ombudsmen						
Regulatory Affairs						
Board of Directors						
General Counsel, Corp. Sec. and Compliance						
Branding, Communications and Corporate Affairs						
Strategy and Business Partnerships						
People and Culture						
Shared Services						
Finance and Administration						
Information Technology						
International Relations						
Real Estate Services						
Media Technology Services						
Ottawa Production Centre						
Content Management						
Technology Strategy Board						

UPDATE ON BUDGET MEASURES – NON-MEDIA SERVICES (CONT'D)

s.18(a)

s.18(b)

s.21(1)(b)

MIH - Horizontal Review	Per 2012/13 Business Plans			Updated Forecast at Q3		
	2012/13	2013/14	2014/15	2012/13	2013/14	2014/15
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
	-	-		-	-	
Real Estate Revenue Initiatives	Per 2012/13 Business Plans			Updated Forecast at Q3		
	2012/13	2013/14	2014/15	2012/13	2013/14	2014/15
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
				-	-	-

*

Total Reductions - Non-Media Services

COST MANAGEMENT INITIATIVES – GENERAL & ADMINISTRATIVE

General and Administration Efficiencies	Per 2012/13 Business Plans			Updated Forecast at Q3			
	2012/13	2013/14	2014/15	2012/13	2013/14	2014/15	2015/16
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Print Optimization							
Next Generation Procurement							
Halifax Consolidation							
Telecom Project							
Other Savings							
Total G&A Efficiencies * / **							

*

**

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

s.21(1)(b)

APPENDIX C

PEOPLE – UPDATE ON FTE REDUCTIONS

UPDATE ON FTE REDUCTIONS

Component	2012-13	2013-14 Projected	2014-15 Projected	Total	Mgmt	FTE reductions by affiliation			Total
						Conf	APS	Unionized	
English Services									
French Services (including RCI)									
Branding, Communications and Corp. Affairs									
Strategy and Business Partnerships									
General Counsel, Corp. Secr. & Compliance									
Regulatory Affairs									
Finance and Administration									
Information Technology									
Shared Services									
People and Culture									
Media Technology Services									
CBC Real Estate Division									
Mobile Division									
Ottawa Production Centre									
Content Management									
Total	467	176	55	698	78	10	44	566	698
					11.2%	1.4%	6.3%	81.1%	
<i>Per 2012-2013 business plan</i>	455	143	9	607					
<i>Workforce distribution at January 27, 2013</i>					12%	2%	9%	77%	100%

APPENDIX D

**OLYMPICS FINANCIAL
OVERVIEW**

2014 SOCHI WINTER OLYMPICS – FINANCIAL UPDATE

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

In Can\$ Millions	2014 Sochi Winter Games Only		
	Updated Plan	Original Plan	Changes
Revenues			
CBC Advertising			
Radio-Canada Advertising			
Total Revenues			
Operating Costs			
Production costs			
Sales & Promotion			
Rights fee –			
Total costs			
Net profits			

APPENDIX E

CASH MANAGEMENT

2013-2014 CASH FORECAST

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

	2013/2014 Forecast					2012/2013 Actual (a) / Forecast (f)				
	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Total	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Total
Opening balance ⁽¹⁾						56,836	67,200	40,612		
Inflows										
Appropriations received ⁽²⁾						305 000	225,000	302,200		
Revenues ⁽³⁾						196 075	192,804	159,229		
Sale of capital assets ⁽⁴⁾						-	-	-		
Sale of specialty channels ⁽⁵⁾						-	-	-		
Lease & debt financing ⁽⁶⁾						-	-	-		
Outflows										
Expenditures ⁽⁷⁾						(490 711)	(433,323)	(445,515)		
Payments to IOC ⁽⁷⁾						-	(11,069)	-		
Ending balance ⁽¹⁾						67,200	40,612	56,526		f
						a	a	a		f

Note 1:

Note 2:

Note 3:

