Agenda

May 10-11, 2011 in Vancouver

D = Document / M = Motion

May 10	BOARD OF DIRECTORS	BY	D	M
2:00	**1. Opening of the Meeting**	Tim Casgrain		
60 min	**2. Project Phoenix**	Hubert T. Lacroix		
3:00	**3. Approval of contracts**			
15 min	a) Canadian Cable Systems Alliance	Kirstine Stewart	X	X
3:15	**4. Human Resources and Compensation Committee Report**			
	a) 2011-12 Salary Planning Recommendations	Rémi Racine		X
	b) Long Term Incentive Plan (LTIP) Metrics	Rémi Racine		X
	c) CEO's Performance Review for 2010-11 and Objectives for 2011-12	Rémi Racine	X	X
	d) SPACQ Mandate	Rémi Racine	X	X
	e) ACTRA Mandate	Rémi Racine	X	X
4:15	**5. Real Estate Committee Report**			
15 min	a) Toronto Broadcasting Centre Lease	Rémi Racine		X
30 min	b) Real Estate Strategy	Rémi Racine	X	X
5:00	**Meeting adjourned to Wednesday morning**			

May 11	BOARD OF DIRECTORS	BY	D	M
9:00	**6. In Camera Session with the President & CEO**	Tim Casgrain		
9:30	**7. Adoption of Minutes**			
	a) March15-16, 2011	Tim Casgrain	X	X
	8. Business Arising from Previous Minutes	Tim Casgrain		
	9. President & CEO's Report	Hubert T. Lacroix		
	10. Chair's Report	Tim Casgrain		

9:45	**11. Governance and Nominating Committee Report**			
30 min	a) Committee Membership	Edna Turpin	X	X
	b) Proposed Plan for Board Regional Meeting locations	Edna Turpin	X	X
	c) Calendar of Meetings	Edna Turpin	X	X
	d) Board Self Assessment	Tim Casgrain	X	
10:15	**12. Annual Public Meeting**	Bill Chambers	X	
10:30	**13. Updates**			
30 min	a) 75th Anniversary	Bill Chambers	X	
11:00	**14. Information Items**			
	a) Summary of Government Funding	Suzanne Morris	X	
	b) Industrial Relations	Katya Laviolette	X	
	c) Workforce Distribution	Katya Laviolette	X	
	d) Employee Engagement Survey Update	Katya Laviolette	X	
	e) Annual Report	Bill Chambers	X	
	f) Minutes -- Broadcasting – 2011-02-23		X	
	g) Minutes -- Broadcasting – 2011-03-14		X	
	h) Minutes -- Human Resources – 2011-03-15		X	
	i) Minutes -- Governance – 2011-03-15		X	
	j) Minutes -- Real Estate – 2011-02-23		X	
	k) Minutes -- Real Estate – 2011-03-15		X	
	l) Minutes – Audit – 2011-02-23		X	
11:00	**Adjournment**			

Next Meeting: June 21-22, 2011 – Ottawa

Schedule A

Audit Committee
Board of Directors

April 20, 2011

Subject matter

CBC and CCSA (Canadian Cable Systems Alliance) Agreement

Background

CBC/Radio-Canada and the CCSA have agreed in principle to a Memorandum of Understanding ("the deal") for which we are seeking approval. The overview is as follows:

1) Provide a formal contract and terms for CBC/Radio-Canada's specialty channels' carriage on CCSA member companies (ie. Broadcast Distribution Undertakings (BDU's)).
2) Enable licencing of CBC/Radio-Canada content to CCSA member companies for their On-Demand and future Broadband & Mobile services.

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

Information on the matter

2) Establishing a value for the licensing of CBC content on broadband and on-demand services

The attached presentation outlines the key agreement terms.

For decision [x] **For information** [ ]

Prepared by

Name: Neil McEneaney
Date: April 20, 2011

Management recommendation

That the distribution agreement between CBC and the Canadian Cable Systems Alliance (CCSA) be approved as per the terms presented

Last discussed at the Board

Date: n/a
Decision made:

Next steps

Execute the long form agreement

CCSA & CBC/Radio-Canada Deal

CCSA
Canadian Independent Communications

A0046553_2-000004

Contents

		Page
1	Introduction	2
2	CCSA Deal with CBC/Radio-Canada: Overview	3
3	Risk Discussion	5

Appendix

A1	Commercial Terms	7

A0046553_3-000005

Introduction

- The CCSA (Canadian Cable Systems Alliance) is an association representing 700,000 subscribers and more than 100 cable companies located throughout Canada
- Membership includes large systems such as EastLink Cable (430,000 subscribers) and small family-owned systems (in the 100's of subscribers)

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

-
-
-
- This deal's terms are consistent with prior deals with BDU's to secure distribution for CBC/Radio-Canada's Specialty TV services and introduce Video-on-Demand (VOD) programming

A0046553_4-000006

CCSA Deal with CBC/Radio-Canada: Deal Overview

s.68.1

- **Secure carriage of High Definition channels:**
  - CBC News Network-HD, **bold-HD** and *documentary-HD*: channels offered to CCSA members.
  - RDI-HD and ARTV-HD: channels offered to CCSA members.

A0046553_5-000007

CCSA Deal with CBC/Radio-Canada: Deal Financial Overview

s.18(b)
s.21(1)(b)
s.68.1

Specialty Channels

Annual Revenue

English Services' Specialty Channels

French Services' Specialty Channels

Video-On-Demand

Annual Revenue
(once fully launched on all enabled member systems)

- English Revenue
- French Revenue --- *

s.18(a)
s.18(b)

A0046553_6-000008

Risk Discussion

- **Cannibalization of over-the-air & cable/satellite audience**
  - Industry views* are that "Rather than cannibalize television viewing consumers are using emerging video platforms to supplement existing viewing". Consumers are mainly using emerging video platforms for catch-up viewing.

s.18(b)

* Source: AC Nielson Feb 2010

A0046553_7-000009

Appendix 1:
Commercial Terms

Specialty Channels

Commercial Terms					
	CBC-NN	RDI	bold	*documentary*	ARTV
Term	5 Years				
Wholesale Rate					
Package					
Others					

s.18(a)
s.18(b)

Annual Revenue of

A0046553_9-000011

Video-On-Demand

Commercial Terms		
Video On Demand		
	CBC Television/La Télévision de Radio-Canada	*CBC/Radio-Canada Specialty Channels*
Term		
Rate		
Package		
Advertising s.18(a) s.18(b)		

A0046553_10-000012

Board of Directors

May 11-12, 2011

Subject matter

- Approval of President and CEO's performance review for 2010/2010.
- Approval of President and CEO's objectives for 2011/2012.

Background

See enclosed documents.

Information on the matter

See attached documentation.

For decision:	X	**For information:**	X

Prepared by

Name: **Katya Laviolette**, Vice-president, People and Culture

Date: April 28, 2011

Management recommendation

It is recommended that the following be approved:

- Hubert T. Lacroix's performance review for 2010/2011
- Hubert T. Lacroix's performance objectives for 2011/2012

Last discussed at the Board

Date: May 2010

Decision made: Documents approved

s.19(1)

Next steps

s.21(1)(a)

s.21(1)(b)

Resolution

Hubert T. Lacroix for the 2010/2011 performance cycle.

THAT the Human Resources and Compensation Committee recommend to the Board of Directors the approval of Hubert T. Lacroix's objectives for the 2011/2012 fiscal year as presented.

Objectives / Results For The Fiscal 2010/2011 Performance Management Process of Hubert T. Lacroix, President & CEO (April 1, 2010 until March 31, 2011)

People

Objectives

- Continue improving our relationship with employees and management at all levels.
- Pursue the strategy to engage and maintain new relationship with Unions.

Results

- A second “Challenge Us!” session conducted (consultation process with 80 employees and union leaders, of varying levels, across the Company). Theme for 2010 was Corporate Social Responsibility (CSR).
- A second "Leaders Forum" session conducted (consultation process with 120 management employees and union leaders). Theme for 2010 was validation of the 2015 Strategic Plan.
- Planning and launch of 75th Anniversary activities with formal launch which occurred on February 1, 2011.
- Numerous employee communications in various formats: face-to-face meetings; podcasts; Board updates; spontaneous notes; town hall meetings; direct communication through personal e-mail correspondence over last year allowed President and CEO to address personally close to 700 e-mails from employees.
- Deployment of Employee Engagement Survey and action planning process – 67% participation rate (all time high) and 86% engagement index result.
- Redesign of the management incentive compensation to align to common business objectives across the Corporation.
- Roll-out of 2010 succession planning and development plans for senior management.
- Continued to improve relationships with all unions – outstanding collective agreements (SCFP/SCRC) negotiated in 2010 without labour unrest.

Programs

Objectives

- Maintain and/or improve current results on all platforms, with a particular focus on news.
- Improve connections to Canada’s regions.

