

Board of Directors
(November 22-23, 2011)

Subject matter**2015 Strategic Initiatives – Implementation Status****Background**

The November Board meeting marks the halfway point of the first year of *Everyone, Every way* and provides Management with the opportunity to demonstrate to the Board that the Plan's initiatives are rolling-out as we said they would.

Tracking Our Progress

In order to do this, we have developed a database that allows us to track the status of the key strategic initiatives scheduled to be implemented in year one of the Plan (see attached material). The initiatives are organized according to the three key thrusts of **Network Programming, the Regions** and **New Platforms**. Information provided for each initiative includes:

1. Its status;
 - Completed
 - In progress
 - Work still required, and
 - Delayed, and
2. When the Initiative is Expected to be Completed

As the attached documents indicate, both Media Lines have begun implementing a wide range of projects relating to the key thrusts of *Everyone, Every way*. **Overall, the Media are on track to implement virtually all of the key initiatives they identified for year one of the Plan that the Board approved in November 2010.**

Highlights of French Services Roll-out

Key initiatives in the areas of Network programming, Regions and New Platforms included:

- Network programming
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- Regions
 - The expansion of local TV news to the weekend in Regina and Edmonton bringing to 10 the number of Radio-Canada markets where local week-end news is available to French speaking audiences, and
 - The development of a hyperlocal service for the Montreal suburbs that is to be piloted in November 2011 (Project 450).
- New Platforms
 - The online service 'Espace.mu' was launched in June 2011;
 - Continued to develop Tou.tv – usage up 37 per cent over the summer;
 - Generated more original content for the web, and
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Highlights of English Services Roll-out

Key initiatives in the areas of Network programming, Regions and New Platforms included:

- Network programming
 - The airing of nine 'signature events', with the expectation that another five will be aired during the remainder of 2011-2012, and
 - Concluded, jointly with Radio-Canada, an agreement with CTV to partner on an Olympic bid for the 2014 Winter (Sochi) and 1016 Summer (Rio) games.
- Regions
 - Will launch new radio and online services in Kamloops, the Waterloo Region and London;
 - Enhanced local radio programming for Kelowna and Victoria;
 - The expansion of local TV news to the weekend and enhanced radio and online news services in Toronto, Calgary, Edmonton, Ottawa, the Maritimes and Newfoundland/Labrador;
 - A new digital service for Hamilton (announced November 1), and
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- New Platforms
 - Created a Digital Strategy Committee to identify shifts in audience, platform development to ensure that content is available across all platforms.

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Information on the matter

See attached.

For decision

For information

Prepared by

Name: Marie-Philippe Bouchard/Neil McEaney/Stan Staple
Date: October 31, 2011

Management recommendation

N/A

Last discussed at the Board

Date: June 2011
Decision made: Review at November 2011 Board

Next steps

Review at January 2012 Board



Highlights of Development and Implementation of *Everyone, Every way* Strategy

Programs	Radio	<ul style="list-style-type: none"> On Première Chaîne, the summer 2011 schedule was used as a space to experiment with new talent and new concepts for the benefit of the fall/winter 2011–12 schedule,
	Signature Events	<ul style="list-style-type: none"> Our commitment to producing multiplatform “signature” events that showcase Canadian talent is still strong. We’ve aired no less than nine such events since April 1, some being truly one-of-a-kind, such as the opening of the new OSM concert hall, the 75th anniversary fall launch, and <i>1 Day</i>, a documentary portrait of Canadians.
	Sports	<ul style="list-style-type: none"> A new Sports strategy has been developed.
Regional Centres	24-7	<ul style="list-style-type: none"> Regina and Edmonton now have access to weekend headlines.
	450	<ul style="list-style-type: none"> The development of a hyperlocal webspace serving Montreal’s off-Island communities is making good progress. The pilot will go live as planned in November 2011.
Platforms	Digital	<ul style="list-style-type: none"> The Espace.mu web platform was launched in June 2011, Radio-Canada’s digital properties posted impressive traffic numbers. In summer 2011, propelled by TOU.TV’s spectacular gain of ... Digital content continues to expand and diversify, with webdocs, webseries and acquisitions accounting for an increasingly larger share of Radio-Canada’s offering. The three prestigious international awards recently garnered by the cross-cultural project <i>Exile Without End</i> highlight the innovative nature and wide reach of our digital productions.
	Specialty	<ul style="list-style-type: none"> ...

