

Schedule A

Board of Directors

November 22-23

Subject matter

**ANNUAL REPORT 2011/2012 – OUTLINE OF REPORT
DEVELOPMENT PLANS**

Background

Last year's web based annual report (3253 unique page views in English and 2011 unique page views in French since the launch in August), continued production of online quarterly reports, and evolving best practices all influence how we should write, produce and distribute CBC/Radio-Canada's 2011–2012 Annual Report.

We will continue producing the Annual Report online in HTML, with a limited print run (approximately 200 copies) in single-volume bilingual tumble format. The print version would be even more pared down than last year, eliminating all photos and using only two colours.

This year we'll enhance the web based version by improving the design and presenting the information in a more user-friendly way.

Information on the matter

See attached plan

For decision

For information

Prepared by

Name: Bill Chambers and Martine Menard

Date: October 31, 2011

Management recommendation

N/A

Last discussed at the Board

Date: N/A

Decision made: N/A

Next steps

Corporate Communications and Finance will begin production of the Annual Report.

CBC/Radio-Canada 2011–2010 Annual Report

Last year's web based annual report (3253 unique page views in English and 2011 unique page views in French since the launch in August), continued production of online quarterly reports, and evolving best practices all influence how we should write, produce and distribute CBC/Radio-Canada's 2011–2012 Annual Report.

PROPOSAL

Similar to last year, we propose to

- publish the Annual Report and quarterly reports online in HTML (with a small print run for the Annual Report)
- continue to establish continuity between the Corporate Plan, quarterly reports and the Annual Report in terms of content, look, feel and delivery approach (web)
- focus primarily on financial and quantitative narratives, and core business and strategy

Publishing the Annual Report Online in HTML

We recommend continuing producing the Annual Report online in HTML, with a limited print run (approximately 200 copies) in single-volume bilingual tumble format. The print version would be even more pared down than last year, eliminating all photos and moving to only two colours.

This year we'll look to enhance the web based version of the Report, build on the design and look for better ways of presenting the information in as user-friendly a way as possible.

We would invite the majority of our contacts to read the Annual Report online, and distribute a small number of copies of the Annual Report for tabling, to some government committees and to libraries.

The HTML version provides significant benefits.

- By recording the number of visitors on each page, it allows us to measure the impact of each section.
- An Annual Report in HTML is easier to distribute through social media, and is perceived as a greener, less costly choice than paper.
- Even backed with photos and video/audio clips an HTML version of the Annual Report is generally less costly than a print version.
- It is easier to navigate than those in PDF format, providing a table of contents and more scope for interactivity, making keyword searches easier, and enabling the use of video and audio clips. We will still have to print a small number of minimally designed copies for tabling in Parliament, and for anyone requesting a hard copy.
- By following a similar approach to last year, we can more accurately measure the reach of the Report.
- A web based Annual Report reinforces CBC/Radio-Canada's commitment to transparency and accountability, as it can be easily accessed by Canadians through the Corporate website.
- Reflect best practices in Management Discussion and Analysis (MD&A) reporting.
- Finally, being web based allows us to best reflect the business we are in. Also, an online approach supports *Strategy 2015* in terms of our digital promise to connect with Canadians across the country.

Maintaining continuity between the Annual Report, the Corporate Plan and quarterly reports in terms of content, look and feel

The Corporation strives for consistency in its accountability process, which is facilitated by producing reports that are complementary in terms of content, presentation and user-friendliness.

This consistency is one element that helps guarantee quality and credibility for those who read the Annual Report and quarterly reports. With a common thread between the reports, the organization is more likely to be seen as transparent.

As well, savings can be achieved by using a similar design, as opposed to paying for a separate design for each.

The design of the 2011–2012 Annual Report will therefore influence the design of the quarterly reports and the corporate plan summary for the following year.

TERMS OF REFERENCE FOR 2011-2012 ANNUAL REPORT

As in previous years, we plan to produce an Annual Report that meets all requirements set forth by the Auditor General of Canada and stipulated in the *Broadcasting Act*.

Objectives

- Fulfill CBC/Radio-Canada's accountability and reporting obligations.
- Demonstrate to the Annual Report's target audiences that CBC/Radio-Canada is an organization committed to increasing its transparency and accountability.
- Demonstrate using key performance indicators that the Corporation provides strong public value for Canadians in return for the annual funding it receives from government.
- Communicate CBC/Radio-Canada's core business and strategy.
- Demonstrate that the Corporation has a vision of what the national public broadcaster needs to become to serve Canadians' needs and interests.
- Produce reports that meet the new accountability standards, minimizes its ecological footprint, and is the least expensive options.

Overall Theme

CBC/Radio-Canada celebrates its 75th anniversary and continues its drive toward 2015

CBC/Radio Canada is celebrating 75 years of providing Canadians with programming that informs, enlightens and entertains. But the Corporation's anniversary is more about looking forward than about reflecting on the past.

Over the past year, CBC/Radio-Canada has continued to focus on *Strategy 2015: Everyone, Every way* and its three key priorities: creating and delivering Canadian content, representing and serving the regions, and delivering through the latest digital platforms.

The strategy ensures CBC/Radio-Canada continues to present original, high quality Canadian programming of great value to our audiences — wherever, whenever and however they want it.

The 2011–2012 Annual Report will also have to address the challenges the Corporation is currently facing, such as the, the Canadian economic environment, the Deficit Reduction Action

Plan and uncertainty around the Corporation's funding. The Report will demonstrate that all decisions are made based on *Strategy 2015*.

APPENDIX 1

ANNUAL REPORT SPECIFICATIONS: THE BROADCASTING ACT

The *Broadcasting Act* (1991) describes the "form and content" requirements of the Corporation's Annual Report as follows:

Report to Parliament

71. (3) The Annual Report of the Corporation shall include:

- a) the financial statements of the Corporation referred to in subsection 131(4) of the *Financial Administration Act*;
- b) the annual auditor's report referred to in section 132 of the *Financial Administration Act*;
- c) a statement on the extent to which the Corporation has met its objectives for the financial year;
- d) quantitative information respecting the performance of the Corporation, including its wholly-owned subsidiaries, if any, relative to the Corporation's objectives, and;
- e) such other information in respect of the financial affairs of the Corporation as is required by this Part or by the Minister to be included therein. and shall be prepared in a form that clearly sets out information according to the major businesses or activities of the Corporation and its wholly-owned subsidiaries, if any.

New guidance from Treasury Board

Follow new guidance from Treasury Board of Canada as it relates to quarterly financial reports and annual reports for Crown Corporations: <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?evttoo=X&id=18789§ion=text>.

Narrative Discussion

It is not necessary to duplicate information that is included in the Management Discussion and Analysis section of the Annual Report in the quarterly report's narrative discussion. Unless otherwise updated, information disclosed in the Management Discussion and Analysis is assumed to apply to the quarter. The use of graphics is highly recommended in this section.

Risk Analysis

The narrative discussion should update the financial risks discussed in the annual Management Discussion and Analysis, if included in the Annual Report, the Corporate Plan Summary, and previous quarterly financial reports. It should also briefly outline the strategies adopted to manage any significant new risks and uncertainties not discussed in the prior Annual Report or Corporate Plan Summary.