Note 4:

Note 5:

Note 6:

Note 7:

APPENDIX F

RISK MANAGEMENT

RISK MANAGEMENT

- CBC/Radio-Canada's Risk Management Program is based on an enterprise-wide framework integrated into business processes and is a key element of the annual business planning framework.
- Media and corporate components identified, evaluated and ranked risks and provided action plans to manage their key risks as part of the 2013-2014 Business Plan submissions. Risks were evaluated and ranked by components using a common set of evaluation criteria and risk definitions provided in the Business Plan Guidelines.
- The corporate ranking of the key risks was compiled and presented to the Senior Executive Team for approval on February 12, 2013 and was presented to the Audit Committee on February 20, 2013 and the Board of Directors on February 21, 2013.
- The ranking was determined by risk score, which is a function of the assessed risk's impact and likelihood of occurrence, each measured on a scale of 1 (low) to 5 (high). Risks assessed with a score below 12 continue to be reviewed and managed by components but are not reported on in detail at the Board level.
- The full Annual Risk Management report was provided as part of the February Board meeting material. The following slide provides the 2013-2014 key risks ranking.

2013-2014 KEY RISKS RANKING

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

Rank	Key Risk	2013-2014			2012-2013
		Impact	Likelihood	Risk Score	Risk Score
1					
2					
3					
4					
5					
6					

APPENDIX G

MEDIA KEY PERFORMANCE INDICATORS

ENGLISH SERVICES: 2013-2014 OUTLOOK

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

Radio Networks		2011-12 <i>Actual</i>	2012-13 <i>Target</i>	2012-13 <i>Actual</i>	2013-14 <i>Outlook</i>
Radio Share (12+, Fall Survey)	Radio One				TBD
	Radio Two				
	Combined	14.5%	14.3%	15.4%	
Fall Survey.					

New Platforms / Website		2011-12 <i>Actual</i>	2012-13 <i>Target</i>	2012-13 <i>To Jan 31st</i>	2013-14 <i>Outlook</i>
New Platforms (2+, Comscore Monthly Avg. Unique Visitors) [^]	CBC.ca	6.2 million [^]	6.5 million [^]		TBD
* These are English Services internal measures. They are not reported in the CBC/Radio-Canada Corporate Plan, Quarterly Reports or Annual Report. ^ Restated to new measurement period of 12 months: April to March; prior to the change measurement was September to March only.					

ENGLISH SERVICES: 2013-2014 OUTLOOK

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

Television Audience Share		2011-12 <i>Actual</i>	2012-13 <i>Target</i>	2012-13 <i>To January</i>	2013-14 <i>Outlook</i>
Conventional Television (2+, Reg. Season Prime Time)	CBC Television	8.6%	8.1%		TBD
CBC News Network (2+; All Day) ^	CBC News Network	1.5% ^	1.4% ^		
To date results to Week 22, Sunday January 27 th 2013.					
^ Restated to new measurement period of 12 months: April to March; prior to the change measurement was September to March only.					

Specialty Television Channel Subscribers		2011-12 <i>Actual</i>	2012-13 <i>Target</i>	2012-13 <i>As at Jan 31st</i>	2013-14 <i>Outlook</i>
Specialty Channel Subscribers	CBC News Network	11.3 million	11.4 million		TBD
	bold	2.6 million	2.7 million		
	<i>documentary</i>	2.6 million	2.6 million		

ENGLISH SERVICES: 2013-2014 OUTLOOK

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

Regional Service		2011-12 Actual	2012-13 Target	2012-13 To January	2013-14 Outlook
Radio Morning Shows (Mon-Fri)	Average Weekly Hours tuned, Regular Season*	6,047 K	6,047 K		TBD
TV Supper & Late News (Mon-Fri)	Average Weekly Hours tuned, Regular Season*	3,292 K	3,500 K		
Regional Online	(2+, Comscore Monthly Avg. Unique Visitors) [^]	941 K [^]	975 K [^]		

* Radio from Week 1 – Week 22, Friday January 25th, 2013. Television from Week 4 – Week 22, Friday January 25th, 2013. Online from April – January.
[^] Restated to new measurement period of 12 months: April to March; prior to the change measurement was September to March only.