Results

– Continued to attract record numbers of Canadians to CBC/Radio-Canada's content:

ENGLISH SERVICES

		2009-2010	2010-2011
RADIO	Radio One & Radio Two Combined Share (12+, Fall 2010 S4)	13.8%	14.7%
TELEVISION	CBC Television Share (2+, Regular Season Prime Time) Sept. 20, 2010 to April 3, 2011	9.3%	9.3%
	CBC News Network Share (2+, Regular Season All Day) Aug. 30, 2010 to April 3, 2011	1.0%	1.4%
INTERNET	CBC.ca (2+, Comscore Average Monthly, Unique Visitors) September 2010 through March 2011	5.0 million	5.8 million

FRENCH SERVICES

		2009-2010	2010-2011
RADIO	Première Chaîne and Espace Musique Combined Share (12+ Fall 2010 S4)	19%	19.5%
TELEVISION	Télévision radio-Canada (2+, Regular Season, Prime Time) Sept. 6, 2010 to April 3, 2011	18.5%	19.9%
	RDI Share (2+,Regual Season, All day) Aug. 30 2010 to April 3, 2011	1.5%	2.9%
INTERNET	radio-canada.ca, tou.tv, bàp, rci.net -(combined) - (2+ Comscore Average Monthly Unique Visitors) September 2010 through March 2011	1,176,000	2,023,000

– Visits to CBC/Radio-Canada offices (outside Montreal – Toronto – Ottawa triangle).
  - Fredericton
  - Halifax
  - Matane
  - Moncton
  - Quebec
  - Rimouski
  - Sydney
  - Winnipeg
  - Vancouver
  - London, England (including attendance of a conference)

– Drove the revitalization of the regions for CBC/Radio-Canada in all facets through the development of the 2015 Strategic plan.

Pushing Forward

Objectives

- Deliver and implement the Driving towards 2015 strategic plan.
- Develop options for a sustainable business model for CBC/Radio-Canada, including financial flexibility
- Pursue relationship building with Government officials, CRTC, industry leaders, Unions and key stakeholders.
- Ensure CBC/Radio-Canada's access at an optimal level to the Canadian Media Fund and Local Programming Improvement Fund (LPIF).
- Engage with CRTC to develop a plan making the case for access to value-for-signal for CBC/Radio-Canada.
- Lead license renewal process.

Results

- Led the development and implementation of the Corporation's 2015 Strategic Plan and associated financial plan. The three pillars of the Plan are: national programming, regional presence and investment in digital.
- Successfully managed Year 2 of the Recovery Plan. Fiscal year 2010/11 ends in a balanced position.
- Developed a proposal for increased financial flexibility (long-term financial needs, requirements for line of credit/bridge financing and increased limits under Broadcasting Act). Proposal presented to Government.
- Influenced the successful negotiation strategy for the transaction with Sirius Canada to ensure it provided maximum value to CBC/Radio-Canada.
- Played a key role in ensuring staff, Unions, and the Board of Directors had the necessary information to understand the economic and policy foundation of the Corporation's activities.
- Continued to meet with government officials, CRTC, industry leaders and key stakeholders across the country to listen, exchange and dialogue on issues regarding the Public Broadcaster.
- Began license renewal process in anticipation of Fall 2011 proceedings.
- Continued to improve management and performance reporting on ATIP files and the transparency of reporting. Development of an internet site which allows for increased disclosure.
- Supported and ensured the development and articulation of an overall plan for the Corporation's use of Real Estate was a priority. This includes reducing surplus space, modernizing existing space and examining ways in which modernizations can be self-financed.
- Oversaw and provided strategic direction for implementation of the Next Generation Converged Network (NGCN) and the completion of the DTV Distribution Strategy.
- Ensured the Corporation, implemented strategies to balance Year 3 of the Capital Plan and to manage and prioritize demands.

Hubert T. Lacroix, President & CEO

2011-2012 Objectives

People

– Continue to improve our relationship with employees and management through continued engagement, development initiatives and transparent communication.

– Continue to ensure an open and transparent dialogue with our Unions and our employees so that they are actively engaged and support the 2015 Strategic Plan.

– Ensure actions stemming from Dialogue Engagement Survey are implemented in a timely and appropriate manner and are aligned to the 2015 Strategic Plan.

Programs

– Maintain and/or improve current presence on all platforms.

– Ensure decision-making, stemming from the 2015 Strategic Plan, is implemented in a timely and effective manner in Canada's regions.

Pushing Forward

– Continue to develop productive and transparent relationships with the Board of Directors

– Ensure the 2015 Strategic Plan is well communicated across all key stakeholder groups to obtain maximum support.

– Ensure Corporation is positioned to deliver on its financial commitments for 2011/2012 (sustainable business model), as outlined in the 2015 Strategic Plan.

– Continue to pursue relationship building with Government officials, CRTC, industry leaders, key stakeholders.

– Oversee the transition to HDTV in the Fall of 2011 for the Corporation.

– Oversee the license renewal process in the Fall of 2011 for the Corporation.

– Maintain and support the Corporation’s leadership in Access To Information by improving the organizational performance of the Corporation, with a view to obtaining the highest possible rating from the Access To Information Office.

– Focus on streamlining bureaucratic practices and processes to ensure we have a more nimble and flexible work environment, in line with the 2015 Strategic Plan.

Board of Directors

May 10 & 11 , 2011

Subject matter

The Société professionnelle des auteurs et des compositeurs du Québec (SPACQ)

Background

The parties must renew the SPACQ collective agreement, which expired on January 7, 2011.

The 2011 negotiations with the SPACQ will focus primarily on improving ways for the use and creation of audio and audiovisual material on multiple platforms.

Information on the matter

- Rate increase : 1.5% as per recent agreement with SCFP as well as the current mandate pertaining to the negotiations with UDA and SARTEC
- Term: 3 years
- See the attached document for a summary of the major issues.

For decision: [X] **For information:** [ ]

Prepared by

Name: **Katya Laviolette**, Vice-president, People and Culture

Date: April 15 , 2011

Management recommendation

BE IT RESOLVED THAT the mandate to renegotiate the collective agreement between Radio-Canada and the Société professionnelle des auteurs et des compositeurs du Québec (SPACQ) be approved as per the terms and conditions presented.

Last discussed at the Board

Date: N/A

Decision made: N/A

Next steps

Page 19

is withheld pursuant to sections

est retenue en vertu des articles

18(b), 20(1)(a), 20(1)(b), 20(1)(c), 21(1)(a), 21(1)(b), 21(1)(c)

of the Access to Information Act

de la Loi de l'accès à l'information

Board of Directors

May 10 &11, 2011

Subject matter

The Alliance of Canadian Cinema, Television and Radio Artists (ACTRA) bargaining mandate

Background

The parties must negotiate a renewal of the CBC/ACTRA scale agreement(s) for Radio and Television, scheduled to expire June 30, 2011.

Information on the matter

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

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-
-
-

For decision:	X	For information:	

Prepared by

Name: **Katya Laviolette**, Vice-president, People and Culture

Date: April 15, 2011

Recommendation

BE IT RESOLVED THAT the mandate to renegotiate the scale agreements between CBC and the Alliance of Canadian Cinema, Television and Radio Artists (ACTRA) be approved as per the terms and conditions presented..

Last discussed at the Board

Date:

Decision made:

Next steps

Pages 21 to / à 22

are withheld pursuant to sections

sont retenues en vertu des articles

18(b), 20(1)(b), 21(1)(a), 21(1)(b), 21(1)(c)

of the Access to Information Act

de la Loi de l'accès à l'information

Schedule A

Board of Directors

May 10th, 2011

Subject matter

Real Estate Services – Strategic Plan

Background

RES has developed its own 5-year Strategic Plan to further its own mission and that of the Corporation's – Everyone. Every Way Strategic initiative

Information on the matter

The Strategic Plan will guide the action plan of the Service and the measurement of its performance objectives for the medium term

For decision ☐ **For information** X

Prepared by

Name: Maryse Bertrand
Date: April 27th, 2011

Management recommendation

The Strategic Plan has been presented to the President and CEO and will have been presented to the Senior Executive team at the time of the meeting

Last discussed at the Board

Date: March 15th, 2011
Decision made: N/A

Next steps

Detailed action plans must be prepared
To be reported on an a bi-annual basis to the RE Committee

Real Estate Services

Strategic Plan

Presented to the
Board of Directors

Real Estate Services
May 2011

Agenda

- Input
  - Governance
  - Mission
  - Vision
  - Portfolio distribution
  - Human resources
  - Budget
  - List of projects
- Outcomes / Improvements
  - Infrastructure
  - Facility
  - Safety & Environment
  - Financial management
  - Workplace
  - Leadership
  - Technology
  - Reputation
- Timelines
- Appendices

