



CANADA  
MEDIA FUND

FONDS DES MÉDIAS  
DU CANADA

ROBYN HOOD



PUSH



STAT



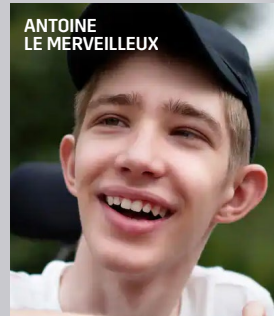
DÉCOLONISER  
L'HISTOIRE



DÉSObÉIR : LE CHOIX DE  
CHANTALE DAIGLE



ANTOINE  
LE MERVEILLEUX



2023-24

# ANNUAL BUSINESS PLAN



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# 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 voices, and promoting access to content through industry and private sector partnerships.

**VALUES** Innovation  
Transparency  
Accountability





## PURPOSE STATEMENT cont'd

### 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


**2022-2023**  
**2021-2022**  
**2020-2021**

<p><b>WEB VIEWS</b></p> <p>cmf-fmc.ca <b>721,389</b> / 706,854 / <b>810,404</b></p> <p>cmf-fmc.ca/now-next <b>109,000</b> / 118,912 / <b>177,269</b></p>	<p><b>CMF-FUNDED DIGITAL MEDIA PROJECTS MEASURED VISITS</b></p> <p><b>13.1M</b> <b>27.4M</b> <b>44.4M</b></p>	<p><b>PRODUCTION ACTIVITY</b></p> <p><b>1.7B</b> <b>1.9B</b> <b>1.5B</b></p>
<p><b>CMF-FUNDED PRODUCTIONS DELIVERING OVER 1 MILLION VIEWERS</b></p> <p><b>27<sup>+</sup></b> 26 – FRENCH / 1 – ENGLISH <b>31</b> 29 – FRENCH / 2 – ENGLISH <b>25</b> 21 – FRENCH / 4 – ENGLISH</p>	<p><b>HOURS SPENT WATCHING CMF-FUNDED LANGUAGE PROGRAMS</b></p> <p>English <b>N/A<sup>++</sup></b> / <b>1.1 B</b> / <b>1.0B</b></p> <p>French <b>N/A<sup>++</sup></b> / <b>1.2 B</b> / <b>1.3B</b></p>	<p><b>YEAR OVER YEAR PROGRAM BUDGET</b></p> <p><b>\$365.8M</b> <b>\$366.1M</b> <b>\$356.8M</b></p>


<p><b>NUMBER OF PROJECTS FUNDED</b> <b>1,334</b> / <b>1,433</b> / <b>1,326</b></p> <p><b>FUNDING APPLICATIONS</b> <b>1,746</b> / <b>2,020</b> / <b>1,815</b></p>	<p><b>AWARDS WON BY CMF-FUNDED PROJECTS</b></p> <p><b>229</b> <b>222</b> <b>219</b></p>	<p><b>FUNDING LEVERAGE RATIO</b></p> <p><b>1:4.85</b> <b>1:5.16</b> <b>1:4.29</b></p>
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**FACEBOOK FOLLOWERS<sup>\*†</sup>**


 **29,554**  
**27,333**  
**25,149**




**TWITTER FOLLOWERS<sup>\*†</sup>**

 **29,337**  
**29,425**  
**28,598**

**INSTAGRAM FOLLOWERS<sup>\*†</sup>**

 **16,127**  
**15,147**  
**11,586**

**LINKEDIN FOLLOWERS<sup>\*</sup>**

 **10,240**  
**7,928**  
**6,448**

## SECTOR DEVELOPMENT 2022-2023

**\$3.4M**

**BUDGET FOR UNDERREPRESENTED COMMUNITIES:** DIVERSE, REGIONAL, MINORITY LANGUAGE, COMMUNITY PROGRAMS

**\$63.6M**

**TOTAL FUNDS DISTRIBUTED BY ALL RECOVERY FUND ALLOCATIONS  
2022-2023**

**\$2.2M** TO **68** COMPANIES

\*figures are cumulative  
†figures include CMF, FMC, MADE | NOUS, and Encore+ (inactive as of Nov 30, 2022)  
††figures available summer 2024  
‡ As of August 28, 2023

