



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. Here are just some of the ways we are modernizing the public broadcaster.

Informing Canadians

It all starts with a simple premise: CBC/Radio-Canada exists for Canadians. From our very beginnings, we've been offering them fearless reporting and analysis about their country and their world; compelling drama that showcases their country; brilliant comedy and biting political satire that speaks to them. We believe that sharing information about Canada – stories that inform, enlighten, and entertain – enriches the cultural lives of all Canadians, and makes a great country even better. Our focus on that commitment has allowed us to carve out a place as a part of the Canadian identity.

That commitment is as essential today, in a digital age of limitless choice, as it was at the dawn of radio, when Canada feared a wave of cultural programs from the United States. The difference now is that 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 ICI Radio-Canada.ca digital sites. More precisely, they *engaged* with us and with each other, posting comments, tweeting our content, holding digital conversations. It validates what we've seen before in times of national celebration, like the Olympics, as in times of tragedy, like the recent terror attacks in Paris. Encouraging these Canadian *conversations* is part of why we exist. Canadians don't just want news. They are looking to *engage* with their world all day long, on every device they own. Seventy percent of them already own a smartphone. They expect their public broadcaster to be integrated in that life.

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.

More local, more digital, more financially sustainable. We have been making tremendous progress on these goals, in large part because of the commitment, imagination, and determination of the people who choose to work here. They are the ones creating new ways to develop and deliver our content, better ways to run our operations, deeper ways to connect with Canadians. We will support them and will continue to create new jobs for Canada's next generation of digital creators. This is how we will remain pioneers in Canada's creative future.



The Local Transformation

Serving Communities

Canadians will tell you they want to know more about what's happening in their community. Yet over the past decade, their local news has been in decline. Small newspapers have folded or been merged with national chains; some television stations have closed, the rest continue to cut staff; local radio has less local news, more syndicated programs. In the face of all this, CBC/Radio-Canada's instantly recognizable radio services have remained stronger than ever. This fall, CBC Radio One and CBC Radio 2 recorded their highest audience shares ever. Fifteen out of 26 local morning CBC radio shows were the most-listened to in their respective markets, and 25 out of 26 were in the top three. ICI Radio-Canada Première and ICI Musique reached a record, combined audience share of 22%.

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 public space

It is that sharing of content that is making the public broadcaster, the public space for Canadians. In Winnipeg, CBC reached out to the community to get their suggestions for **Future 40** – their project to find the next generation of community leaders. They received almost 200 nominations which they profiled on-line. And once they found their 40, they didn't stop there. They invited their Future 40 and other community leaders to come together to tackle one of Winnipeg's biggest challenges – racism. CBC led that community conversation. That's what the public space is for.

In Estrie, our ICI Radio-Canada Première team have taken their afternoon show *Écoutez l'Estrie* and created a radio and digital "happening". They're engaging new listeners by hosting a local "slam poet" who energizes audience every Friday with his performance on the latest news. It's an event people are listening to and talking about; a new way to engage.

Last January, 350 high school students came to our building in Vancouver on a Saturday for our first *Junior J-School*. They spent the day meeting with our journalists, talking about how stories are reported, and the changing world of journalism. Their enthusiasm was infectious. You can get a taste of it [here](#). Following the event, four of the students were chosen for one-day mentorships at CBC. They may be the future of Canadian journalism, maybe of the CBC.



One year after a shooting rampage terrorized people in Moncton, Radio-Canada Acadie used digital to help put those events in perspective for the community, with an interactive **digital record** of the tragedy, the response, and its impact.

During the last federal election, Radio-Canada launched **#1ervote**, giving first-time voters a platform to share the issues important to them. They posted their own videos on **Instagram** with the hashtag #1ervote , engaging local candidates, leaders and parties on what they wanted to talk about, while showing that voting matters.

On Remembrance Day, our web teams created 10 different video streams, so that no matter where Canadians were, they could follow Remembrance ceremonies across the country. And that was in addition to our national coverage from Ottawa. To mark the 100th anniversary of the iconic John McCrae poem ***In Flanders Fields***, CBC radio created a feature around the poem. Michael Enright of *The Sunday Edition* provided narration; battlefield footage added a compelling visual story. Together they created a moving tribute for radio, TV and digital. With more than 100,000 page views and over 5,000 social media shares, it was one of the most talked about stories that day.

