



CANADA  
MEDIA FUND

FONDS DES MÉDIAS  
DU CANADA



2022-23

# ANNUAL BUSINESS PLAN



# TABLE OF CONTENTS

<b>3</b>	Purpose Statement
<b>5</b>	Overview of Key Metrics
<b>6</b>	2021-2022 Year-In-Review
<b>11</b>	Strategic Objectives 2022-2023
<b>14</b>	Financial Assumptions 2022-2023



# PURPOSE STATEMENT

The Canada Media Fund's Board of Directors has determined the following purpose statement for the CMF, including three strategic pillars for the CMF's mandate:

**MANDATE** To foster, promote, develop and finance the production of Canadian content and relevant applications for all audiovisual media platforms.

**MISSION** To guide Canadian content towards a competitive global environment by fostering industry innovation, rewarding success, enabling a diversity of voice, and promoting access to content through industry and private sector partnerships.

**VALUES** Innovation  
Transparency  
Accountability





## PURPOSE STATEMENT CON'T

### VISION

**A WORLD WHERE CANADA'S  
TALENT AND STORIES  
TRANSCEND PLATFORMS  
AND BORDERS, SPARKING  
EMOTION, INNOVATION,  
AND IDEAS.**

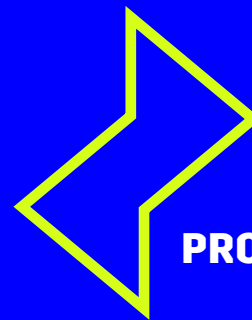
### MANDATE ECOSYSTEM



**FOSTER &  
DEVELOP**



**FINANCE**



**PROMOTE**



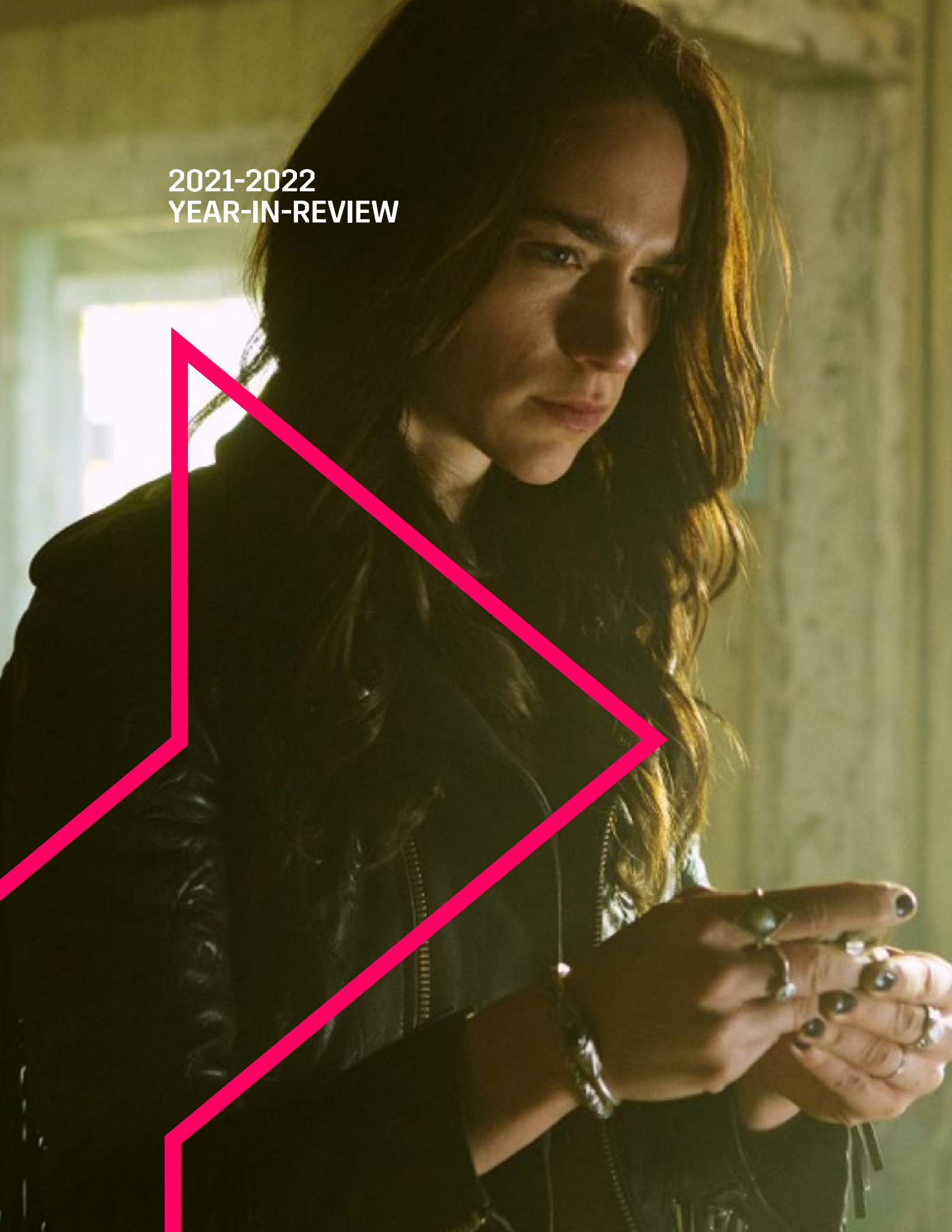
# OVERVIEW OF KEY METRICS

The Canada Media Fund year at a glance:

**2019-2020**  
**2020-2021**  
**2021-2022**

<p><b>WEB VIEWS</b></p> <p>cmf-fmc.ca 757,431 / 810,404 / 706,854</p> <p>cmf-fmc.ca/now-next 155,410 / 177,269 / 118,912</p>	<p><b>CMF-FUNDED DIGITAL MEDIA PROJECTS MEASURED VISITS</b></p> <p><b>33.4M</b> <b>45.2M</b> <b>27.0M</b></p>	<p><b>PRODUCTION ACTIVITY</b></p> <p><b>1.4B</b> <b>1.5B</b> <b>1.9B</b></p>
