



CBC/Radio-Canada: Canada's Public Space

Where we're going

At CBC/Radio-Canada, we have been transforming the way we engage with Canadians. In June 2014, we launched *Strategy 2020: A Space for Us All*, a plan to make the public broadcaster more local, more digital, and financially sustainable. We've come a long way since then, and Canadians are seeing the difference. Many are engaging with us, and with each other, in ways they could not have imagined a few years ago. Our connection with the people we serve can be more personal, more relevant, more vibrant. Our commitment to Canadians is that by 2020, CBC/Radio-Canada will be Canada's public space where these conversations live.

Digital is here

Last October 19, Canadians showed us that their future is already digital. On that election night, almost 9 million Canadians followed the **election results** on our CBC.ca and Radio-Canada.ca digital sites. More precisely, they *engaged* with us and with each other, posting comments, tweeting our content, holding digital conversations.

CBC/Radio-Canada already reaches more than 50% of all online millennials in Canada every month. We must move fast enough to stay relevant to them, while making sure we don't leave behind those Canadians who depend on our traditional services. It's a challenge every public broadcaster in the world is facing, and CBC/Radio-Canada is further ahead than many.

Our Goal

The goal of our strategy is to double our digital reach so that 18 million Canadians, one out of two, will be using our digital services each month by 2020. We will also increase our value to them. When we started our strategy, one in two Canadians told us CBC/Radio-Canada was very important to them personally. In the past year, that number has climbed to 57%. By 2020, we want three out of every four Canadians to feel that way.

Serving Communities

We recognize the importance of being deeply rooted in communities. Over the past six years, despite serious financial challenges and a global recession, we protected our local footprint, and actually increased our presence with new multimedia stations in Kitchener-Waterloo, Saskatoon, Kamloops, Sherbrooke, Trois-Rivières, Saguenay and Rimouski, as well as a ground-breaking digital station in **Hamilton**. Radio-Canada has expanded its regional coverage to seven days a week; an important addition for Francophones in minority language communities. We are putting more information back into communities, using digital to make it affordable and more effective. We have shifted our focus, so that we deliver our local content through mobile and web platforms first, then radio, then television. We are getting more local information to Canadians more often, and on more screens, all day long.

Last fall, CBC and Radio-Canada launched enhanced news services specifically for digital and mobile users. On television, we still offer 30 or 60 minutes of news at suppertime, with some late night news and local TV inserts at different times throughout the day. We are keeping communities informed with more on-demand local news, and more multi-screen digital content on the devices and social networks Canadians use to stay connected. By 2020, CBC and Radio-Canada will each be offering Canadians 18 hours of local digital content, every day. We are also finding new ways to share that content and engage with people in their communities.



The Digital Transformation

A spotlight on aboriginal Canadians

Digital is making it possible to do things we simply couldn't do before; more in-depth, more focused, more relevant. *The Missing and Murdered Indigenous Women project*, which paired CBC's investigative journalism with a digital interactive [website](#), is a good example.

For too long, Canadians have been hearing about unsolved cases of missing and murdered indigenous women. In Winnipeg, CBC's Aboriginal Digital Unit, together with its investigative I-Team, decided to do more. Over six months, they looked at every single case. They spoke with the women's families. They created a digital site with the space to tell each of their stories – the first of its kind. It's provocative; stories of hope and change. It's also produced results. Out of their persistent work, the RCMP have re-opened two cold cases and successfully closed one. In November, their work was recognized with the top Digi Award from nextMEDIA.

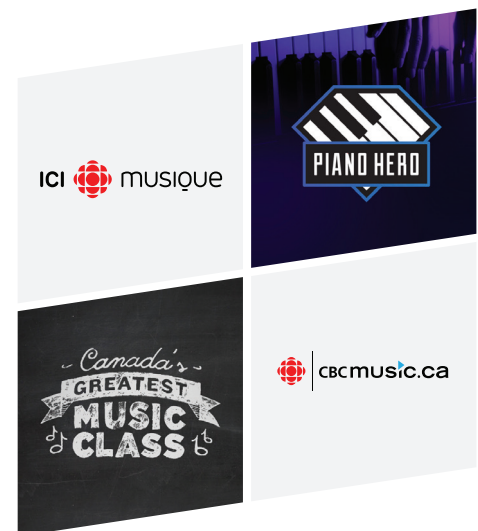
Last October, Radio-Canada's investigative program, *Enquête* helped indigenous women in Val d'or break their silence and reveal abuse by Quebec Provincial Police. Even before its television broadcast, the revelations spread on social networks and launched a public debate about the treatment of indigenous women in Quebec.