ENGLISH SERVICES: 2013-2014 OUTLOOK

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

Financial: Revenue		2011-12 Actual [^]	2012-13 Target	2012-13 as at Dec. 31 st	2013-14 Outlook
Revenue (Conventional , Specialty & Online)	Advertising by type	CBC TV including digital			
		CBC News Network			
		Other Advertising (eg. Barter, bold & documentary*)			
		Olympics			
		Radio 2			
	Advertising (all types)				
Other Revenue ^{** / ^^}					
Total Revenue of English Services		\$399 mill. [^]	\$399 mill.		

[^] For 2011-12, measurement *excluded* the Licencing (formerly Merchandising) Division for both internal and external reporting (eg. Quarterly Reports & Annual Report). This reporting for 2011-12 is replicated above. For 2012-13, this Division is *included* in the Target and Full Year Forecast.

^{^^} For 2013-2014, measurement *includes* mobile rental revenues. In previous years, they were *excluded*.

FRENCH SERVICES – 2013-2014 OUTLOOK

		Annual Results 2011-2012	Target 2012-2013	Year-to-date Results 2012-2013	Outlook 2013-2014
Radio Networks					
Première Chaîne and Espace musique	Combined share, all day ¹	17.8 %	16.0 %	18.5 %	TBD
Television					
Télévision de Radio-Canada	Prime time Fall/Winter season ⁴	18.7 %	18.2 %	20% ⁵	TBD
RDI, ARTV, Explora	All day April to March ⁴	4.6 % ³	4.7 %	5.1 % ⁵	TBD
Regional Services					
Première Chaîne	Morning radio programs (Monday-Friday 6:00 - 9:00 a.m.) ¹	17.0 %	16.0 %	17.7 %	TBD
<i>Téléjournal 18h</i> (Early evening TV newscast)	Average viewer per minute (Monday-Friday 6:00 - 6:30 p.m.) Fall/Winter season ⁴	0.291 million	0.290 million	0.343 million ⁵	TBD
Regional web pages	Average monthly unique visitors April to March ²	0.476 million ³	0.497 million	0.637 million ⁹	TBD

FRENCH SERVICES – 2013-2014 OUTLOOK

		Annual Results 2011-2012	Target 2012-2013	Year-to-date Results 2012-2013	Outlook 2013-2014
Websites					
Radio-Canada.ca, Tou.tv, Bandeapart.fm, RCI.net, Espace.mu	Average monthly unique visitors April to March ²	2.1 million ³	2.1 million	2.2 million ⁹	TBD
Specialty television channels					
RDI	Number of subscribers	11.1 million ⁶	11.2 million ⁶	11.2 million ⁶	TBD
ARTV	Number of subscribers	2.1 million	2.1 million	2.1 million	TBD
Revenues⁷					
Conventional, specialty and online services		\$228.6 million ⁸	\$253.5 million	\$187.3 million	TBD

1. Source : BBM Canada, fall survey (diary), age 12+.

2. Source : comScore, age 2+.

3. For 2011-2012, the targets and results for specialty channels and Radio-Canada websites were calculated from September to March, while for 2012-2013, they were calculated on a fiscal year basis (April to March).

4. Source : BBM Canada (PPM), age 2+.

5. At February 10, 2013.

6. During the current exercise, we found an error in the calculation of the number of subscriber for RDI that affected the annual target, the year-to-date results and the annual results. We adjusted the numbers in the table above to reflect the revised calculation method for all numbers and periods impacted.