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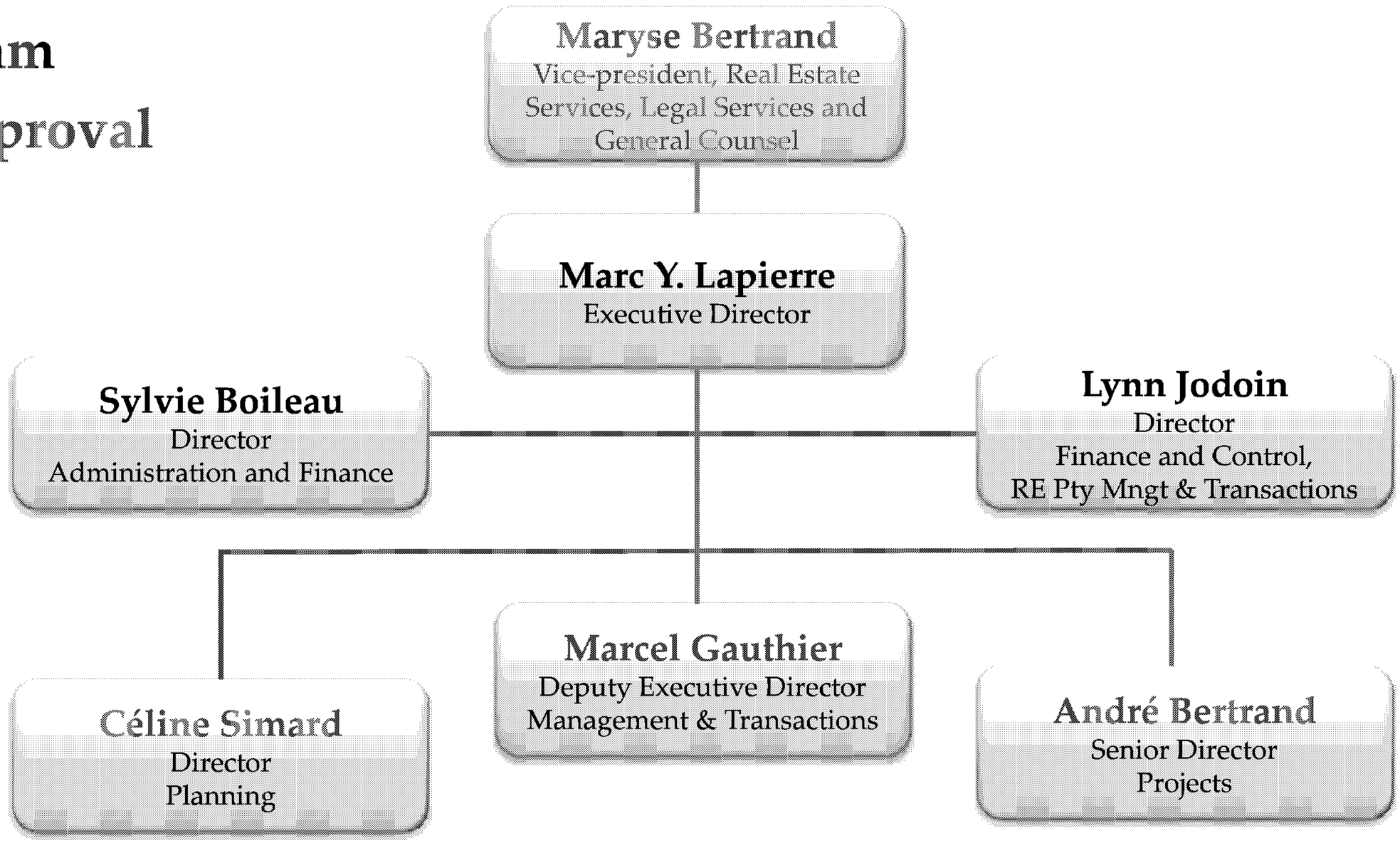
Input

- **Team**
- **Approval**

Governance



CBC Radio-Canada
A0046557_4-000026

s.21(1)(b)
s.21(1)(d)

Mission

Create the stimulating and functional environment CBC/Radio-Canada needs to carry out its 2015: Everyone, Every way strategy and help the Corporation achieve its objectives through sound asset management.

Planning	Operations	Projects
✓ Goal:	✓ Goal:	✓ Goal:
✓ Purpose:	✓ Purpose:	✓ Purpose:

Input

s.21(1)(b)
s.21(1)(d)

Vision

A solution builder for a stimulating, high-performance environment and a strategic partner to support CBC/Radio-Canada implementing its 2015: Everyone, Every way strategy.

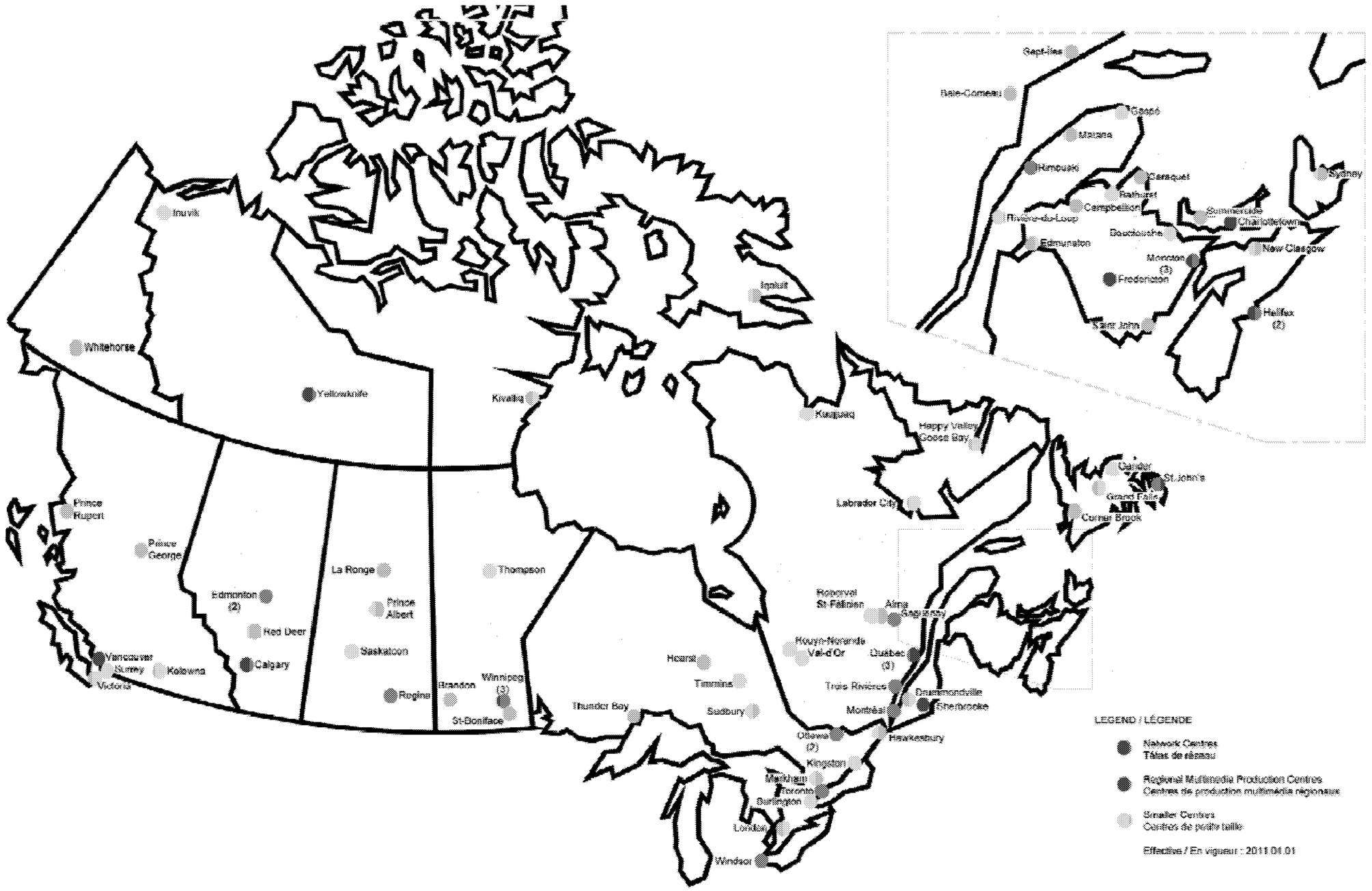
Add Value

Commitments / Priorities

A0046557_6-000028

Portfolio distribution

Portfolio distribution



A0046557_8-000030

Human resources

s.20(1)(b)

CBC/Radio-Canada

SNC-Lavalin O&M

- ✓ Total of 35 full-time employees
  - Management (3)
  - Finance and administration (6)
  - Space planning (7)
  - Operations (9)
  - Project management (10)

A0046557_9-000031

Budget 2011-2012

		%	Budget
Revenues			
Expenditures			
Fixed	SNC-Lavalin O&M		
	TBC bond interest		
	Taxes		
	Leases		
	Salaries (CBC/Radio-Canada)		
Variable	Non-recurring		
	Montreal curtain wall		
	MRC projects		
	Office of real estate		
	Emergencies		
	Others : project studies, environment, space planning		
Total Budget			

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

A0046557_10-000032

List of projects 2010-2011

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

	Opening budget ($)	Actual ($)	Variance ($)	Number of projects
Real Estate Services projects				
Non-recurring projects				
Capital projects				
Sub-total 1				
Carry forward 2011-2012				
Emergencies				
Curtain wall MRC				
Operations				
Environment				
Insurance (amount TBD with Ottawa)				
Special projects				
Real Estate Services Sub-total				
Clients projects				
Capital projects				
Churn projects				
Office planning projects				
Clients sub-total				
Total				

A0046557_11-000033

Outcomes / Improvements

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

1 Infrastructure:

2 Facility:

3 Safety & Environment:

4 Financial Management:

5 Workplace:

6 Leadership:

7 Technology:

8 Reputation:

CBC Radio-Canada
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s.18(a)
s.18(b)
s.21(1)(b)
s.21(1)(d)

1 Infrastructure

-

Initiatives | Action Plans | Performance Indicators

CBC Radio-Canada
A0046557_13-000035

2 Facility

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

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Initiatives | Action Plans | Performance Indicators

2 Facility

- s.18(b)
  s.21(1)(b)
  s.21(1)(d)

Develop a Project Portfolio

CBC Radio-Canada
A0046557_15-000037

2 Facility

- **Develop a Project Portfolio**

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

CBC Radio-Canada
A0046557_16-000038

2 Facility

- s.18(b)
  s.21(1)(b)
  s.21(1)(d)