2022-2023  
YEAR-IN-REVIEW

NICHOLE



# 2022-2023 YEAR-IN-REVIEW

## STABILIZATION

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

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

The ambitious re-organization of the CMF was completed in 2022-23 with the aim of building a team and infrastructure that would be better equipped to handle upcoming industry changes, as well as the transition to the new CMF Program Model. The organization formed two new groups—Analytics and Strategic Insights, and Foresight and Innovation—to deliver on a new three-year data strategy to develop and incorporate a data-centric model into our decision making and reporting. The Content Team's structure was also completely reviewed to ensure successful development and deployment of the new Program Architecture in the next years. In total, and partially in response to the departure of the CSO and COO, the CMF created new leadership positions at the EVP and VP levels, 5 new Directors (French and English markets), 6 new staff members, and 13 promotions to respond to new responsibilities within the departments.

The organization also expanded roles on the Growth & Inclusion team (G&I) to enhance bandwidth for internal and external collaboration, outreach, and sectoral funding, and to further the expansion of EDI policies related to current programming and the design of the new program model. The G&I team continues to operate an advisory group (focused on CMF programs and policies) with organizational leaders from racialized communities. With the Académie canadienne du cinéma et de la télévision, the CMF hosted an initial conversation with racialized and Indigenous leaders in Quebec (see details below in section B).

The CMF held a number of internal working groups to explore various hybrid and “return-to-office” scenarios and sought feedback from all staff during internal departmental consultations and surveys. The CMF will continue its hybrid working environment with an expanded presence in the physical office locations. The lease in Toronto was renewed for another year. The organization also rolled out several employee engagement tools to help gauge employee wellness and solicit feedback to promote an efficient and healthy work environment.

The Content team launched its annual Industry consultation for the 2023-2024 Program Guidelines in September with a first working group looking at the Performance Envelope Program. Three other working groups were held in October and November to discuss Future Changes to the CMF and the CMF's approach to the Experimental Stream (see details below in section B).





# 2022-2023 YEAR-IN-REVIEW cont'd

## 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

- 1. 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**
- 2. Increase access to CMF programs and reduce barriers to inclusion in the design of the new program model**
- 3. Create policy and programs for the first year of the new program model**
- 4. Engage in industry and stakeholder consultations to gain insight and feedback**
- 5. 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**

Throughout the course of the fiscal year, the CMF's executive team met with key federal decision-makers at DCH, including senior staff in the Office of the Minister as well as MPs sitting in the Standing Committee on Canadian Heritage (CHPC). Messaging remained focused on influencing policy outcomes and strengthening the CMF's position. Through these meetings, the CMF continued to share its message on the urgent need to modernize legislation and regulation through the passing of Bill C-11, while also expressing its readiness to administer a new injection of government funds to the CMF. The CEO met with 12 Senators in Ottawa and across the country in Q2, with a focus on why Bill C-11 matters, how the CMF is best suited and has the capacity to continue administering government funds, and the importance of discoverability. The CEO and EVP, Marketing and Public Affairs, appeared in front of the Senate on October 25th, 2022 and received overwhelmingly positive responses.

The CMF held monthly working sessions with DCH to review and amend the CMF's logic model and modernization plans. Intelligence was also gathered from the defined metrics the CMF used to create a new reporting framework for the Contribution Agreement and identify where gaps remained in available data.

Starting in September 2022, in response to Bill C-11, the CMF opened a discourse for the industry on what should be considered in the future definition of Canadian content. In addition to CEO speaking engagements, gathering industry opinion pieces and interviews, and including the topic during our fall consultations, the CMF is seeking input from the industry on themes, questions, and other issues that should be considered as part of this important discussion. This feedback will help inform a public and industry survey planned in early 2023 and a "What You Said" Report to be published at the end of spring 2023.