7. 100 per cent of ARTV revenues are included even if CBC/Radio-Canada holds only 85 per cent of this channel. Revenues include LPIF contributions, a fund created by the CRTC for the improvement of local programming that is accessible to conventional television stations outside of metropolitan areas.

8. Revenues for 2011-2012 do not include ARTV revenues and revenues from merchandising/licensing activities. These are however included in the targets for 2012-2013.

9. At January 31, 2013.

APPENDIX H

SIGNATURE EVENTS

ENGLISH SERVICES – SIGNATURE EVENTS

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

Signature Events Defined

Represents "special" programming - a departure from regular content

Offers some legacy impact, cultural significance, nation building or nation sharing

Is showcased across all or almost all our platforms

Includes a significant public engagement component intended to appeal to a broad audience

2012-2013 Events

Canada Day <i>(Live from Parliament Hill & Canada Day in the Capital)</i>	Calgary Stampede 100 th Anniversary
Canadian Country Music Awards	Bully Proof
Scotiabank Giller Prize	March to the Top
Canadian Screen Awards	
Hockey Day in Canada	
Canada Reads	

2013-2014 Tentative Events *

FRENCH SERVICES – SIGNATURE EVENTS

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

2012-2013

- 1 Gala des Oliviers
- 2 100^e du Stampede de Calgary – Concert country
- 3 Les Francofolies de Montréal
- 4 Lancement Rimouski
- 5 Gala des Prix Gémeaux
- 6 Gala de l'ADISQ
- 7 Raconte-moi demain...Dans 10 ans...Dans 100 ans
- 8 Le Show du Refuge
- 9 Scientifique de l'année
- 10 Soirée Excellence La Presse / Radio-Canada

2013-2014

APPENDIX I

DETAILED MEDIA BUDGETS

ENGLISH TELEVISION (INCLUDING CBC NEWS NETWORK AND BOLD)

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

	2012-2013 Annual Budget (\$000's)	2012-2013 Forecast (\$000's)	2013-2014 Proposed Budget (\$000's)
SOURCES OF FUNDS			
Share of Parliamentary Appropriation			
Prior Year Carryover			
Local Programming Improvement Fund			
Advertising Revenues (TV Main Service)			
Digital Platform Revenues			
Value-added / Contra Revenues			
Olympics			
CBC News Network Revenues			
Bold Revenues			
Mobiles Revenue			
Miscellaneous Revenues			
TOTAL SOURCES OF FUNDS - ENGLISH TELEVISION			
TOTAL APPLICATION OF FUNDS - PROGRAMMING AND PRODUCTION			
APPLICATION OF FUNDS - OTHERS			
General Administration:			
Administration			
Training			
Finance and Administration & Strategy			
Business Rights			
Revenue Group			
Local Service Extension (LSE)			
Programming and Other Commitments			
TOTAL APPLICATION OF FUNDS - OTHERS			
TOTAL APPLICATION OF FUNDS - ENGLISH TELEVISION			
NET POSITION			

ENGLISH TELEVISION (PROGRAMMING AND PRODUCTION)

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

	2012-2013 Annual Budget (\$000's)	2012-2013 Forecast (\$000's)	2013-2014 Proposed Budget (\$000's)
APPLICATION OF FUNDS - PROGRAMMING AND PRODUCTION			
Network Programming- English Television:			
Sports			
Olympics			
Content Office inc DPU, Scripted & Unscripted			
News and Current Affairs			
CBC News Network			
Bold			
Communications			
Digital Operations			
Technical Services - English Television			
Content Management			
Mobiles			
Regional Programming- English Television:			
Newfoundland			
Maritimes			
Ottawa			
Toronto			
Windsor			
Quebec			
CBC North			
Manitoba			
Saskatchewan			
Calgary			
Edmonton			
British Columbia			
Program Management			
TOTAL APPLICATION OF FUNDS - PROGRAMMING AND PRODUCTION			