Develop a Project Portfolio

CBC Radio-Canada
A0046557_17-000039

2 Facility

- **Develop a Project Portfolio**

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

A0046557_18-000040

3 Safety & Environment

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

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Initiatives | Action Plans | Performance Indicators

CBC Radio-Canada
A0046557_19-000041

4 Financial Management

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

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Initiatives | Action Plans | Performance Indicators

5 Workplace

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

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Initiatives | Action Plans | Performance Indicators

A0046557_21-000043

6 Leadership

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

-

Initiatives

Action Plans

Performance Indicators

A0046557_22-000044

7 Technology

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

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Initiatives

Action Plans

Performance Indicators

A0046557_23-000045

8 Reputation

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

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Initiatives | Action Plans | Performance Indicators

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

Timelines

2011-2012 2012-2013 2013-2014 2014-2015 2015-2016

1 Infrastructure

2 Facility

3 Safety & Environment

4 Financial Management

5 Workplace

6 Leadership

7 Technology

8 Reputation

A0046557_25-000047

APPENDICES

CBC Radio-Canada
A0046557_26-000048

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

Cost per building

20 largest buildings

CBC Radio-Canada
A0046557_27-000049

BOMA benchmarks

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

Operating cost per square foot 2009-2010

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IFMA benchmarks

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

Employee occupancy per square foot (based on all employees)

CBC Radio-Canada
A0046557_29-000051

Maintenance deficit monitoring

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

A0046557_30-000052

s.20(1)(a)
s.20(1)(b)
s.20(1)(c)

OPM3

Overview

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CBC Radio-Canada
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s.20(1)(a)
s.20(1)(b)
s.20(1)(c)

Overview (continued)

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OPM3

Illustration

Lean management

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

Overview

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CBC Radio-Canada
A0046557_34-000056

ISO 9001

Overview

- Implementing a management system according to the requirements of the ISO 9001 standard is to:
  - ✓ Demonstrate the ability to provide regularly products conforming to the requirements of the customer and applicable regulatory requirements.
  - ✓ Seek to increase the customer satisfaction through the effective application of the system, and in particular, put in place a process of continuous improvement.
- ISO 9001 is governed by 8 Quality Management Principles:
  - ✓ Leadership
  - ✓ Process approach
  - ✓ Involvement of people
  - ✓ Continuous improvement
  - ✓ System approach to management
  - ✓ Customer-focused organization
  - ✓ Factual approach to decision-making
  - ✓ Mutually beneficial supplier relationships

CBC Radio-Canada
A0046557_35-000057

CBC Radio-Canada

BOARD OF DIRECTORS of the CANADIAN BROADCASTING CORPORATION

Minutes of the Meeting held on

March 15-16, 2011

Ottawa, Ontario

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* = by telephone

Members of the Board present:

Timothy W. Casgrain, Chairperson of the Board
Hubert T. Lacroix, President and CEO
Linda Black
Peter Charbonneau
George Cooper
Patricia McIver (Items 1-5, 7-11, 13-15)
Brian Mitchell (Items 1-5, 7-11, 13-15)
Rémi Racine *
Edna Turpin

Members of the Board absent:

Edward Boyd

In attendance:

Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel
Tranquillo Marrocco, Associate Corporate Secretary
Stéphanie Duquette, Chief of Staff to the President and CEO

Also Participating:

Sylvain Lafrance, Executive Vice-President, French Services (Item 7)
Kirstine Stewart, Interim Executive Vice-President, English Services (Items 7, 13, 16a)
Steven Guiton, Vice-President and Chief Regulatory Officer (Item 14)
Katya Laviolette, Vice-President, People and Cultures (Item 8)
Suzanne Morris, Vice-President and Chief Financial Officer (Item 7)
Bev Kirshenblatt, Senior Director, Regulatory Affairs (Item 14)
Michael Mooney, Senior Director, Corporate Finance and Administration (Item 7)
Peter St.-Onge, Executive Director, Finance and Management Services, French Services (Item 7)
Neil McEneaney, Executive Director, Finance and Strategy, English Services (Items 7, 13)

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1. Opening of the Meeting

At 12:15 p.m., the Chairperson called the meeting to order and welcomed Pierre Gingras to the Board.

7. 2011-2012 Operating and Capital Budgets

Suzanne Morris provided an overview of the strategic priorities and performance indicators for the 2011-2012 fiscal year and noted that this year a three-year outlook was provided. Kirstine Stewart and Sylvain Lafrance then each presented the media strategic plans for their respective services.

Suzanne Morris then presented the 2011-2012 Operating Budget, highlighting the key assumptions used, the forecasted financial situation and cost management initiatives. Neil McEneaney and Peter St.-Onge presented the media Operating Budgets for their respective Services and explained the impacts of their respective budgets and how their budgets were realigned with the Strategic Plan.

Michael Mooney presented the 2011-2012 key risks ranking and contingency plans. Finally, Suzanne Morris presented the Capital Budget for 2011-2012.

After an extensive discussion, on a motion duly moved and seconded, **IT WAS RESOLVED**, – That the 2011-2012 Operating and Capital Budgets as presented ($1,764,136,000 and $119,249,000 respectively) be approved and that the President and CEO, or his delegates, be authorized to implement the Business Plans.

Board members congratulated the team on their exceptional work and noted that the budget very well dove tailed what came out of the strategic planning exercise.

13. Contracts

Cogeco

Kirstine Stewart provided an overview of, and answered questions on, the agreement which provides for a contract extension of CBC News Network on Cogeco's Broadcasting Distribution Undertaking and carriage of high definition for CBC News Network.

On a motion duly moved and seconded, **IT WAS RESOLVED**, – That the CBC and Cogeco Agreement be approved as presented.

16. Other Business

(a) English Services Re-organization

Kirstine Stewart circulated a copy of the new English Services organization chart and memo announcing the changes, provided an overview of the organizational changes and explained the rationale for the changes as well as the new roles of each member of her senior management team.

Members inquired about the future of sports at CBC, the variety of titles of the members of the senior management team, number of viewers of CBC sports and national news, and the proportion of scripted and unscripted programs.

(b) Access to Information

Maryse Bertrand circulated a document which provided various statistics on access to information requests and reviewed some of the key figures. She highlighted the improvements made in lowering the number of late closures and the high volume of requests and pages released.

Members inquired about the nature of some of the requests, the situation experienced by the other Crown Corporations, the complaints process, the costs of providing access to information, the reaction by other media, cost recovery and percentage of text redacted. They also noted that the statistics should be available on the website.

At 5:30 p.m., the meeting was adjourned to Tuesday, March 16, 2011, at 9:00 a.m.

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3. Approval of the Minutes

Hubert T. Lacroix noted that the resolution relating to the appointment of the Executive Vice-President in the January 7, 2011, minutes reflected the text in the documentation provided to both Committee and Board members and that he would like to discuss with the Board, at a later date, the appointment process for Senior Executives.

On a motion duly moved and seconded, **IT WAS RESOLVED**, – That the Minutes of the January 7, 2011 and January 18, 2011 meetings be approved.

4. Business arising from previous meetings

There were no matters to report.

5. President's and CEO's Report

The President and CEO had no matters to report.

A Board member inquired about the staffing levels and, after discussion, it was agreed that the Workforce Update provided to the Board will be reviewed to clarify the information presented.

8. Human Resources and Compensation Committee Report

Katya Laviolette, on behalf of Rémi Racine, Chair of the Committee, provided an update on the Committee meeting held on May 10, 2011.

(a) 2011-12 Salary Planning Budget – Executive/Management/Confidential and APS

Katya Laviolette, presented a summary of the 2010-2011 compensation plans, including the forecasts for the Executive and Management Short-Term Incentive Plan. She also provided an overview of the 2011-2012 market trends and projections and proposed salary budget recommendations and Executive and Management Short-Term Incentive Plan framework. She concluded by highlighting the growing salary gap and explained the recommendations for the proposed scale and salary increases.

Board members inquired about the range increases, multiplier, salary budget, perception of survey results, and incentive plans.

On the recommendation of the Human Resources and Compensation Committee, **IT WAS RESOLVED**, – That:

s.18(a)

s.18(b)

s.21(1)(a)

s.21(1)(b)

(b) Long-Term Incentive Plan

Katya Laviolette informed the Board that the nomination of Kirstine Steward and Sylvain Lafrance as eligible participants to the Key Executive Long-Term Incentive Plan was approved by the Committee. She also noted that the Committee agreed that the effective start date of the plan should be the start of the fiscal period rather than the proposed February 1, 2011.

On the recommendation of the Human Resources and Compensation Committee, **IT WAS RESOLVED**, – That the effective start date of the Long-term Incentive Plan be April 1, 2011 and that the end of the first performance period remain March 31, 2013.

(c) Other matters reviewed by the Committee

Rémi Racine summarized the Committee's discussion relating to the benefits provided to executives and noted that the program was created by an external consultant based on market research and is not unique to CBC/Radio-Canada.

Board members then discussed the appropriateness and merits of the Executive Benefits Program.

9. Audit Committee Report

Peter Charbonneau, Chair of the Committee, reviewed the subject matters discussed at the Audit Committee meeting held on February 23, 2011. He summarized the budgetary highlights for the third quarter, the key risks identified for 2011-12, and the third quarter internal audit report. He also noted that the Corporation will be following best practices in relation to the planned quarterly financial reports, explained the changes to the Committee's meeting frequency in order to accommodate the review of those reports, and noted that the internal audit plan was approved for the first quarter and that the annual plan will be considered in June 2011.