<p><b>CMF-FUNDED PRODUCTIONS DELIVERING OVER 1 MILLION VIEWERS</b></p> <p><b>25</b> 18 – FRENCH / 7 – ENGLISH <b>25</b> 21 – FRENCH / 4 – ENGLISH <b>23</b> 21 – FRENCH / 2 – ENGLISH</p>	<p><b>HOURS SPENT WATCHING CMF-FUNDED LANGUAGE PROGRAMS</b></p> <p>English <b>1.8B / 1.3B / N/A</b></p> <p>French <b>1.3B / 1.2B / N/A</b></p>	<p><b>YEAR OVER YEAR PROGRAM BUDGET</b></p> <p><b>\$357.4M</b> <b>\$356.8M</b> <b>\$366.1M</b></p>
<p><b>NUMBER OF PROJECTS FUNDED</b> <b>1,501 / 1,326 / 1,433</b></p> <p><b>FUNDING APPLICATIONS</b> <b>1,995 / 1,815 / 2,020</b></p>	<p><b>AWARDS WON BY CMF-FUNDED PROJECTS</b></p> <p><b>214</b> <b>219</b> <b>222</b></p>	<p><b>FUNDING LEVERAGE RATIO</b></p> <p><b>1:4.12</b> <b>1:4.29</b> <b>1:5.16</b></p>
<p><b>+ VIDEO VIEWS*</b></p> <p><b>30M 41M 58M</b></p> <p><b>SUBSCRIBERS*</b></p> <p><b>76.5K 142K 184K</b></p> <p><b>HOURS WATCHED*</b></p> <p><b>4.4M</b> <b>15.4M</b> <b>23.8M</b></p>	<p><b>SECTOR DEVELOPMENT 2021-2022</b></p> <p><b>\$2.6M</b></p> <p><b>BUDGET FOR UNDERSERVED COMMUNITIES: DIVERSE, REGIONAL, MINORITY LANGUAGE, COMMUNITY PROGRAMS</b></p> <p><b>\$60.9M</b></p> <p><b>TOTAL FUNDS DISTRIBUTED BY ALL RECOVERY FUND ALLOCATIONS 2021-2022</b></p> <p><b>\$21.3M</b> TO 1,108 COMPANIES &amp; ORGANIZATIONS</p>	
<p><b>FACEBOOK FOLLOWERS*</b></p> <p> 16,073 <b>25,149</b> 27,333</p> <p><b>TWITTER FOLLOWERS*</b></p> <p> 30,000 <b>28,598</b> 29,425</p> <p><b>INSTAGRAM FOLLOWERS*</b></p> <p> 8,553 <b>11,586</b> 15,147</p> <p><b>LINKEDIN FOLLOWERS*</b></p> <p> 4,001 <b>6,440</b> 7,828</p>		
<p><b>STAKEHOLDER SATISFACTION WITH CMF COMMUNICATIONS</b></p> <p> <b>86% / N/A / 88%</b></p>		