ENGLISH RADIO

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

	2012-2013 Annual Budget (\$000's)	2012-2013 Forecast (\$000's)	2013-2014 Proposed Budget (\$000's)
SOURCES OF FUNDS			
Share of Parliamentary Appropriation			
R2 Advertsing Revenue			
Miscellaneous Revenues			
TOTAL SOURCES OF FUNDS - ENGLISH RADIO			
APPLICATION OF FUNDS - ENGLISH RADIO			
Network Programming- English Radio:			
Network Talk			
Network Music			
Radio 3			
Sirius & Promo			
News and Current Affairs			
Network Services			
Technical Services - English Radio			
Regional Programming- English Radio:			
Newfoundland			
Maritimes			
Ottawa			
Ontario			
Toronto			
Quebec			
CBC North			
Manitoba			
Saskatchewan			
Alberta			
British Columbia			
General Administration, Entrepreneurial Activities & Digital Programming and Other Commitments			
TOTAL APPLICATION OF FUNDS - ENGLISH RADIO			
NET POSITION			

ENGLISH SERVICES FUNDING – WHAT HAS CHANGED SINCE THE 2012-2013 BUSINESS PLAN?

2012-2013

2013-2014

2014-2015

NET POSITION PER 2012-2013 BUSINESS PLAN

Changes to Funding:

Advertising revenues

- Hockey lockout - one-time
- Revised Revenue Assumptions - based on 2012/13 performance
 - On-line revenue reduction due to lower traffic levels
 - Lower advertising base due to lower audiences
 - Impact of Olympics displaced revenue
 - Improved CBCNN revenue

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

Sub-total: advertising revenues

Miscellaneous revenues - increase in Syndication sales

One-time revenues

Olympics revenue

Sub-total: one-time revenues

Other

- Increase in appropriation
- LPIF reduction
- Salary funding
- Change in Surplus carryover

Sub-total: other

Total changes to Funding:

ENGLISH SERVICES EXPENSES – WHAT HAS CHANGED SINCE THE 2012-2013 BUSINESS PLAN? (CONT'D)

	s.18(a) s.18(b) s.21(1)(b) s.68.1	<u>2012-2013</u>	<u>2013-2014</u>	<u>2014-2015</u>
Expected changes to expenditures:				
Sports				
Hockey				
- Savings from the lockout (rights and production costs)				
- Rights increases per contract				
- Increased production costs				
Olympics costs				
Sub-total: Sports				
Budget cuts to offset funding losses				
Budget Cuts to offset revenue reductions				
Reduction in non-programming spending				
Reduction in spending to offset loss of LPIF				
Sub-total: Budget cuts				
Other cost pressures				
SODRAC accrual				
Cost increases (contractual obligations, maintenance cost increases, bandwidth, etc)				
One-time costs tied to 12-13 delayed projects - completion next fiscal				
Projects/commitments not pursued				
Revenue reserve - falls to the bottom line				
Other				
Sub-total: Other				
Total changes in expenditures:				

REVISED NET POSITION PER 2013-2014 BUSINESS PLAN

FRENCH TELEVISION (INCLUDING RDI AND EXPLORA)

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

	Annual Budget 2012-2013 (in \$000's)	Forecast 2012-2013 (in \$000's)	Proposed Budget 2013-2014 (in \$000's)
SOURCES OF FUNDS			
Share of Parliamentary Appropriation			
Prior Year Carryover			
Local Programming Improvement Fund			
Advertising Revenues - Television			
Advertising Revenues - Contrás			
Revenues - Digital and Other Platforms			
Réseau de l'information			
Explora			
Miscellaneous Revenues - Contrás			
Miscellaneous Revenues (incl. Merchandising)			
<hr/>			
TOTAL SOURCES OF FUNDS			
<hr/>			
TOTAL APPLICATION OF FUNDS - NETWORK			
TOTAL APPLICATION OF FUNDS - REGIONS			
<hr/>			
TOTAL APPLICATION OF FUNDS - FRENCH TELEVISION			
<hr/>			
NET POSITION			