Board members inquired about the internal audit budget, how the internal audit firm was managing the audits, the timing of the next special examination, and director indemnification.

Peter Charbonneau then provided an update on the IFRS project and pointed out that CBC/Radio-Canada was becoming the benchmark for many other Crown Corporations and that the Committee reviewed the third quarter financial report produced in conformity with IFRS and was satisfied with the reporting style and information provided. He then summarized the two comprehensive income disclosure options considered by the Committee.

IFRS Decision on the Statement of Comprehensive Income

On the recommendation of the Audit Committee, **IT WAS RESOLVED**, – That, in relation to the IFRS accounting policy, the following Disclosure Decision be approved: that a single statement of comprehensive income be used (instead of the current presentation under GAAP of two separate statements).

10. Real Estate Committee Report

Rémi Racine, Chair of the Committee, summarized the report on CBC/Radio-Canada's real estate infrastructure challenges, opportunities and capital funding implications presented to the Committee and the infrastructure projects reviewed by the Committee at its March 15, 2011 meeting. He also noted that the Committee, at its February 23, 2011 meeting, approved the signing of an offer to lease a new site for the Rimouski station.

11. Governance and Nominating Committee Report

Edna Turpin, Chair of the Committee, reported that the Committee reviewed the Terms of Reference of the Board and its committees and explained the rationale for the proposed revisions. She also highlighted the following three substantive changes: (a) the Terms of Reference of the Board and the Audit Committee were modified to account for the new quarterly financial reporting requirements; (b) the Terms of Reference of the Strategic Planning Committee were modified in light of the completion of the development of the five-year strategic plan; and (c) the Terms of Reference of the Governance and Nominating Committee included the approval of the annual director training plan by the Committee.

The Corporate Secretary circulated an additional appendix to the Terms of Reference of the Board which listed the specific decision-making authorities delegated by the Board to its committees.

Board members inquired about the appointment and remuneration of officers and the orientation program for new Board members.

On the recommendation of the Governance and Nominating Committee, – **IT WAS RESOLVED** – That the Terms of Reference for the Board of Directors and its committees be approved as presented.

Board members discussed potential guest speakers and requested that the Committee consider them at its next meeting.

14. Updates

Regulators Affairs Update

Steven Guiton and Bev Kirshenblatt updated Board members on recent regulatory developments, the upcoming licence renewal for private English-language broadcasters, the

group-based licensing approach, CBC/Radio-Canada's upcoming licence renewal proceedings, the upcoming CRTC proceeding to consider vertical integration in the broadcasting industry, the CRTC hearing on BCE and CTV transaction, and the communications plans for the transition to digital transmission.

Board members inquired about potential supporters of Corporation's position on vertical integration, aggregate level of spending on Canadian programs for each designated group, the extent to which Canadians are aware of the coming transition to digital transmission, and why the CRTC is intent on closing the analogue transmission. Board members also requested further information on what the private broadcasters have done in relation to national-interest events.

12. Calendar of meetings

The Corporate Secretary informed the Board that the CRTC's hearings on the renewal of CBC/Radio-Canada's licences coincide with the September Board meeting and that the Board may wish to consider changing its meeting dates to September 27 and 28, 2011 to enable the President and CEO and other key members of the Senior Executive Team to participate in the hearings.

On a motion duly moved and seconded, **IT WAS RESOLVED**, – That the revised Calendar of Meetings for 2011 be approved as presented.

6. Chairperson's Report

The Chairperson reported on his meeting with the Chair of the BBC, his participation on a panel on internal audit organized by Deloitte, and other events he attended.

18. Other Business

The Board met in camera with Hubert T. Lacroix and Maryse Bertrand in attendance.

that the Board agreed to consider the calendar of meetings at its May 2011 meeting and programming perceptions at its June 2011 meeting.

s.21(1)(a)

s.21(1)(b)

15. Information Items

The following documents were distributed as information items:

(a) Sirius/XM Canada Merger Update

(b) Board members' obligations arising from Sirius/XM Canada Merger

(c) Summary of Government Funding

(d) Quarterly Budgetary Management Report (3rd Quarter ended December 31, 2010)

(e) Industrial Relations

(f) Workforce Distribution

(g) Employee Engagement Survey Update

(h) Annual Report Excerpts

(i) Glossary of Acronyms

(j) Annual Risk Management Report

(k) January 7, 2011 Human Resources and Compensation Committee minutes

(l) January 18, 2011 Human Resources and Compensation Committee minutes

(m) January 18, 2011 Governance and Nominating Committee minutes

19. Adjournment

The meeting was adjourned at 12:30 p.m.

Governance and Nominating Committee
May 4, 2011

Subject matter

Committee Memberships

Background

Pierre Gingras was appointed to the Board February 3, 2011. After several months following their appointment to the Board, directors are appointed to various committees to assist the Board in fulfilling its mandate.

Information on the matter

The Audit Committee and the Strategic Planning Committee currently have five members, while the Governance and Nominating Committee, the Human Resources and Compensation Committee and the Real Estate Committee have four members.

The list of current committee memberships is provided in the appendix.

For decision [X] **For information** [ ]

Prepared by

Name: Maryse Bertrand
Date: 2011-04-26

Recommendation

That Pierre Gingras be appointed as a member of the Governance and Nominating Committee effective May 16, 2011.

Last discussed at the Board

Date: N/A
Decision made: N/A

Next steps

N/A

Committee Memberships
Composition des comités
2011-04-26

Board Members	Audit Vérification	Governance Gouvernance	Human Res. Ress. humaines	Planning Planification	Real Estate Immobilier
Timothy Casgrain, **Board Chair / président du Conseil**			**Member Membre**	**Member Membre**	**Member Membre**
Hubert T. Lacroix, **Pres. & CEO / PDG**		**Invited Invité**	**Invited Invité**	**Invited Invité**	
Linda Black		**Member Membre**	**Member Membre**	**Member Membre**	
Edward W. Boyd	**Member Membre**	**Member Membre**			
Peter D. Charbonneau	**Chair Président**			**Chair Président**	
George T. H. Cooper			**Member Membre**	**Member Membre**	
Pierre Gingras		***Member *Membre**			
Tricia McIver	**Member Membre**				**Member Membre**
Brian Mitchell	**Member Membre**				**Member Membre**
Rémi Racine			**Chair Président**	**Member Membre**	**Chair Président**
Edna Turpin	**Member Membre**	**Chair Président**			
John F. Young		**Member Membre**			

* Proposed nomination / nomination proposée.

Governance and Nominating Committee
Board of Directors (Revised)
May 10-11, 2011

Subject matter

Plan of Proposed Board Regional Meeting Locations (as amended by the Governance and Nominating Committee)

Background

The Board meeting calendar provides for two regional meetings per year. In order to allocate meetings to the various regions in a rational way, CBC/Radio-Canada's presence, as represented by staffing levels, is used as a basis to apportion the meetings. A ten-year meeting cycle (2011-2020) would provide the timeframe for an equitable distribution of regional meetings and visits to regional/ local stations.

Of course, when situations arise that call for alternate meeting locations, the plan can be adjusted accordingly.

Information on the matter

Regional Locations	CBC staff	*Allo-cation	Previous Years 1990-99	Previous Years 2000-09	2010	Proposed Board Meeting Locations 2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
NT	120	1	1	1										1	
BC	382	3	2	4		1			1			1			
AL	297	2	2	4			1								1
SK	164	1	1	2				1							
MN	240	2	2	1						1			1		
ON-Other	127	1	2							1					
QC City	274	2	1	2					1		1				
QC-Other	281	2*											1		1
NB	274	2	4	1				1				1			
NS	204	2	2	2		1								1	
PEI	48	1*	2	1							1				
NF	136	1	2	2	.		1								
Total		20	21	20	0	2	2	2	2	2	2	2	2	2	2

* The allocation formula is one meeting per 125 staff. Although this would result in no meetings in PEI, a meeting has been allocated for the province.
ON-Other = an Ontario location other than Ottawa & Toronto
QC-Other = a Quebec location other than Montreal & Quebec City.

For decision [X] **For information** [ ]

Prepared by

Name: Maryse Bertrand
Date: 2011-04-26

Recommendation:

That the 2010-2019 Plan of Proposed Board Regional Meeting Locations, as amended by the Governance and Nominating Committee, be approved in principle as a guide for the preparation of the Board's annual meeting calendars.

BOARD REGIONAL MEETING LOCATIONS

(1990 – 2011)

LOCATION	DATES
Banff	June 2002
Calgary	October 1995 Sept. 2004 June 2005
Charlottetown	November 1994 May 1999 September 2008
Edmonton	November 1991 November 2003
Fredericton	November 1990 March 1994
Halifax	January 1992 May 1996 April 2002 November 2006 September 2011
Iqaluit	May 1990
Moncton	May 1991 May 1998
Quebec City	May 1994 May 2003 May 2008
Regina	March 1993 September 2003
Saint John, N.B.	May 2006
Saskatoon	September 2000
St. John's, Nfld	November 1992 May 1997 May 2004 June 2007
Sudbury	September 1990
Vancouver	March 1991 September 2002 June 2004 May 2007 May 2011
Victoria	September 1997 June 2003
Windsor	March 1995
Winnipeg	August 1992 September 1999 May 2005
Yellowknife	June 2006

Governance and Nominating Committee
Board of Directors
May 10-11, 2011

Subject matter

Calendar of Board Meetings for future years

Background

The Board of Directors is required by law to meet at least six times per year. The Board ordinarily meets twice in Ottawa, once in Toronto, once in Montreal, and twice in the regions (i.e., locations other than Ottawa, Montreal or Toronto).