**2021-2022  
YEAR-IN-REVIEW**





# 2021-2022 YEAR-IN-REVIEW

## Develop a 3-year recovery and growth strategy for the industry that will:

**A**

- 1. Starting in 2022-2023, move the CMF to a program model that is platform-agnostic and content-centric, inclusive, and will equip the industry to thrive in the global market.**
- 2. Drive an increase in government investment in the CMF – and by extension, in the industry – in 2021-2022 and beyond.**

Following its most ambitious national consultation to date, where the CMF heard from close to 1,000 stakeholders, it published and leveraged the results of what it heard to make the case for industry alignment and overall direction of changes with the Department of Canadian Heritage (DCH). It received positive feedback on the consultation report from a wide range of industry stakeholders.

The CMF completed work on a draft program model and results framework which was discussed with the government immediately following the election. It developed a transition model to demonstrate readiness to receive a commitment on a doubling of the CMF allocation from the government and the first-year allocation in the 2022-2023 federal budget.

Through its extensive work with elected officials, the CMF secured commitments to CMF's modernization and/or increase in funding in four party platforms ahead of the 2021 federal election, including the first-ever mention of the CMF in a Conservative Party of Canada Platform.

The CMF's proposal to double the government contribution to the program over three years was included in the Liberal Party of Canada's platform and in Minister Rodriguez's mandate letter. Leading up to the election and to support the proposal, CMF aligned pre-election messaging with the Canadian Media Producers Association, Association Québécoise de la production médiatique, and the umbrella group of provincial/territorial interactive associations to demonstrate unanimous industry support.

Work with DCH is ongoing to reach a new Contribution Agreement. The CMF submitted three scenarios to the Department on the implementation of the new program model and the allocation of the increased commitment over three years.

Supporting its data-focused, evidence-based approach in program development, the CMF developed its "Logic Model" to establish KPIs and measures of success across all its functions. It is also part of the process for cabinet approval for new government funds to the CMF.

All Encore+ channel indicators demonstrated its growing popularity with audiences, both in Canada and beyond our borders. Channel subscriber and viewership continued to see strong and consistent gains throughout the year. At end of calendar 2022, over 170,000 users had subscribed to the channel, viewing content over 52M times, with over half of viewers coming from outside Canada.





## 2021-2022 YEAR-IN-REVIEW CON'T

### **B** Build on the equity and inclusion work done in 2020-2021, and in previous years, to create permanent, systemic change in the CMF and in the industry.