FRENCH TELEVISION (NETWORK)

		Annual Budget 2012-2013 <i>(in \$000's)</i>	Forecast 2012-2013 <i>(in \$000's)</i>	Proposed Budget 2013-2014 <i>(in \$000's)</i>
APPLICATION OF FUNDS - NETWORK				
Network Programming - French Television	s.18(a)			
Sports	s.18(b)			
Arts and entertainment	s.21(1)(b)			
News	s.68.1			
Internet and Digital Services				
Communications				
Administration - Specialty Services				
Explora				
Ottawa Production Centre				
Content Management				
Radio-Canada, Productions				
Réseau de l'information				
Revenue Group (incl. Merchandising)				
Programming and Other Commitments				
General Administration:				
Strategic Planning				
Administration				
Media Library and Archives				
Finance and Administration				
International operation				
Training				
TOTAL APPLICATION OF FUNDS - NETWORK				

FRENCH TELEVISION (REGIONS)

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

	Annual Budget 2012-2013 <i>(in \$000's)</i>	Forecast 2012-2013 <i>(in \$000's)</i>	Proposed Budget 2013-2014 <i>(in \$000's)</i>
APPLICATION OF FUNDS - REGIONS			
Atlantic			
Quebec/ Regions of Quebec			
Ottawa-Gatineau / Ontario			
West			
Management			
TOTAL APPLICATION OF FUNDS - REGIONS			

FRENCH RADIO

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

	Annual Budget 2012-2013 <i>(in \$000's)</i>	Forecast 2012-2013 <i>(in \$000's)</i>	Proposed Budget 2013-2014 <i>(in \$000's)</i>
SOURCES OF FUNDS			
Share of Parliamentary Appropriation			
Prior Year Carryover			
Advertising Revenues - Espace musique			
Miscellaneous Revenues - RCI			
<hr/>			
TOTAL SOURCES OF FUNDS			
<hr/>			
APPLICATION OF FUNDS			
Programming			
News			
Première chaîne			
Espace musique			
Radio-Canada, Productions			
Programming and Other Commitments			
Regional Programming			
Atlantic			
Quebec/ Regions du Quebec			
Ottawa-Gatineau / Ontario			
West			
Management			
Radio Canada international			
<hr/>			
TOTAL APPLICATION OF FUNDS - FRENCH RADIO			
<hr/>			
NET POSITION			

FRENCH SERVICES – WHAT HAS CHANGED SINCE THE 2012-2013 BUSINESS PLAN?

		<u>2012-2013</u>	<u>2013-2014</u>	<u>2014-2015</u>
NET POSITION - 2012-2013 BUSINESS PLAN	s.18(a)			
	s.18(b)			
Ajustment to 2012-2013 business plan (as presented to the BOD in May 2012)	s.21(1)(b)			
	s.68.1			
REVISED NET POSITION - MAY 2012				
Expected changes - Revenues				
Impact on advertising revenues -				
Forecasted shortfall - December 2012				
Impact of Olympics				
FIFA adjustment				
Ajustment to value of schedule				
Downward revision of revenue growth				
Impact on miscellaneous revenues -				
LPIF revenues -				
Elimination of the LPIF				
Prior year carryover variance compared to what had been expected in the 2012-2013 business plan				
Expenses changes - Expenses				
Better management of cost structures combined with the advancement of cost reduction measures.				
Cost reduction measures related to the elimination of LPIF. Postponement of strategic initiatives.				
RCI				
Other grievances / litigations / rights				
Efficiency to offset the reduction of the revenue target				

REVISED NET POSITION - 2013-2014 BUSINESS PLAN

APPENDIX J

COMMITTED RESERVES

COMMITTED RESERVES

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

2012-2013 Budget (\$000's)	2012-2013 Forecast (\$000's)	2013-2014 Forecast (\$000's)	2014-2015 Forecast (\$000's)	2015-2016 Forecast (\$000's)
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APPENDIX K