Our Aboriginal Unit is now both a resource and a catalyst for more aboriginal coverage across CBC/Radio-Canada. It is helping us identify and develop indigenous talent to add to our world class journalism. It's creating programs like *Unreserved* on CBC Radio, a powerful new platform for indigenous voices. The *Legends Project* has digitized traditional oral stories, legends and histories of Canada's Inuit and First Nations from communities across the country. Our rich [CBC Aboriginal](#) site is helping more Canadians learn more about their country's legacy, and its future. In Winnipeg, almost 10% of our staff is Aboriginal – that's higher than the aboriginal labour force in the city. We're proud of what we have been able to do so far.

Supporting Canadian talent

In the past year, CBC Music and ICI Musique launched new digital projects to share with Canadians the incredible musical talent this country has. In collaboration with *MusiCounts*, we went searching for *Canada's Greatest Music Class*. We engaged students in traditional music classes, music clubs and after-school programs across the country. *Piano Hero/Héros du piano* invited amateur classical pianists to share video of themselves performing. *Searchlight* launched a national search for Canada's best new musical acts, with contestants broadcast on their local CBC Radio One afternoon show and on the web. Canadians watched, cheered, commented and voted on their favourites. The contests are great for the winners but in the process, the whole country learns more about some incredible new Canadian talent.

Programs like *Révélations Radio-Canada*, on ICI Musique, play a vital role in showcasing emerging francophone musicians. Cœur de Pirate, Alex Nevsy and Philippe Brach are just a few of our recent *révélations*. [ICI Musique](#) and [CBC Music](#) are now a go-to source for the latest in Canadian music, with more than a million page views each week.



Investing in Stories

Canadians still depend on our television and radio platforms and we remain focused on high-quality, distinctive Canadian programs for those services. In fact, for the first time since 2009, we have been able to make a reinvestment of about 20 million dollars from savings into their content. It's giving Canadians innovative programs like *Keeping Canada Alive*, a cross-Canada 24 hour look inside the state of their healthcare system. *Rick Mercer Report*, *This Hour has 22 Minutes*, *Schitt's Creek*, *Unité 9* and *Tout le monde* en parle continue to bring large audiences together, and drive social conversations online in real time and at work the next day.

Canadian Lawrence Hill's award-winning novel *The Book of Negroes* became a six-part miniseries watched by millions of Canadians. And while numbers matter, they are not the only mark of success. Programs like, *This Life*, CBC's adaptation of the Radio-Canada drama *Nouvelle adresse*, and *The Romeo Section*, demonstrate what "distinctive" programming can be while receiving wide critical acclaim. Dramas like *Nouvelle adresse* and *Unité 9* also demonstrate how the public broadcaster can address sensitive social issues in a way that resonates with Canadians. *Unité 9* remains the most-watched francophone drama in Canada.

Good stories find audiences across every platform. Five years ago, Radio-Canada launched l'Extra d'ICI Tou.tv, its digital subscription service. There, Canadians find original series like *Série noire*. Its complete second season was exclusive to subscribers before it appeared on television. It has been streamed online more than 300,000 times, a remarkable digital success.

We're also supporting the next generation of Canadian digital storytellers. CBC partnered with the global multichannel network *Fullscreen* to launch the *Creator Network* – a support system to give the next generation of YouTube storytellers in Canada the support and tools they need to reach new audiences across Canada.

Celebrating Canada

Investing in stories also means investing in signature, national events like Canada's 150th anniversary. CBC and Radio-Canada are rebooting their acclaimed joint television documentary, *Canada: A New People's History*, updating the series with new aboriginal and immigrant themes, an interactive, digital platform, and two new episodes, including the story of Canada's last 27 years. The multiplatform documentary, *La Grande Traversée* on Radio-Canada will follow 10 Canadians from francophone communities as they cross the Atlantic, much as their ancestors might have in 1745, to colonize New France. *We are Canada*, on CBC, will introduce Canadians to their next generation of young change-makers and the work they are doing to shape the future of this country. In all of this, multiple platforms mean individual Canadians will be able to engage, and share with the country, their thoughts and aspirations on Canada during a significant national anniversary.