# 2022-2023 YEAR-IN-REVIEW cont'd

## **B** CONTINUED

As the modernization of the *Broadcasting Act* continues through Bill C-11, the CMF examined and consulted on the evolving role of the Fund and how to meet the changing needs of the industry. Through our annual consultations, the CMF sought a path forward that sustains existing industry support, stretches the existing model as much as possible, and lays the foundation for a new, more innovative model of content funding. This will ensure the CMF remains future-ready and is responsive to industry needs.

Led by the Content team, the CMF conducted four Working Groups with key industry stakeholders to examine program-related topics. Over 55 organizations, representing a broad and diverse range of stakeholders, were invited across these sessions. In addition to CMF Board and staff, and CMFPA staff, numerous representatives from DCH and the CRTC attended as observers.

Working Groups covered the following topics: simplification of program structure, distinctiveness of the language markets, market test/funding triggers, centering growth and inclusion, accountability in content creation and narrative positioning, programs and initiatives, continuation of COVID-19 flexibility measures, environmental responsibility and sustainable production, building capacity and developing IP, international approach, transitional elements towards a new program model, and the redefinition of Canadian content.

The Working Group specific to the Experimental Stream examined both short-term changes to existing CMF Experimental Stream programs, and similar topics related to future program models for non-linear production. The Growth and Inclusion team held quarterly meetings with the Racialized Advisory Group (“RAG”). Participants included 11 representatives of audiovisual sector organizations led by—and mandated to support—Black and racialized community members. The RAG covered topics like how communities see or do not see themselves reflected in the current definition of Canadian content, the engagement of diverse organizations moving forward, and what needs to change. The RAG also discussed narrative positioning and how the CMF can encourage greater accountability and responsibility in content creation, especially as it relates to sovereignty and equity seeking communities.





# 2022-2023 YEAR-IN-REVIEW cont'd

## TRANSITION

**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

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

After twelve years, a new logic model has been finalized that will direct the CMF in the future. Following completion, the ASI team and DCH crafted updated performance indicators that CMF will report on as part of the Contribution Agreement. In the new framework, desired outcomes involving ROI, sector health, and diversification will be measured through modernized indicators and targets. New outcomes surrounding EDI, environmental sustainability, and sector development are also being incorporated.

2022-2023 was the first year of the CMF's new three-year Data Strategy. New models for cross-platform audience measurement were launched using Parrot Analytics and Tubular Labs to optimize consumption reports of Canadian content at home and abroad. Research to incorporate "Demand Distribution" as a potential indicator of success is in development. Two custom reports were commissioned with Parrot Analytics (one being a comprehensive analysis of Canadian audience and demand trends, the other, still in progress, focusing on content in the French-language market).

In addition, the extensive dataset the CMF currently uses to inform the majority of linear TV audience measurement will become obsolete as new Numeris VAM (Video Audience Measurement) data is being launched in 2024. Therefore, staff are examining a new architecture to eventually replace this legacy dataset and in the interim are investigating VAM test data to incorporate into upcoming reports. The ASI team is also examining currently available tools to measure CMF-funded Canadian IP to address one of the ultimate outcomes of the DCH logic model that "Canadian audiovisual content succeeds at home and abroad."





## 2022-2023 YEAR-IN-REVIEW cont'd

### C CONTINUED

First launched on a small scale in 2021-22, PERSONA-ID was broadened in 2022-23, with the first-round of data analyzed and reported over the summer. The CMF's database now has over 6,300 registrants, with representation across the country. Created as part of the Equity and Inclusion strategy, data collected from PERSONA-ID represents a significant step towards achieving CMF's EDI objectives to increase access and reduce barriers. Despite enrollment currently being voluntary, 98% of applications have at least one Key Personnel with a Persona-ID. The actual participation rate for all Key Personnel is 82% and 85% for shareholders for all CMF-financed projects. Although there has been a high participation rate and few negative reactions from different communities, there is still outreach work to be done regarding resistance from participants to answer questions regarding sexual orientation.