Information on the matter

In January, the Board agreed to alternate the January meetings between Toronto (even year) and Montreal (odd year) for the media presentations to the Broadcasting Committees. The November meeting will therefore also follow the same pattern (even years in Toronto and odd years in Montreal). This results in the meeting being held once in each city per fiscal year. However, on a calendar basis, it results in two meetings in each city every second year.

As a result of the statutory reporting requirement, the meetings of the Audit Committee have been adjusted to enable the Committee to review and recommend to the Board the approval of the Quarterly Financial Reports prior to their release. As well, conference call meetings of the Board in February and August have been added to the calendar.

Subject to the Board's approval, the Plan of Proposed Board Regional Meetings provides for meetings in Manitoba and Newfoundland and Labrador in 2012 and Saskatchewan and New Brunswick in 2013.

Meetings in Manitoba have always been held in Winnipeg and those in Newfoundland and Labrador always St. John's. Meetings held in Saskatchewan have alternated between Regina (1993 and 2003) and Saskatoon (2000) and those in New Brunswick between Fredericton (1990 and 1994) and Moncton (1991 and 1998).

In addition to providing calendar of meetings for 2012 to 2015 based on the current orchestration of Board and Committee meetings, two other options, using the 2012 calendar year, are provided for your consideration (see Analysis of Operations).

Approval of the 2012 and 2013 calendars or directive on the orchestration of meetings is sought.

For decision [X] **For information** [ ]

Prepared by

Name: Maryse Bertrand
Date: 2011-04-26

Recommendation:

For discussion

Analysis of Options

A description of option is provided as well some of the key issues that arise from each one.

Option 1: current meeting pattern: committee meetings are held the day before the board meeting and the board meeting ends by 2 pm.

Scenario:

- out of town members arrive evening of Day 1 or morning of Day 2 (depending of where they are from and which committees are meeting the morning of Day 2);
- committee meetings are held on Day 2;
- the board meets on Day 3 (9 am to 2 pm);
- board members fly back in the afternoon or evening of Day 3.

Issue:

- depending on the committee memberships and meeting times, some members may have significant periods of time between their first committee meeting and the start of the board meeting.

Option 2: all committees meetings (except audit) are held by conference call a week before the board meeting; the board meets for about 1/2 day (ends by 2 pm).

Scenario:

- a week before the board meeting, committee meetings are held by conference call (for one to four hours depending on number of committee meetings being held);
- out of town members arrive the evening of Day 1;
- the board meets on Day 2 until 2 pm;
- members fly back the afternoon or evening of Day 2.

Scenario for June and November:

- audit committee meeting meets on the afternoon before the board meeting;
- some members can arrive on that morning while those further afar will need to arrive the evening before.

Issues:

- scattered meetings may be confusing;
- some committee business would be awkward to deal with over the telephone (e.g., fixing the CEO's objectives and evaluating him; receiving the ombudsmen report)

Option 3: generally hold a day-long meeting for both committees and the board (e.g., 8:30-12:30 for committees and 1:30-5:00 for the board); some committee meetings would be held the day before the board meeting (e.g. audit committee) wile some by conference call the week preceding the board meeting where appropriate.

Scenario:

- members arrive the evening of Day 1;
- meetings are held on Day 2;

- members depart late on Day 2 or morning of Day 3.

Scenario for June and November:

- audit committee meets the afternoon before the board meeting

Issues:

- some members may be in meetings all day with only short health breaks and may find it difficult to concentrate in the afternoon, especially if they had to travel long distances the day before
- the length of audit committee meetings could be monitored to see if the meetings can be moved in the morning committee meeting time block.

Nota:

A. Because of the day-long media presentations, the January meeting will always be over 2 complete days.

B. There is no specific business that needs to be transacted at the September Board meeting (held in the regions). This meeting could be eliminated without affecting our statutory meeting requirements.-

2012 2011-04-26 | Board | Provincial Day off | Audit + Board (conf call) | QFR release | Holiday / Day off

OPTION 1

JANUARY / JANVIER

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FEBRUARY / FÉVRIER

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MARCH / MARS

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APRIL / AVRIL

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MEETINGS:

A = Toronto: Board, Broadcasting, Governance, Strategic Planning
B = Ottawa: Audit / Conference Call: Board (QFR)
C = Ottawa: Board, Broadcasting (training), Human Resources
D = Winnipeg: Board, Human Resources, Governance, Real Estate
E = Ottawa: Board, Broadcasting, Audit, Strategic Planning
F = St. John's, Nfld: Board, Broadcasting (training)
G = Toronto: Board, Broadcasting (Ombudsman Report), Audit, Real Estate

2013 2011-04-26 Board | Provincial / Day off | Audit + Board (conf call) | QFR release | Holiday / Day off

Option 1

JANUARY / JANVIER						
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DECEMBRE / DÉCEMBRE						
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2014 2011-04-26 Board | Provincial / Day off | Audit + Board (conf call) | QFR release | Holiday / Day off

Option 1

JANUARY / JANVIER

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FEBRUARY / FÉVRIER

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MARCH / MARS

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APRIL / AVRIL

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MAY / MAI

s/d	m/l	t/m	w/m	t/j	f/v	s/s
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JUNE / JUIN

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JULY / JUILLET

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AUGUST / AOÛT

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SEPTEMBER / SEPTEMBRE

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OCTOBER / OCTOBRE

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NOVEMBER / NOVEMBRE

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DECEMBRE / DÉCEMBRE

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F = St. John's, Nfld: Board, Broadcasting (training)
G = Toronto: Board, Broadcasting (Ombudsman Report), Audit, Real Estate

2015 2011-04-26 Board | Provincial / Day off | Audit + Board (conf call) | QFR release | Holiday / Day off

Option 1

JANUARY / JANVIER

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FEBRUARY / FÉVRIER

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MARCH / MARS

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APRIL / AVRIL

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MAY / MAI

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JUNE / JUIN

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JULY / JUILLET

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AUGUST / AOÛT

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SEPTEMBER / SEPTEMBRE

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OCTOBER / OCTOBRE

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NOVEMBER / NOVEMBRE

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DECEMBRE / DÉCEMBRE

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2012 | 2011-04-26 | QFR release | Board | Committees | Board & Cmtees | Provincial Day off | Holiday / Day off

Option 2

JANUARY / JANVIER

s/d	m/l	t/m	w/m	t/j	f/v	s/s
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FEBRUARY / FÉVRIER

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MARCH / MARS

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APRIL / AVRIL

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MAY / MAI

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JUNE / JUIN

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JULY / JUILLET

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AUGUST / AOÛT

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SEPTEMBER / SEPTEMBRE

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OCTOBER / OCTOBRE

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NOVEMBER / NOVEMBRE

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DECEMBRE / DÉCEMBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
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G = Winnipeg: Board
H = CC: Broadcasting (training), Strategic Planning
I = Ottawa: Board, Audit
J = CC: Broadcasting (training)
K = St. John's, Nfld: Board
L = CC: Broadcasting (Ombudsmen Report), Real Estate
M = Toronto: Board, Audit

A0046561_8-000076

2012 | 2011-04-26 | QFR release | Board | Committees | Board & Cmtees | Provincial Day off | Holiday / Day off

Option 3

JANUARY / JANVIER

s/d	m/l	t/m	w/m	t/j	f/v	s/s
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22	23	24 A	25 B	26	27	28
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FEBRUARY / FÉVRIER

s/d	m/l	t/m	w/m	t/j	f/v	s/s
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MARCH / MARS

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APRIL / AVRIL

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MAY / MAI

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JUNE / JUIN

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JULY / JUILLET

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AUGUST / AOÛT

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SEPTEMBER / SEPTEMBRE

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OCTOBER / OCTOBRE

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NOVEMBER / NOVEMBRE

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25	26	27	28	29	30	

DECEMBRE / DÉCEMBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
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CBC Radio-Canada

TO: Board of Directors

FROM: Tim Casgrain

RE: Board Assessment Summary

DATE: April 1, 2011

I would like to thank each of you for taking the time to complete the director's self-assessment questionnaire and subsequently meeting with me to provide your comments. I am looking forward to our discussion about Board performance and areas for improvement at our May Board meeting in Vancouver. I would also like to thank Tranquillo for all his work in designing, collecting and correlating the answers and comments from each of you. Attached is the survey with the results showing the average and standard deviation. Overall the Board scored a 7.8 rating for its performance.

My focus in this memo and for the Board meeting is to highlight areas for improvement and areas where notable differences arose among members of the Board.

AREAS FOR IMPROVEMENT:

1. There is an ongoing request by directors to improve their understanding of the industry and CBC/Radio-Canada's competitive environment. Given the way the media landscape continues to change, it is an ongoing challenge to stay abreast of all the changes in our environment. We shall make every effort with input from the Senior Executive Team to structure our training time to be responsive to this issue.
2. The concern about management succession and related development plans is in fact addressed annually by the Human Resources Committee. The matter about presidential and in fact director succession is decided by the Prime Minister's office. We shall make time at the appropriate Board meeting to have the Human Resources Committee present a full review on management succession.
3. The proper director matrix of experience and qualifications for the Board already exists and every effort is made to the Department of Canadian Heritage to apprise them of the optimal mix of skills based on incumbency and forthcoming vacancies.