CONTINGENCY PLAN IF ADVERTISING ON RADIO IS NOT APPROVED

**(AS APPROVED AT THE OCTOBER 9, 2012
BOARD MEETING)**

CONTINGENCY PLAN IF ADVERTISING ON R2 IS NOT APPROVED – ENGLISH SERVICES

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

Recommendation	\$ Million
Total R2 Plans	

CONTINGENCY PLAN IF ADVERTISING ON ESPACE MUSIQUE IS NOT APPROVED – FRENCH SERVICES

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

BUSINESS LINE	INITIATIVE/PROPOSAL: Reductions to Espace Musique	\$ MILLIONS
FS	<u>DESCRIPTION</u>	
	<u>IMPACT</u>	

APPENDIX L

**CAPITAL BUDGET
KEY INITIATIVES BY
INVESTMENT CATEGORY**

CAPITAL BUDGET 2013-2014

5-YEAR PLAN HIGHLIGHTS

PRODUCTION INFRASTRUCTURE (

s.18(a)

s.18(b)

s.21(1)(b)

CAPITAL BUDGET 2013-2014

5-YEAR PLAN HIGHLIGHTS

PRODUCTION INFRASTRUCTURE (CONT'D) (

s.18(a)

s.18(b)

s.21(1)(b)

CAPITAL BUDGET 2013-2014

5-YEAR PLAN HIGHLIGHTS

PRODUCTION INFRASTRUCTURE (CONT'D)

s.18(a)

s.18(b)

s.21(1)(b)

CAPITAL BUDGET 2013-2014

5-YEAR PLAN HIGHLIGHTS

ENTERPRISE SYSTEMS & TECHNOLOGY INFRASTRUCTURE (

s.18(a)

s.18(b)

s.21(1)(b)

CAPITAL BUDGET 2013-2014

5-YEAR PLAN HIGHLIGHTS

ENTERPRISE SYSTEMS & TECHNOLOGY INFRASTRUCTURE

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

-
-
-
-
-
-

CAPITAL BUDGET 2013-2014

s.18(a)

s.21(1)(b)

s.18(b)

5-YEAR PLAN HIGHLIGHTS

PRESENTATION, COLLECTION, DISTRIBUTION & DELIVERY |

CAPITAL BUDGET 2013-2014

5-YEAR PLAN HIGHLIGHTS

PRESENTATION, COLLECTION, DISTRIBUTION & DELIVERY (

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

-
-
-
-
-
-
-
-
-

CAPITAL BUDGET 2013-2014

5-YEAR PLAN HIGHLIGHTS

PROPERTY MANAGEMENT (

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

CAPITAL BUDGET 2013-2014

5-YEAR PLAN HIGHLIGHTS

FLEET & MINOR CAPITAL PURCHASES (

s.18(a)

s.21(1)(b)

s.18(b)

APPENDIX M

2013-2014 CAPITAL BUDGET BY INVESTMENT PROGRAM

CAPITAL BUDGET 2013-2014

INVESTMENT PROGRAM FOR 2013-2014

s.18(a)

s.21(1)(b)

s.18(b)

TOTAL CAPITAL INVESTMENT PLAN 2013 / 14		
Component(s)	Description	Total
Production Infrastructure		52 039 000
FTN/ETN		
EW		
FTN/ETN/ENN		
FTN/ETN		
ENM/FNM		
FTN		
ETN		
FRN/ERN		
ENM/FNM		
ENM/FNM		
FTN/CTN		
FRN/ERN		
FW		
ETN		
ENM/FNM		
CW		
EW		
FTN		
FIN		
FRN/ERN		
EW		
EW		
FTN		
ERN		
Enterprise Systems		
EW		
MTS		
MTS		
IT		
CORPORATE COMP.		
IT		
IT		
IT		