The CMF completed consultations with equity-seeking and sovereignty-seeking groups as part of national consultation. It also hired two dedicated staff from underrepresented communities to lead the implementation of its Equity and Inclusion strategy and program development. Outreach and consultation with underrepresented communities continued through the year, including panel appearances and discussions at industry events. Specific consultations were held with Francophone Indigenous communities across Canada, LGBTQ2S+ groups, and people with disabilities. A bilingual working group of racialized organizations and industry leaders was established.

The CMF released a report on progress on its Equity and Inclusion Strategy to date, including results of COVID-19 programs and terminology guide resulting from the Equity and Inclusion Data Collection working group, which included members from funding agencies, CRTC, NFB, Telefilm, the Black Screen Office, and the Racial Equity Media Collective, among others. It also released a report on the profile of companies owned and controlled by members of racialized communities benefiting from the Covid-19 relief funding launched in November 2020. This first-of-its-kind report made in collaboration with IPSOS provides new intelligence and understanding of company owners, the status of their companies, and the barriers they face in the industry.

The inclusion-focused, award-winning MADE | NOUS campaign delivered results through all its earned, owned, paid, and shared channels. The campaign generated 153+ million earned media impressions and over 27 million completed video views in French and English markets. The campaign racked up over 130 million earned media impressions with the revamped website attracting over 400K users since launch, increasing the percentage of returning users to 11%. The campaign also won Gold at the 2021 Canadian Marketing Awards in the Business Equality category.

The CMF launched a program for racialized owned and controlled companies (PPRC) with \$10.5M of which 10% was reserved for predevelopment and development and the rest for production. Further incentives were put in place to support projects from the “Diverse Community” including racialized communities and Indigenous peoples. In addition to this, the CMF reworked and launched the sector development funding stream for projects, including a heavy focus on Equity, Diversity, Inclusion (EDI) groups. The programs targeting “Diverse Communities” were so oversubscribed that CMF topped up the budget for these initiatives.

In consultation with members of all CMF’s departments, a “Guide of inclusive language” was developed to propose best practices on the use of inclusive language for all internal and external communications. It will be fully implemented in 2022-2023.





# 2021-2022 YEAR-IN-REVIEW CON'T

## **B** CONTINUED

A new self-identification system was launched. Persona-ID allows the CMF to collect demographic data on all applicants to support an analysis of representation in its funding, and to help in program design and policy decisions. The first cohort to test the system were recipients of the Pilot Program for Racialized Communities.

A yearlong producer program supported by the CMF was launched with the National Screen Institute and European Audiovisual Entrepreneurs (EAVE) to support mid-career BIPOC Canadian producers on company stabilization, career planning, and export/co-productions. Recipients were announced at the end of Q4.

## **C** Provide continued leadership and support to the industry through the ongoing COVID-19 pandemic.

As announced with other key program changes on April 1, 2021, the CMF continued most of its COVID-19 Flexibility Measures for regular CMF Programs in 2021-2022.

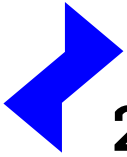
In consultation with Canadian Heritage, the CMF designed an additional program, "Spring 2021-2022 Allocation", to distribute the remaining 2020-2021 Government of Canada Emergency Relief Funds.

The CMF launched the second iteration of the COVID Third-Language Allocation with an additional \$2.4M from the Recovery Fund.

CMF clients continue to benefit from the Short-Term Compensation Fund administered by Telefilm Canada. About 80% of the beneficiaries of the program to date are CMF clients: television and webseries producers, and the rest feature film and short film producers served by Telefilm.

CMF has advocated for the continuation of flexibility measures into 2022-2023 as the pandemic continues.





## 2021-2022 YEAR-IN-REVIEW CON'T

**D Deliver the CMF's current programs and services without compromising CMF's core values. Support staff through a period of transformation due to the ongoing effects of COVID-19 and the transition to the new program model.**

An internal staff committee was formed to research, analyze, and propose measures for a return-to-office plan. An employee survey was conducted to gauge preferences and acceptance of various proposals for returning to the office, or a hybrid between home and office. The committee briefed management on the results, which began implementing some of its recommendations.