NOTABLE VARIATION IN SCORES AMONG MEMBERS:

1. Directors are interested in being included in local activities at CBC/Radio-Canada and feel that their presence representing the Board to their community can be very constructive. Management will respond to this issue at the Board meeting in May.
2. There is a concern about the Chair's role in relation with Parliament, stakeholders and the public. This matter is under review particularly in light of the rollout of the 2015 Corporate Plan and the 75th Anniversary Celebrations.
3. The environment for an open and frank discussion at Board meetings is imperative. I would propose that directors contact me before each meeting if they wish to discuss a very contentious issue, so that I may ensure the matter is aired out properly.
4. The review of the corporation's legislated mandate and public policy objectives is limited by the terms of the Broadcasting Act of 1991 under which we operate. There was great interest among directors at the March meeting about the corporation's role as an independent and objective public broadcaster. Management has clearly heard the Board and will be providing substantial feedback at the June meeting in Ottawa.

All the other matters for which I have not provided comment will be addressed as needed in Vancouver.

A0046562_2-000079

2010 Board Assessment Summary

LEGEND - Sections A to D

Average is less than 3.80	Individual score is 1.0 less than the average
Average is greater than 4.24	Individual score is 1.0 more than the average
Standard Deviation is greater than 0.6	

LEGEND - Section E (Individual Directors)

Average is less than 4.00	Individual score is 1.0 less than the average
Average is greater than 4.50	Individual score is 1.0 more than the average
Standard Deviation is greater than 0.6	

RATING SCALE

1=Strongly Disagree / 2=Disagree / 3 =Maybe/Not sure / 4=Agree / 5=Strongly Agree

	A - BOARD OPERATIONS	**AVERAGE**	**STANDARD DEVIATION**
A-1	Board meetings are of an appropriate frequency and duration	4.0	0.0
A-2	Board meetings are held in appropriate locations (cities and venues).	3.3	1.0
A-3	The quality, level of detail and timeliness of the Board meeting documents are appropriate.	4.0	0.6
A-4	Board debate and discussion is undertaken in an environment where directors are frank and open and where the atmosphere is conducive to sharing ideas.	4.2	0.7
A-5	The Board concludes its discussions with appropriate actions or decisions.	4.0	0.4
A-6	There is an open, constructive relationship between the Board and the President and CEO.	4.2	0.5
A-7	Management is sufficiently responsive to questions and issues raised by the Board and communicates with the Board in an open, candid and timely manner.	4.2	0.6
A-8	The frequency and duration of in camera sessions without management or the President and CEO present are appropriate and provide an effective forum for raising sensitive issues.	3.9	0.7
A-9	The new director orientation program and the ongoing director development program are appropriate.	4.0	0.4
A-10	The division of authority and the allocation of responsibilities between the Board and the Chair of the Board, the President and CEO, and Board Committees are clearly articulated in written terms of reference.	4.2	0.6
A-11	The Board puts in place plans to address any issues identified in the Board self-assessments.	3.7	0.5
A-12	There is an effective process to identify and deal with potential conflict of interests of board members.	4.3	0.5
A-13	The Board has adequate access to management and, if required, independent advice.	4.2	0.4

	B - BOARD EFFECTIVENESS	AVERAGE	STANDARD DEVIATION
B-1a	effectively delegating the responsibility for the management of the business, activities and other affairs of the Corporation to the President and CEO and providing direction and oversight for such delegation.	4.1	0.4
B-1b	ensuring that all major issues affecting the business and affairs of the Corporation are given proper consideration.	4.1	0.5
B-1c	periodically examining the Corporation's public policy objectives and legislated mandate and, if appropriate, making recommendations to the Government.	3.6	0.9
B-1d	setting the Corporation's strategic direction and approving annual corporate and business plans that are in line with such strategic direction.	4.1	0.3
B-1e	monitoring and evaluating the Corporation's performance against its strategic, corporate and business plans.	4.0	0.4
B-1f	approving and monitoring compliance with all Significant Policies by which the Corporation is operated	4.1	0.4
B-1g	setting the objectives for the President and CEO and evaluating the President and CEO's performance against those objectives.	4.1	0.6
B-1h	ensuring that management succession and development plans are in place.	3.6	0.5
B-1i	maintaining an up-to-date director profile of desired knowledge, competencies and experience and communicating its needs and proposed candidates to the government when appointments are to be made.	3.3	0.6
B-1j	ensuring that corporate governance documents, processes and practices are effective.	4.1	0.3
B-1k	ensuring that corporate risks are appropriately managed.	4.2	0.4
B-1l	approving the Corporation's budgets and financial plan and monitoring and reporting on the Corporation's financial situation.	4.2	0.4
B-1m	ensuring the integrity of the Corporation's internal control and management information systems.	3.9	0.3
B-1n	ensuring that the Corporation communicates effectively with Parliament, stakeholders and the public.	3.9	0.8
B-2	The current strategic planning process is effective and provides for appropriate director input and approval.	4.3	0.4
B-3	On a scale of 1 to 10, using your own personal criteria, please rate the Board's overall performance for the past year.	7.8	0.7

	C - BOARD COMMITTEES D - CHAIRPERSON OF THE BOARD	AVERAGE	STANDARD DEVIATION
	C - Board Committees		
C-1	The number and type of committees are appropriate to assisting the Board to discharge its responsibilities	4.3	0.5
C-2a	The mandate/terms of reference and composition of the Audit Committee are appropriate.	4.2	0.4
C-2b	The Audit Committee discharges its mandate effectively.	4.3	0.5
C-2c	The Audit Committee Chair effectively reports to and communicates with the Board	4.4	0.5
C-3a	The mandate/terms of reference and composition of the Nominating and Governance Committee are appropriate.	4.1	0.5
C-3b	The Nominating and Governance Committee discharges its mandate effectively.	4.0	0.6
C-3c	The Nominating and Governance Committee Chair effectively reports to and communicates with the Board	3.9	0.7
C-4a	The mandate/terms of reference and composition of the Human Resources and Compensation Committee are appropriate.	4.0	0.5
C-4b	The Human Resources and Compensation Committee discharges its mandate effectively.	4.0	0.5
C-4c	The Human Resources and Compensation Committee Chair effectively reports to and communicates with the Board	4.0	0.7
C-5a	The mandate/terms of reference and composition of the Strategic Planning Committee are appropriate.	4.3	0.5
C-5b	The Strategic Planning Committee discharges its mandate effectively.	4.3	0.5
C-5c	The Strategic Planning Committee Chair effectively reports to and communicates with the Board	4.3	0.5
C-6a	The mandate/terms of reference and composition of the Real Estate Committee are appropriate.	4.0	0.6
C-6b	The Real Estate Committee discharges its mandate effectively.	4.0	0.6
C-6c	The Real Estate Committee Chair effectively reports to and communicates with the Board	4.1	0.5
	D - Chairperson of the Board		
D-1	The Chair of the Board ensures that the Board is aware of the principal concerns of management.	4.2	0.4
D-2	The Chair of the Board provides effective leadership in guiding individual Board members and the Board as a whole.	4.2	0.4
D-3	The Chair of the Board effectively manages the activities and affairs of the Board.	4.1	0.4
D-4	The Chair of the Board ensures that Board and committee meetings are conducted in an efficient, effective and focused manner.	4.2	0.6
D-5	The Chair of the Board maintains appropriate and effective relations with Parliament, stakeholders, and the public.	3.9	0.8

	E - INDIVIDUAL DIRECTORS	AVERAGE	STANDARD DEVIATION
E-1	I have a good understanding of CBC/Radio-Canada's mandate, strategic plan and key issues.	4.2	0.4
E-2	I have a good understanding of the industry and competitive environment within which CBC/Radio-Canada operates.	3.8	0.6
E-3	I am familiar with the statutes and by-laws governing CBC/Radio-Canada's role as a Crown corporation.	4.1	0.3
E-4	I feel that I have the knowledge/skills/expertise to enable me to provide a valuable contribution to the Board.	4.1	0.6
E-5	I am financially literate and able to understand the Corporation's financial information.	4.3	0.5
E-6	I have a good understanding of what is expected of me as a Director.	4.4	0.5
E-7	I have a good understanding of where my role as a Director ends and the role of the President and CEO begins.	4.4	0.5
E-8	I maintain the confidentiality of strategic and business information and of all the Board's deliberations and decisions.	4.4	0.7
E-9	I support Board decisions once they are made even if I do not agree with them.	4.6	0.5
E-10	I have a good understanding of the CBC/Radio-Canada Code of Conduct and Conflict of Interest Guidelines for Directors and I strive to conduct myself accordingly.	4.7	0.5
E-11	I am encouraged by other Board members to express my views/opinions at Board meetings.	4.6	0.5
E-12	I encourage other Board members to express their views/opinions at Board meetings.	4.5	0.5
E-13	I have a good knowledge of the responsibilities of CBC/Radio-Canada's management team and am able to consult with the Chair, the President and CEO, or other members of the senior executive team as required.	4.2	0.4
E-14	I have a good record of attendance at meetings.	4.2	0.6
E-15	I devote sufficient time and attention to fulfill my responsibilities as a Director of CBC/Radio-Canada.	4.3	0.6
E-16	I stay informed about issues relevant to the mission of CBC/Radio-Canada and bring information to the attention of the Board.	4.4	0.5
E-17	I promote the work of CBC/Radio-Canada in the community and with stakeholders whenever I have the chance to do so.	4.0	0.9
E-18	When I have a different view/opinion than the majority, I raise it	4.3	0.6
E-19	I read the minutes, reports and other materials in advance of the Board meetings.	4.5	0.5
E-20	I ask questions and request additional information if necessary	4.3	0.6
E-21	I am satisfied with my performance on the Board Committees of which I am a member.	4.2	0.6
E-22	I raise all questions of importance in relation to Board matters at the Board meeting, either in the regular meeting or during the in camera session.	4.2	0.6
E-23	I make a positive contribution to assist the Board in resolving divergent views if they occur.	4.0	0.4
E-24	My personal values and ethics are congruent with those of the Board and the Corporation.	4.3	0.6
E-25	I am satisfied with my performance as a member of the CBC/Radio-Canada Board of Directors.	4.2	0.6
E-26	On a scale of 1 to 10, using your own personal criteria, please rate your overall performance for the past year	7.4	1.1

Schedule A

Board of Directors

(May 11, 2011)

Subject matter

Annual Public Meeting

Background

The Annual Public Meeting (APM) is a statutory requirement for all Crown Corporations, as a way to provide the public with an opportunity to learn more about the mandates and operations of these organizations, as well as to ask questions and exchange informally with senior executives.

