

Board of Directors

January 24-25

Subject matter*2015: Everyone, Every way – Into Year #2***Background**

On February 1, 2011, CBC/Radio-Canada unveiled *2015: Everyone, Every way*. Since then, we've sought to grow awareness and support as we implement it. This, in a year marked by a federal election, our 75th anniversary celebrations, and a number of high-profile issues (i.e., a curtailed licence renewal process, DTV switchover, introduction of the DRAP, ATIP, etc.) in addition to a number of unanticipated and attention-grabbing issues stemming from regular operations.

2012 is already shaping up to be an even more challenging year in the regulatory and socio-political environment. We can anticipate a number of important issues that will evoke the attention and concern of influential organisational publics and stakeholders. Some of these issues will not only precipitate action, but also shifting expectations and perceptions among our publics, all of which is likely to have important consequences for CBC/Radio-Canada.

This strategy is intended to guide communications planning and issues management in the first half of 2012.

Information on the matter

See attached strategy

For decision**For information****Prepared by**

Name: Bill Chambers

Date: January 3, 2012

Management recommendation

N/A

Last discussed at the Board

Date: N/A

Decision made: N/A

Next steps

Corporate Communications to manage implementation of strategy.

COMMUNICATIONS STRATEGY

Subject: *2015: Everyone, Every way* – Into Year #2

Date: January 12, 2012

Draft Number: 7

BACKGROUND AND PURPOSE

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CURRENT ENVIRONMENT

s.18(b)

s.21(1)(b)

s.18(b)

s.21(1)(a)

s.21(1)(b)

COMMUNICATION OBJECTIVES

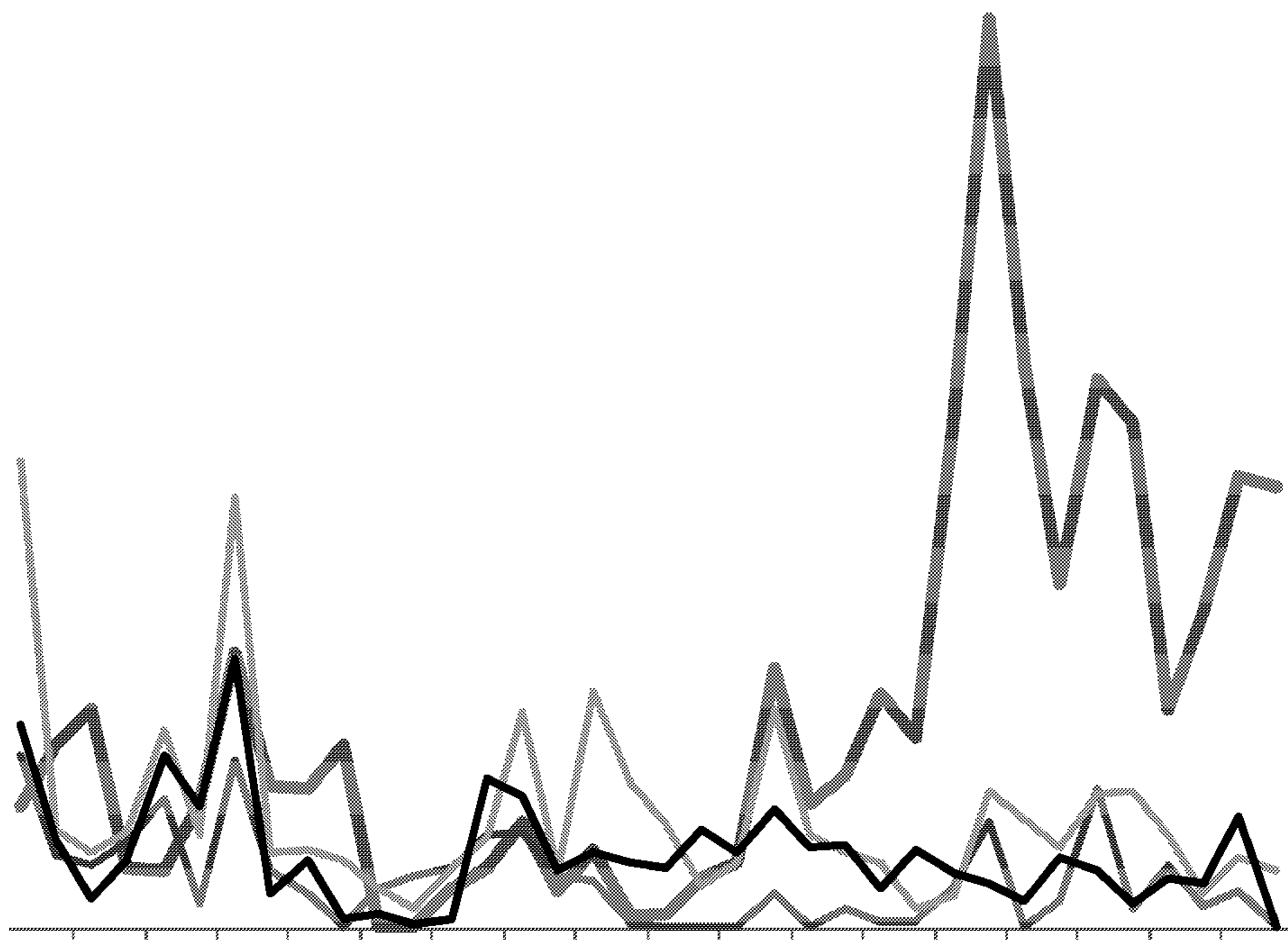
1. To recast the broader debate in the language of the publicly funded broadcasting ecosystem in which CBC/Radio Canada provides the best value for public money invested.
2. To lay the foundations of DRAP — CBC/Radio-Canada is a well-managed, industry-leading broadcaster that will absorb financial shocks strategically and maintain its momentum.
3. To call attention to the value of CBC/Radio-Canada's programming and distinctiveness.
4. To increase awareness of, and support for *2015: Everyone, Every way* amongst audiences and influencers.
5. For influencers, to raise awareness of funding issues and risks, and the potential impact of cuts on our ability to execute our strategy and fulfil our mandate.
6. To disentangle the reputation risk on accountability and transparency from discussion about the role and value of public broadcasting, and restore trust and confidence.