Showcasing Canada's Athletes

Digital has also transformed our approach to sports. We will no longer invest in expensive broadcast rights to professional sports. Our commitment is to showcase Canada's athletes through partnerships with other broadcasters and national sports organisations. We are proud to have secured our role as Canada's Olympic broadcaster through to 2024. We've launched *Road to the Olympic Games*, a multi-platform **English** and **French** series that will connect Canadians with their high performance athletes and their sports through to the 2024 Olympic Games. The program uses broadcast, digital and our new sports App to follow athletes in training, in Canadian and international competition, as well as in their communities. And there's more to come. By the time they get to the Olympic podium, they will all be Canada's hometown athletes.

The Financial Transformation

The goals for our digital transformation are ambitious. To reach them, we are changing the way we operate – aligning our operations with our mission, becoming a much more efficient organization so that we have the resources to invest where we need them. We are more flexible, more scalable. Production studios can be reopened as needed – as was the case for the Pan Am Games – and then deactivated as required.

We are reducing in-house production (outside of radio, and news and current affairs). By partnering with independent producers, we are supporting a broader range of Canadian creators and programs, and maximizing the leverage of other financial sources like the tax credits and the Canadian Media Fund. By maintaining a limited production capability, we will preserve some flexibility and expertise.

Modernizing our operations also means modernizing our relations with our unions. This year, Radio-Canada will begin negotiating a new collective agreement with three recently merged unions. The goal is to ensure our working environment is flexible and agile to meet the needs of creators and Canadians in this new multiplatform environment.

We are transforming our internal operations, and merging many of our finance and technology operations across the Corporation in order to reduce our costs and streamline our decision-making. By consolidating all of our technology and infrastructure teams into a new, single group, we are much better-positioned to drive the technological changes crucial to our digital transformation.

Services not buildings

We're changing our physical space to reflect how a modern broadcaster needs to operate. Across the country, we're moving to smaller, more effective, modern spaces that put us in closer touch with the communities we serve.

CBC/Radio-Canada's operations use approximately four million square feet of space across the country. Many of the buildings we own are old, in need of repair, and costly to maintain. Some no longer suit the needs of modern broadcasting. Our goal is to reduce our real estate costs by using only the space we need, by moving from owned to leased facilities, and by renting unused space to third parties. This generates more resources for programs. By 2020, we will reduce our total space by half.

Over the past few years, we've moved into leased multi-media spaces in Moncton, Halifax, Sudbury, Corner Brook, Sydney, Windsor, and Gander. We will be moving in Calgary and Iqaluit this year. We have closed surplus facilities and are renting out excess space at the Toronto Broadcast Centre, and in Vancouver. We're also looking for ways to reimagine our presence in Montreal, with a modern Maison de Radio-Canada by 2019.

What's Next

As you can see, since we launched our transformation, the one constant has been constant change. We have made tremendous progress in the last year and we are determined to build on it. The truth is, the pace of change is quickening, and our transformation needs to reflect this.

We don't know all the new ways that digital is going to enhance our relationship with Canadians, but we are ready to take advantage of what we discover. We will continue to benefit from the knowledge and drive of some incredibly creative, innovative people. We also have tremendous support from Canadians who believe public broadcasting must continue to play an important role in their daily lives. As a reflection of this, the Government's commitment to reinvest in public broadcasting is particularly welcome. It will speed our digital investment, and help create more great Canadian programs.

This fall, we will host PBI 2016, the annual international gathering of public broadcasters. The meeting comes as public broadcasters worldwide grapple with the challenges of serving their communities in the digital age. That this conference is being held in Montreal is recognition of the leadership role we are playing in transforming public broadcasting for the future.

We will continue to transform, to learn and to innovate. We will show Canadians how a broadcaster, who also sees them as citizens, can give them the public space they need to get the most out of their digital world. That is our view of the future; a better public broadcaster, more relevant, more valued; more connected to Canadians, their communities, and the information that matters to them.

We can't wait to show you what we can do.