CAPITAL BUDGET 2013-2014

INVESTMENT PROGRAM FOR 2013-2014 (CONT'D)

s.18(a)

s.18(b)

s.21(1)(b)

TOTAL CAPITAL INVESTMENT PLAN 2013 / 14

Component(s)	Description	Total
--------------	-------------	-------

APPENDIX N

**CAPITAL BUDGET
PRIORITIES, CHALLENGES AND
RISKS BY MAJOR COMPONENT**

CAPITAL BUDGET 2013-2014

PRIORITIES, CHALLENGES AND RISKS

English Services

s.18(a)

s.18(b)

s.21(1)(b)

English Television

Priorities

▪

▪

▪

▪

▪

▪

▪

▪

CAPITAL BUDGET 2013-2014

PRIORITIES, CHALLENGES AND RISKS (CONT'D)

English Television (Cont'd)

s.18(a)

s.18(b)

s.21(1)(b)

Challenges

-
-
-

Risks

-
-
-
-

CAPITAL BUDGET 2013-2014

PRIORITIES, CHALLENGES AND RISKS (CONT'D)

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

English Radio

s.21(1)(b)

Priorities

-
-
-
-

Challenges

-
-
-

Risks

-

CAPITAL BUDGET 2013-2014

PRIORITIES, CHALLENGES AND RISKS (CONT'D)

French Services

s.18(a)

s.18(b)

French Television

s.21(1)(b)

Priorities

-
-
-
-
-

Challenges

-
-
-
-

Risks

-

CAPITAL BUDGET 2013-2014

PRIORITIES, CHALLENGES AND RISKS (CONT'D)

French Radio

s.18(a)

s.18(b)

s.21(1)(b)

Priorities

-
-

New Media:

-

Challenges

-
-
-
-

Risks

-

CAPITAL BUDGET 2013-2014

PRIORITIES, CHALLENGES AND RISKS (CONT'D)

s.18(a)

s.18(b)

s.21(1)(b)

MTS/Telecommunications

Priorities

-
-
-

Challenges

-
-
-
-

Risks

-
-

CAPITAL BUDGET 2013-2014

PRIORITIES, CHALLENGES AND RISKS (CONT'D)

MTS/Transmission

Priorities

-
-
-
-
-
-

s.18(a)

s.18(b)

s.21(1)(b)

Challenges

-
-

Risks

-

CAPITAL BUDGET 2013-2014

PRIORITIES, CHALLENGES AND RISKS (CONT'D)

Information Technology

s.18(a)

s.18(b)

s.21(1)(b)

Priorities

-
-
-
-
-

Challenges

-

Risks

-

CAPITAL BUDGET 2013-2014

PRIORITIES, CHALLENGES AND RISKS (CONT'D)

Fleet Management

s.18(a)

s.18(b)

s.21(1)(b)

Priorities

-
-

Risks

-

CAPITAL BUDGET 2013-2014

PRIORITIES, CHALLENGES AND RISKS (CONT'D)

Real Estate

s.18(a)

s.18(b)

s.21(1)(b)

Priorities:

-

Challenges

-
-
-
-
-

Risks

-
-

CAPITAL BUDGET 2013-2014

PRIORITIES, CHALLENGES AND RISKS (CONT'D)

Enterprise Wide

s.18(a)

s.18(b)

s.21(1)(b)

Priorities

-
-
-
-

Challenges/Risks

-

APPENDIX O

CAPITAL BUDGET PROJECTS GREATER THAN \$5M

CAPITAL BUDGET 2013-2014

RECOMMENDED CAPITAL BUDGET / PROJECTS > \$5M

s.18(a)

s.18(b)

s.21(1)(b)

PROJECTS APPROVED (in \$000's)									
Projects	BOD approval date	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	5-Year Total	All Years Total	Original Budget

PROJECTS PLANNED (in \$000's)									