A senior staff at the Canada Media Fund Program Administrator accepted a temporary position with the CMF'S Program Management team to work on a simplified approach to application processing and analysis of files. Staff mapped the internal processes with the objective of identifying efficiencies, best practices, and tools for collaboration. The simplified approach should be implemented by April 2022.

The replacement of the financial system is a priority for the CMF. CMF staff, in consultation with an independent Enterprise Resource Programming consultant, evaluated three potential solutions and narrowed the selection to two systems/vendors. The top two vendors presented the business process demonstrations based on the script and specific CMF requirements. CMF staff evaluated detailed documentation of the demonstrations highlighting strengths, weaknesses, and follow-up items. A system was selected and implementation is underway.

Additional support was brought in to provide ongoing HR support to all staff and assist in upcoming transitions. A new employee engagement surveying tool was implemented to accurately measure satisfaction across the organization.

CMF will undergo a reorganization to prepare for the changes ahead. A draft org-chart will be presented to the board on March 3.



**STRATEGIC  
OBJECTIVES  
2022-2023**





# STRATEGIC OBJECTIVES 2022-2023

## PREAMBLE

Now that Bill C-11 and the subsequent regulatory framework isn't expected to be completed prior to the 2023-2024 fiscal year, our own goal for 2022-2023 will be to ensure stabilization through a transitional period leading to growth in 2023-2024.

This approach is expected to coincide with the timeline for the three-year commitment for increasing CMF financial resources from the federal government.

CMF will use an equity and inclusion lens to inform corporate decisions, strategy, consultations, and program design to put long-term structural changes into effect.

## STABILIZATION

### **A** Continue delivering existing programs and services as the organization prepares for the implementation of the new program model

#### Outcomes

- Implement the staff re-organization plan in order to have additional resources to support the new program model through transition and growth
- Support and engage CMF and CMFPA staff in the change process
- Build competencies and strengthen the CMF team to support underrepresented communities
- Support staff well-being through the transition to a hybrid working model
- Maintain high level of credibility with stakeholders while preparing for the upcoming changes through clear and transparent communications, consultations, and sound advice





# STRATEGIC OBJECTIVES 2022-2023 CON'T

## TRANSITION

**B** Continue influencing, advising, and shaping the direction of public policy through engagement with federal decision makers, policy advisors, MPs, Members of the Standing Committee on Canadian Heritage, and with the CRTC as requested, leading up to the public hearing on Bill C-11

### Outcomes

- Provide information and influence the Department of Canadian Heritage on the Memorandum to Cabinet that will enable the content-centric, platform-agnostic approach towards implementation of the new program model in 2023-2024
- Increase access to CMF programs and reduce barriers to inclusion in the design of the new program model
- Create policy and programs for the first year of the new program model
- Engage in industry and stakeholder consultations to gain insight and feedback
- Implement the marketing and communications strategy to support the CMF and the industry through the transition phase by reflecting the resulting positive impact and the growing recognition and appreciation of Canadian content

## GROWTH

**C** Develop the strategic direction for the CMF to foster capacity-building in the Canadian screen-based sector in order to improve its domestic and international success through the development of its talent, content, and markets with a new ecosystem of financial tools and incentives to enable the sector to thrive in the global marketplace

### Outcomes

- Implement the data and analytics strategy to provide the CMF with material to influence and shape the strategic direction of the organization
- Analyze and report on the data collected through Persona-ID in 2021-2022
- Assess the CMF capacity to play a leadership role by expanding the use of Persona-ID to other funding agencies and broadcasters
- Carry out research to identify gaps in talent, content, and market development



A photograph of a man and a woman looking towards the left. The man, in the foreground, has a beard and is wearing a light-colored shirt. The woman, behind him, is wearing a blue hijab. The image is framed by a bright cyan geometric border that forms a large arrow shape pointing to the right.