The G&I and ASI teams are developing a robust evaluation framework for the \$60 million of funding received from DCH for equity and inclusion work. This research will be used to inform future program design and assess qualitative and quantitative results (including cultural and economic outcomes) at the content/project, company/organization, and creator levels. The goal is to move the CMF's evaluation of success towards more tangible outcomes, plus strengthen the case for renewed EDI funding from DCH after the current three-year funding cycle ends in 2023-24.





# STRATEGIC OBJECTIVES 2023-2024

LITTLE BIRD



# STRATEGIC OBJECTIVES 2023-2024

## PREAMBLE

With the expectation that Bill C-11 will pass in 2023 and the CRTC will begin their regulatory process, the CMF's goal for the year ahead will be to ensure stabilization through a transitional period leading to growth in 2024-25.

Our strategic approach for the upcoming fiscal year also anticipates a three-year commitment from the federal government to increase the CMF's financial resources, beginning in 2023-24

Building on the success of our previous strategic wins, we will continue to use an equity and inclusion lens to inform corporate decisions, strategy, consultations, and program design to put long-term structural changes into effect.

Given the uncertainty during the legislative and regulatory process, the CMF will work closely with all its stakeholders to convene discussions on issues as they arise, which will impact the way CMF conducts its business.

## TRANSITION

**A** **Develop a phased approach that ensures the organization is future ready as we prepare for a new regulatory framework.**

### OUTCOMES:

- Provide new ways to support Canadian content and innovation through a reorganization of CMF programs and incremental simplification in process and accessibility
- Develop a strategy, in consideration of the proposed formula change, to support the distinctiveness between the French and English markets for implementation in 2024-2025
- Implement the Narrative Positioning Policy for core CMF programs
- Broaden focus on sustainability policies and supporting initiatives internally and externally that advance best practices
- Identify gaps in Sector Development funding and develop a plan to address them through the next phase of our Equity & Inclusion Strategy
- Align structure and functionality of the organization to ensure CMF staff has the appropriate support, tools, and infrastructure to provide the best results





# STRATEGIC OBJECTIVES 2023-2024 cont'd

## INFLUENCE

**B** Continue to establish CMF's role as industry leader, convenor, and ally through thought leadership, partnerships, and innovation

### OUTCOMES:

- Advance CMF's growth and inclusion agenda, including the renewal or increase of dedicated EDI funding; provide an evaluation framework and analysis of cultural and economic impact
- Continue to facilitate industry discussion on the redefinition of Canadian content
- Define the organization's role in furthering PERSONA-ID, in tandem with a national data collection tool
- Engage with the CRTC and industry stakeholders in the Commission's upcoming Bill C-11 policy review
- Implement the second phase of the data strategy to simplify reporting, design an early-stage program & sector development/partnership evaluation roadmap, and rollout out a new DM measurement in line with the new logic model
- Develop a strategy to consider private sector financing partnerships
- Determine the CMF's role in future modernization of the sector