Initiatives	Pending	Under Way	Completed	Approved	Actions	Timeline
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PROGRAMMES

<p><u>News and Current Affairs</u></p>						
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<p><u>Drama</u></p>					<p>Eight distinctive, award-winning drama series that appeal to wide audiences, including <i>La galère</i>, <i>Providence</i>, <i>L'Auberge</i> and <i>Les Parents</i>;</p>	
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Initiatives	Pending	Under Way	Completed	Approved	Actions	Timeline
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PROGRAMS (cont'd)

Arts and Lifestyle

<p><u>Signature Event Programming</u></p>		v			<p>“Signature event” programming that showcases Canadian talent and promotes Radio-Canada initiatives to the Canadian public:</p>	
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Music

Mid-Year Summary of FS Strategic Initiatives | 2011/12

Initiatives	Pending	Under Way	Completed	Approved	Actions	Timeline

PROGRAMS (cont'd)

<u>Youth</u>	Pending	Under Way	Completed	Approved	Actions	Timeline
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<u>Sports</u>	Pending	Under Way	Completed	Approved	Actions	Timeline
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Mid-Year Summary of FS Strategic Initiatives | 2011/12

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Initiatives	Pending	Under Way	Completed	Approved	Actions	Timeline
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REGIONAL CENTRES

<u>Programming Enhancements</u>						
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Mid-Year Summary of FS Strategic Initiatives | 2011/12

Initiatives	Pending	Under Way	Completed	Approved	Actions	Timeline
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REGIONAL CENTRES (cont'd)

<u>Multimedia production centres</u>					<div style="display: flex; align-items: center;"> <div style="width: 20px; height: 20px; background-color: #cccccc; margin-right: 5px;"></div> <div>Construction progressing well: Opening slated for September 2012</div> </div>	T2 2012 (September)
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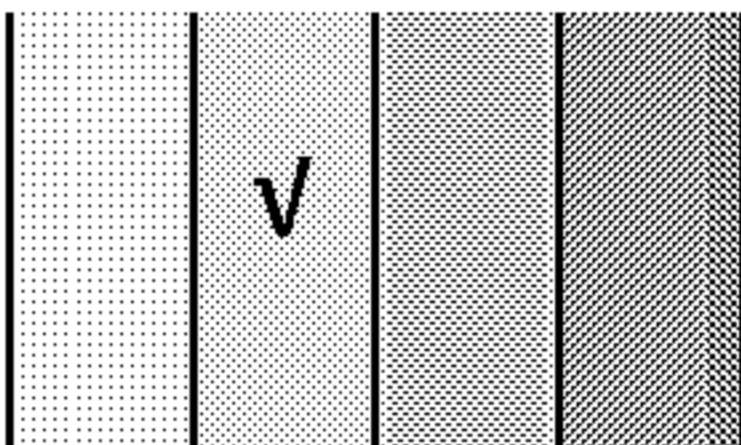
<u>Underserved audiences</u>						
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Mid-Year Summary of FS Strategic Initiatives | 2011/12

Initiatives	Pending	Under Way	Completed	Approved	Actions	Timeline
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PLATFORMS

<u>Develop the digital offering</u>					<div style="display: flex; align-items: center; justify-content: space-between;"> <div style="text-align: center;">  </div> <div style="flex-grow: 1;"> <p style="margin: 0;">Espace.mu web platform launched in June 2011. Traffic results for initial months are highly satisfactory.</p> </div> <div style="text-align: right; width: 10%;"> <p style="margin: 0;">T1</p> </div> </div>	
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<u>Consolidate the existing offering</u>						
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Mid-Year Summary of FS Strategic Initiatives | 2011/12

Initiatives	Pending	Under Way	Completed	Approved	Actions	Timeline
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PLATFORMS (cont'd)

<u>Innovative digital content</u>						
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<u>New screens</u>						
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<u>Specialty channels</u>						
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Key Highlights related to Strategy Development and Implementation