**FINANCIAL  
ASSUMPTIONS  
2022-2023**



# FINANCIAL ASSUMPTIONS 2022-2023

## OVERVIEW

The 2022-2023 CMF Annual Budget is based on total revenue of \$374.9M and total expenses of \$398.0M. The shortfall of \$23.1M will be offset by an allocation from the reserve.

## REVENUE

Total revenue of \$374.9 M, represents \$27.1M or 6.7% decrease over the 2021-2022 forecast. (\$19.0M of the decrease is due to the end of the funding from the COVID-19 Emergency Support Fund for Cultural, Heritage and Sport Organizations).

## CANADIAN HERITAGE

The government's contribution is expected to be \$190.7M (net of Canadian Heritage administrative costs), representing a contribution of \$134.1M, stabilization funding of \$34.2M, \$20.0M for Equity and Inclusion, and \$2.4M from the Recovery Fund for Arts, Culture, Heritage and Sports.

## BROADCAST DISTRIBUTION UNDERTAKINGS (BDU'S)

The contributions from the BDUs are assumed to be \$170.8M, an \$11.5M or 6.3% decrease from the 2021-2022 forecast.

## INTEREST AND RECOUPMENT

Interest is anticipated to be about \$1.2M, consistent with the 2021-2022 forecast. Recoupment revenue, including the repayment of development advances and recoupment of equity investments, is estimated at \$10.0M, a 6.5% decrease from the 2021-2022 forecast.

## TANGIBLE BENEFITS

Total tangible benefits are expected to be \$2.1M, a decrease of 12.5% from 2021-2022.

## EXPENSES

Total expenses of \$398.0M, a decrease of \$9.6M or 2.4% from the forecast 2021-2022 (\$19.0M of expenses included in the forecast for 2021-2022 relates to the funding from the COVID-19 Emergency Support Fund for Cultural, Heritage and Sport Organizations).





# FINANCIAL ASSUMPTIONS 2022-2023 CON'T

## PROGRAM COMMITMENTS

The total program budget for 2022-2023 is \$368.2M, consistent with the adjusted budget for 2021-2022, an increase of \$7.1M or 2.0% from 2021-2022. This includes program commitments for the E&I strategy and the COVID Recovery Program.

## INDUSTRY PARTNERSHIPS

The CMF has a variety of industry partnerships. The total is anticipated to be \$1.6M, consistent with the 2021-2022 forecast. The activation costs related to these partnerships are included in this category.

## CMF ADMINISTRATIVE EXPENSES

The CMF administrative expenses budget in 2022-2023 is \$10.4M, an increase of \$2.3M or 28.4% over the 2021-2022 forecast.

## PROGRAM ADMINISTRATION EXPENSES

This line item includes the Telefilm service fee of \$11.1M (including unrecoverable taxes) and \$0.5M for jury fees, readers, and external reviewers. Total program administration expenses budget represents an increase of \$73.0K or 0.6% from the 2021-2022 forecast.

## SECTOR DEVELOPMENT

The expenses related to the E&I strategy are \$3.6M. Expenses to support the MADE | NOUS campaign and other sector developments are included in this category. The total of \$5.9M is a decrease of \$0.1M or 2.3% below the 2021-2022 forecast totalling \$2.2M.

## OTHER CMF EXPENSES

This category includes amortization and any unrecoverable HST/GST/QST not related to the Telefilm service fee. The budget for 2022-2023 of \$27.0K is more than the 2021-2022 forecast.

## EXPENSE RATIO

Total administrative expenses are about 5.93% of total revenue, which is within the administrative expense cap of 6% in the Contribution Agreement. This category includes CMF administrative expenses, program administration expenses, and other CMF expenses.

## CAPITAL BUDGET

The budget of \$60K includes the replacement of office furniture and equipment.





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