## FLEXIBILITY

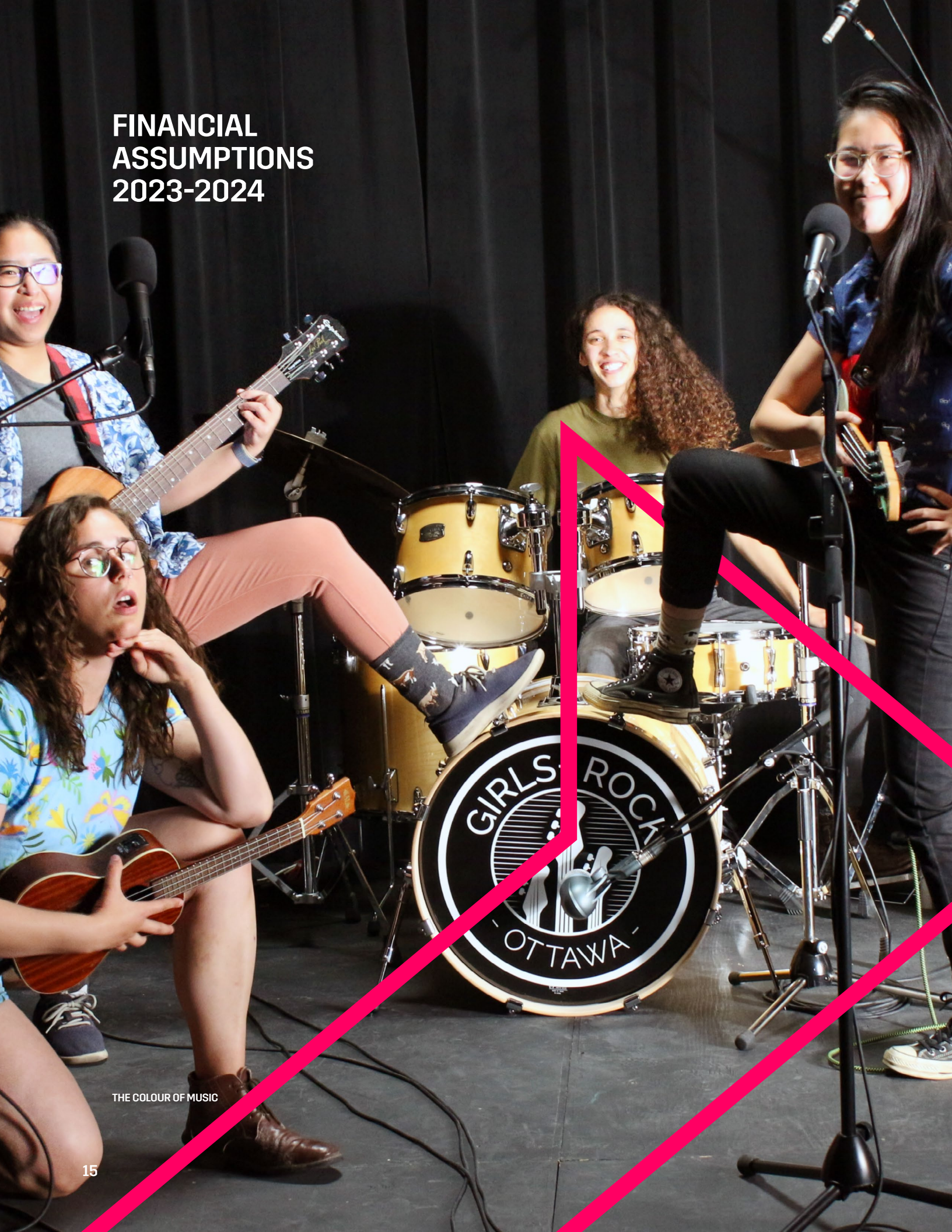
**C** Leverage the CMF's success, expertise, and agility to identify opportunities and effectively respond in the face of ongoing change

### OUTCOMES:

- Introduce a new Experimental Stream pilot initiative aimed at next generation of digital creators
- Develop and model innovative funding approaches that expand financing triggers and remove barriers for creators
- Collaborate with streamers and alternative (unregulated) platforms to provide new outlets for exhibition and financing
- Establish phased accessibility strategy across all departments to improve understanding of the CMF's processes and programs, internally and externally
- Expand export and international partnerships to grow existing relationships and identify new opportunities, especially for underrepresented communities



# FINANCIAL ASSUMPTIONS 2023-2024



THE COLOUR OF MUSIC



# FINANCIAL ASSUMPTIONS 2023-2024

## OVERVIEW

The 2023-2024 CMF Annual Budget is based on total revenue of \$376.7M and total expenses of \$395.9M. The shortfall of \$19.1M will be offset by an allocation from the reserve.