Programming	Sports	<ul style="list-style-type: none"> • • Concluded agreement with CTV to strategically partner on an Olympic bid for the Sochi (Winter 2014) and Rio (Summer 2016) Games
	Music	<ul style="list-style-type: none"> • •
	Canadian Programming	<ul style="list-style-type: none"> • • Showcase a minimum of 10 Signature Events
Regions	Local Service Extension	<p><i>In addition to the previously announced service extensions, in September, 2011 we announced:</i></p> <ul style="list-style-type: none"> • Enhanced local radio, television and digital coverage and service in Edmonton, Ottawa, the Maritimes and Newfoundland & Labrador: launching Spring 2012 • New local radio and internet services will be introduced to London and Kitchener-Waterloo: launching Autumn 2012 • New local digital service for Hamilton announced on November 1, 2011
Platforms	Digital	<ul style="list-style-type: none"> • Digital Strategy Committee structure, objectives and mandate established to drive digital strategy across English Services • Digital Working Groups • Social Media Committee



Project	Pending	In Progress	Completed	Approved	Status	Timelines

Programming

Sports Strategy						
[English Services]						

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Project	Pending	In Progress	Completed	Approved	Status	Timelines

Programming

<p>Digital Sports Strategy [English Services]</p>	
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Project	Pending	In Progress	Completed	Approved	Status	Timelines

Programming

Music Strategy						
[English Services]						



Project	Pending	In Progress	Completed	Approved	Status	Timelines

Programming

<p>Predominately and distinctively Canadian programming</p> <ul style="list-style-type: none"> - Entertainment - News - Smart Talk <p>[English Services]</p>			✓		<p>Completed</p> <p><u>Video Windowing Analysis</u></p> <ul style="list-style-type: none"> • Analysis of CBC current state for video (platforms, business and audience metrics, user experience, key takeaways, ROI etc.) ie. CBC properties as well as partners. • Reviewed and shared with stakeholders from CPO, S&BD, Content, Revenue, MOT, Communications, BRC, etc.) 	<ul style="list-style-type: none"> • Video Windowing Strategy completed Q3/2011-12



Project	Pending	In Progress	Completed	Approved	Status	Timelines

Programming

<p>Predominately and distinctively Canadian programming (continued)</p> <ul style="list-style-type: none"> - Entertainment - News - Smart Talk <p>[English Services]</p>		✓			<p><i>In Progress</i></p> <p><u>Audio Windowing Analysis</u></p> <ul style="list-style-type: none"> • Framework for radio & audio windowing, first draft completed and currently under review by key stakeholders. • Drill-down into drama, comedy and factual video genres (video). 	<ul style="list-style-type: none"> • Audio Windowing Strategy completed Q3/2011-12 • Signature events strategy completed by: TBD
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Project	Pending	In Progress	Completed	Approved	Status	Timelines

Programming

<p>Predominately and distinctively Canadian programming (continued)</p> <ul style="list-style-type: none"> - Entertainment - News - Smart Talk <p>[English Services]</p>					<u>Entertainment</u>	
		✓			<u>News</u>	
					<u>Smart talk</u>	



Project	Pending	In Progress	Completed	Approved	Status	Timelines

Regions

Local Service Extension: Station Openings					b) Waterloo Region, London announced on September 26,2011.	• •
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Local Service Extension: Kelowna / Victoria		✓			• Successful launch on October 11, 2011.	• Completed Q3 2011-12
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Local Service Extension:						
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Project	Pending	In Progress	Completed	Approved	Status	Timelines

Regions

<p>Local Service Extension: Weekend News: 8 Launches</p>			✓		<ul style="list-style-type: none"> Weekend News: 8 Launches <ul style="list-style-type: none"> a) Toronto: Launched Sat. October 15/11, no issues b) Calgary: On-track for Feb launch, no issues c) Edmonton, Ottawa, Halifax and St. John's announced on Sept. 26/11 to launch Q1 2012-13 d) Vancouver and Winnipeg: Launched in 2011-12 e) Montreal: Assessing viability of weekend news offer 	<ul style="list-style-type: none"> Q3 / 2011-12 (Oct. - Toronto) Q4 / 2011-12 (Feb. - Calgary) Q1 / 2012-13 (Edm., Ott., Hfx., St.J.) Completed (Van., Win.)
<p>Local Service Extension:</p>						
<p>Local Service Extension:</p>						

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Project	Pending	In Progress	Completed	Approved	Status	Timelines

Regions

<p>Local Service Extension:</p>	
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Project	Pending	In Progress	Completed	Approved	Status	Timelines

Platforms

<p>Digital Media Strategy</p> <p>[English Services]</p>