AUDIENCES

- Employees s.21(1)(a)
- Unions s.21(1)(b)
- Government
- Regulatory relations/funding bodies
- Partners/strategic business allies
- Influencers
- Media
- Public

APPROACH

Proactive and visible.



s.18(b)
s.21(1)(a)
s.21(1)(b)

s.18(b)
s.21(1)(a)
s.21(1)(b)

s.21(1)(a)
s.21(1)(b)

STRATEGIES

Three distinct timelines: January 1—March 1; March 1—May 1; May 1 onwards.

s.21(1)(a)

s.21(1)(b)

January 1—March 1: Prepare the ground

1. Communications effort, starting with employees, moving to editorial Board and at least one speech in English and French, to position eventual DRAP proposals in the context of *2015: Everyone, Every way*, and reinforce importance of other funding sources — LPIF.
- 2.
3. Continue to reinforce overarching messages of CBC/Radio Canada as part of the publicly funded broadcasting ecosystem that delivers strong value for public investment.
4. Assemble and mobilise employee, public and third-party support and, more importantly, equip and empower them to carry the message forward. Make it such that they can act as force multipliers and recruit additional supporters within their own networks.
5. Shift focus, where possible, to the value of public broadcasting as an instrument of public policy, culture and democracy within the larger system, rather than concentrating on CBC/Radio-Canada, the player looking out for its own interests. Make it about Canada and Canadians, not us: it's all about you. "What can CBC/Radio-Canada do for you?"
6. Assess ramifications of, prepare and plan DRAP rollout.

March 1—May 1: React to DRAP

7. Earliest possible internal/external announcement of the full scope of DRAP proposals. Comprehensive effort to communicate the big picture and, in specific sectors (internal and external), the consequences of each proposition. Watch words: transparency, responsibility, empathy, and strategic.
 - Articulate short- and long-term effects of cuts, keeping focus on 2015 vision and strategy. How will these cuts affect the programming that Canadians like and want ("my programming")?
8. Counteract any misinformation about: the Corporation, its role, the value of its programming to Canadians, and the interrelationship of the various funding mechanisms.
9. Reinforce that we will continue to deliver distinctive value to Canadians for our portion their investment in the broadcasting system.
10. Accelerate to the maximum extent possible implementation of DRAP — the more it drags out, the more damage it will do to the culture and to the momentum of the organisation.

May 1 onwards: Back to business

11. Shift focus back to a positive programming and modern broadcaster message. Back to business with up-front sales seasons for fall programming schedules being launched by English Services and French Services.
12. Mitigate the impression that the Corporation has lost: its budget was cut, it reduced its activities and will continue to deliver on its strategy for Canadians.
13. The Corporation still needs LPIF funding and it needs to be successful at the upcoming licence renewal hearings.

KEY MESSAGES — Overall

- Public broadcasting is at the centre of Canadian cultural and democratic life.
 - Great programs that share Canadian stories, culture and identity are not only good public policy today; they'll be just as important tomorrow.
 - CBC/Radio-Canada is an important part of Canada's mixed public-private system.
 - It's not the be-all and end-all, nor is it "better" than the rest. It's an important part of a system that works — one that needs public broadcasting to work.
 - We are the home of the distinctive Canadian experience, whether we make the program or Canadians create it with us. And more and more are tuning in.
 - It's about creating well-informed, cohesive and coherent civil society capable of fulfilling the responsibilities of citizenship in one of the world's most diverse and dynamic democracies.
 - That's what we aim to do in public broadcasting, on a remarkably modest budget.
- *2015: Everyone, Every way* is our roadmap, our plan to better serve Canadians.
 - Technology allows us to deepen our relationship with Canadians.
 - Our promise is to be the leader in expressing Canadian culture and enriching democratic life.
 - We want to be even more Canadian, more regional and more digital.
 - Only one year in, and we're making good headway in making it happen.
- No doubt, there will be some big issues and challenges along the way.
 - We can always do better. And we will. In fact, we are already.
 - Still, we have some big headwinds: the prospect of budget cuts and other funding issues, and the renewal of our licences.
 - Canadians who believe in public broadcasting need to know there's a lot at stake in the next year, and they need to let their voices be heard.
 - Canadians should also know that, whatever the outcome as it relates to our funding, we will be guided by our plan to serve them better.
 - If budget reductions are within expected ranges there will be very difficult choices but the overall direction of 2015 will remain our roadmap.