## REVENUE

Total revenue of \$376.7M, represents a \$6.6M or 1.7% decrease over the 2022-2023 forecast (\$2.4M of the decrease is due to the end of funding from the COVID-19 Recovery Fund for Arts, Culture, Heritage and Sport Organizations).

## CANADIAN HERITAGE

The government's contribution is expected to be \$196.6M (net of Canadian Heritage administrative costs), representing a contribution of \$134.1M, maximum stabilization funding of \$42.5M, and \$20.0M for Equity and Inclusion.

## BROADCAST DISTRIBUTION UNDERTAKINGS (BDUs)

The contributions from the BDUs are assumed to be \$159.1M, a \$12.1M or 7.1% decrease from the 2022-2023 forecast.

## INTEREST AND RECOUPMENT

Interest is anticipated to be about \$6.5M, a \$353K or 5.7% increase from the 2022-2023 forecast. Recoupment revenue, including the repayment of development advances and recoupment of equity investments, is estimated at \$12.5M, a 10.7% decrease from the 2022-2023 forecast.

## TANGIBLE BENEFITS

Total tangible benefits are expected to be \$2.0M, consistent with the 2022-2023 forecast.

## EXPENSES

Total expenses of \$395.9M, an increase of \$10.1M or 2.6% from the 2022-2023 forecast.





# FINANCIAL ASSUMPTIONS 2023-2024 cont'd

## PROGRAM COMMITMENTS

The total program budget for 2023-2024 is \$365.8M, in line with the 2022-2023 budget. This includes program commitments for the G&I strategy.

## INDUSTRY PARTNERSHIPS

The CMF has a variety of industry partnerships. The total is anticipated to be \$1.7M, consistent with the 2022-2023 forecast.

## CMF ADMINISTRATIVE EXPENSES

The CMF administrative expenses budget in 2023-2024 is \$10.1M, an increase of \$77K or 0.8% over the 2022-2023 forecast.

## PROGRAM ADMINISTRATION EXPENSES

This line item includes the Telefilm service fee of \$11.4M (including unrecoverable taxes) and \$0.5M for jury fees, readers, and external reviewers. Total program administration expenses budget represents an increase of \$0.4M or 3.5% from the 2022-2023 forecast.

## SECTOR DEVELOPMENT

Expenses related to the G&I strategy are \$3.7M for the year, while expenses to support the MADE | NOUS campaign and other sector development make up the balance of this category. The total of \$6.1M is an increase of \$0.5M or 8.2% above the 2022-2023 forecast totaling \$5.6M.

## OTHER CMF EXPENSES

This category includes amortization and any unrecoverable HST/GST/QST not related to the Telefilm service fee. The budget for 2023-2024 of \$255K is slightly higher than the 2022-2023 forecast.

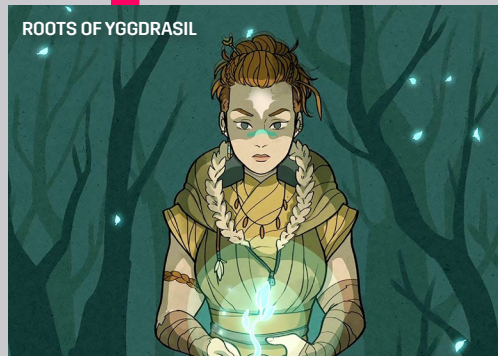
## EXPENSE RATIO

Total administrative expenses are about 5.93% of total revenue, which is within the administrative expense cap of 6.0% in the Contribution Agreement. This category includes CMF administrative expenses, program administration expenses, and other CMF expenses.

## CAPITAL BUDGET

The budget of \$118K includes the replacement of computers and equipment.





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