More engagement, more information, more often, on more screens. That's our transformation in the regions.

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. To coincide with the government's announcement of the first phase of its inquiry into missing and murdered indigenous women in December, CBC News used the hashtag [#MMIW](#) to tweet the name and stories of each woman over 24 hours, raising awareness of this important issue.

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.

Stories not platforms

The information we share, the stories that move people, don't have one "platform" anymore. Now, a story can start online, with a Facebook post or a tweet linking to a picture or story, then it can be updated for television on *Le Téléjournal* or *The National*, or for a radio spot on the *News at Six*. A series about personal debt can start as five digital stories – with information tailored to seniors, students, or families. We can build on that with a television piece and follow with a live digital chat where Canadians share their questions and ideas. In fact, that's what we did in one week last year.

That's how we engage with Canadians.

It's meant a change in everything we do. From how stories are assigned, to the way we think about storytelling, to editorial priorities, even to where people sit and work. Our people are leading that change. More than 1,000 of them have sought out additional training to take advantage of what digital can do. And they're applying what they've learned. Here's another example:

Last November, the Premier of Nova Scotia announced he would be delivering a public statement **live** at 9 pm. No broadcaster had space in their TV schedule to interrupt programming. CBC Halifax turned to digital. They were the only ones to offer a live stream, promoted on social media, to deliver that news to their community as it was happening. It captured more than 20,000 page views. No other broadcaster was able to get that event to that community. And the community responded. More than one million people now follow CBC News on Facebook; a digital milestone.

Last year, Radio-Canada created an *Ideas Accelerator* to find new ways to tell digital stories. It led to the creation of *Meet the #Numéricains*; a multiplatform portrait of thirty people and how digital technology has changed their daily lives, launched by Radio-Canada's regional services in the summer of 2015. The stories were shared first on social networks, with the hashtag #Numéricains. It grew into an interactive web platform, several short radio documentaries, and a pioneering series on *Snapchat*.

At Radio-Canada, our annual *semaine des correspondants* has become a multi-platform master class on Canada and the world. Each year, Canadians engage with our international journalists in a discussion of the big events in the news. They pose questions, follow accounts of our journalists' experiences, and learn more about the important work they do. The incredible response each year is another demonstration of the value we offer Canadians.

That's our strategy in action.

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 Nevsky 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.

Exhibitionists, a digital-first weekly TV show, profiles the people who are making a scene in Canadian arts from design to dance to poetry. The profiles come in bite sized video. It plays first for the CBC Arts feed, then the best stories of the week are curated into a 30-minute weekly TV show. It's arts content when and where you want it.

ICITou.tv continues to create and showcase new original series for the web like *Quart de vie*, *7\$ par jour*, and *Camille raconte*. They follow the success of pioneering web series like *Chroniques d'une mère indigne* and *En audition avec Simon*, the first of their kind in French.



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.

Digital is also creating a wider audience for classic programs. Prestigious radio documentaries like ICI Radio-Canada Première's series on writer *Jack Kerouac* and on Quebec singer *Robert Charlebois* now have companion e-books available through iTunes and have been hugely popular with online listeners.

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.

Smart partnerships

We look for partnerships in everything we do. Our Olympic partnership with Bell and Rogers means we reduce the cost of providing the Games, while ensuring Canadians see as many of their Canadian athletes in action as possible.

During the election, Radio-Canada partnered with Facebook to provide Canadians with data driven insights about the issues and ideas that were motivating French-speaking voters. CBC partnered with Google to create [#PledgetoVote](#), a non-partisan tool to increase voter engagement.

We partner with Canadian schools and universities to make our educational content more widely available to teachers and students. More than 2.5 million students are now using [Curio.ca](#), our educational streaming platform.

We are working with international public broadcasters in Australia and France to develop an international digital marketplace to promote the distribution and sale of our content around the world.

Radio-Canada is partnering with Rogers and Telus to make its **Extra d'ICI Tou.tv** subscription service free to customers. In November, we partnered with Pattison Onestop to put CBC/Radio-Canada news content in public spaces like transit, office buildings, and retail spaces. This helps us get more of our up-to-the minute content to more Canadians, wherever they are.

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.