Information on the matter

See in information section of Board material for May meeting, a plan for how to approach the 2011 meeting as well as a post mortem on the 2010 meeting.

For decision	**X**	**For information**	

Prepared by

Name: Bill Chambers
Date: April 19, 2011

Management recommendation

Management recommends approval by the Board of Directors the following resolution:

"Resolved that the Corporation hold the 2011 Annual Public Meeting in Ottawa on November 2, 2011 at 4:00 p.m. at a venue to be determined by the President and CEO."

Last discussed at the Board

Date:
Decision made:

Next steps

Approval of the date, time and location of the Annual Public Meeting 2011 and planning process begins.

April 28, 2011

CBC Radio-Canada

2011 Annual Public Meeting

Background

The Annual Public Meeting (APM) is a statutory requirement of all Crown corporations, as a way to provide the public with an opportunity to learn more about the mandates and operations of these organizations, as well as to ask questions and exchange informally with senior executives.

CBC/Radio-Canada's last APM was held on Wednesday, October 20th at 11:00 a.m. (ET), 2010. The event format was similar to the previous year, conducted as a CBC/Radio-Canada media production in Studio 40 of the Ottawa Broadcast Centre and streamed as a live webcast across the country. In addition, stakeholders gathered in three of our regional centres - hosted by the managing directors of those regions – to view the meeting together, ask questions by phone and have local discussions after the event.

The one-hour meeting included speeches by the Chair of the Board, CEO and CFO, and a 30-minute multi-platform Question and Answer session moderated by the Master of Ceremonies, Emmanuelle Latraverse, Ottawa Bureau Chief, French Services National News. Questions were taken from the web, by phone, via Twitter and in-person from live audience members. Please see Appendix for the Summary Report.

In accordance with the statutory requirement, 30-days advance notice was provided to the public, and that kicked off a comprehensive communications campaign that continued through to the event and days following, when the archives were made available.

The following is an overview of the upcoming 2011 Annual Public Meeting.

Scope of Event

With hundreds of online participants, CBC/Radio-Canada's APM is an event of interest for many Canadians. We expect it will be of more interest this year as we mark the 75th anniversary of the national public broadcaster, renew our group licence, and continue to promote the five year strategic direction to 2015.

Furthermore, we will aim to target 150 corporate stakeholders in Ottawa to participate in the APM and a proposed reception after the meeting - to mark the 75th anniversary of CBC/Radio-Canada.

In light of the above and to further extend the public reach of this event as well as to maximize the return on our investment we will:

1. **Continue to webcast the APM live, as this is an important key in providing access to a geographically dispersed audience.**

2. **Align the APM with the Corporation's 75th anniversary date and hold the APM on November 2, 2011. This would provide a natural theme for the event.**

3. **Host a corporate stakeholder reception after the APM, as a way to cap off the anniversary year. The reception will also be open to members of the public that choose to attend the APM in person.**

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4. **Invite some of our well-known national, regional and local hosts and on-air talent to the APM and reception. Externally, CBC/Radio-Canada is best represented by its stars, so this will be an opportunity for people to meet CBC and Radio-Canada personalities.**

5. **Maximize the outreach opportunity by hosting the APM at an off-site location in Ottawa that will accommodate our anticipated numbers (Studio 40 at the Ottawa Broadcast Centre does not have sufficient capacity). Venues such as the Canadian Museum of Civilization, the Canadian War Museum or the National Arts Centre can be explored. It should be noted that an off-site meeting will necessitate the use of external resources to produce the event.**

6. **Continue to make the live webcast available as the primary mode of access for employees, management and Board members across the country. The archive will be available a couple of hours after the meeting.**

7. **Accommodate our stakeholders by holding the APM at 4:00 p.m. E.T. (since a late afternoon timeframe works best for engaging corporate stakeholders in Ottawa), and hold the reception immediately following the APM. This later start time also responds to feedback received from our colleagues in the Pacific and Mountain Time Zones, to consider a later start time.**

Interactivity with Audience

In 2010, we enhanced the interactive nature of the Question and Answer Session. Questions were invited in advance via the web (55 received) and continued during the meeting – with a total of 165 questions received. Twitter users were also invited to tweet their questions during the Q&A portion of the meeting. Live audience members in Ottawa were invited to ask questions. Finally, questions were also taken by phone – from the three regional centres, as well as from a handful of those who submitted questions in advance. The sum of these options provided for a dynamic multi-platform session.

This year, we will:

8. **Keep the multi-platform Q&A session – with questions from the Web, Twitter, phone and the live audience on location.**
9. **Add pre-taped video questions from the public.**

Promotional Tools

From the 2010 promotional campaign, we noticed a spike in registration levels for the webcast once the radio and television advertising began on our networks – in the last week leading up to the event. Before this point, our ads on *Radio-Canada.ca* and *CBC.ca* were providing the highest number of referrals to the registration page of the APM.

Since advertising on our networks provided the highest return, we will:

10. **Maintain ads on CBC.ca, Radio-Canada.ca and on our radio and television networks.**

November 4, 2010

Appendix

Summary Report – Annual Public Meeting 2010

Background

The Annual Public Meeting (APM) is a statutory requirement for all Crown corporations, as a way to provide the public with an opportunity to learn more about the mandates and operations of these organizations, as well as to ask questions and exchange informally with senior executives.

This year, CBC/Radio-Canada's APM was held on Wednesday, October 20th at 11:00 a.m. (ET), 2010. The event format was the same as last year, conducted as a CBC/Radio-Canada media production hosted in Studio 40 of the Ottawa Broadcast Centre and streamed as a live webcast across the country.

The one-hour meeting included speeches by the Chair of the Board, CEO and CFO, and a 30-minute multi-platform Question and Answer session moderated by the Master of Ceremonies, Emmanuelle Latraverse, Ottawa Bureau Chief, French Services National News.

Overview of promotional activities

A promotional plan was developed and implemented in support of the APM. In accordance with the statutory requirement, 30-days notice was provided to the public, and that kicked off our promotional campaign period, which continued through to the day of and after the event.

The key objective of the promotional plan was to inform / establish awareness among key audiences and invite them to participate in the online webcast of the Meeting.

Our key target audiences were:

1. Government, corporate and regional stakeholders,
2. Canadians with an interest in CBC/Radio-Canada, and
3. Past and present CBC/Radio-Canada employees.

The plan included an exhaustive list of communications activities to meet the above objectives, in summary:

- Over 23,000 invitations were distributed to regional and corporate stakeholders (by email, letter copy and e-invite),
- Web banner ads were run on *CBC.ca*, *Radio-Canada.ca*, *CBC/Radio-Canada.ca*, regional CBC and Radio-Canada websites,
- Print ads were purchased both locally in Ottawa (*Le Droit* and *The Ottawa Citizen*) and nationally (*The Globe and Mail* and *La Presse*),
- A promotional video clip was recorded (with the Emcee of the APM) and posted in multiple locations on the Web,
- The promotional video was formatted in to a television ad and ran in available spots on our networks,
- A radio ad was produced (with the Emcee of the APM) and ran in available spots,
- Hot sheets were distributed to CBC Radio hosts, encouraging them to talk about the event in the days leading up to October 20,
- Hubert gave an interview on the local Radio-Canada morning program in Ottawa on the day of the APM,
- Pitches were made to key Internet bloggers,
- We tweeted about the event - before, during and after,
- Facebook updates were posted on the corporate Facebook page,
- Articles/ links were posted on the iO! portal before, during and after the event,

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- Union heads were advised of the meeting,
- Members of CBC/Radio-Canada Pensioner's Association were invited, and
- Email notes were distributed to staff before the event.

Measuring our promotion:
Where we could, unique web URLs were assigned to our promotional tools. This allowed us to track where online registrants were coming from and evaluate the effectiveness of our promotional tools in getting our message out. Please see the table in the Results section below, for more information.

Results of promotional campaign

- 520 Canadians registered for the online webcast. This is approximately half of last year's registration level of 1,000 for the online webcast. For actual participation levels, please refer to the section, APM Participation
    - This year's number includes 40 employees who registered using the external registration process and provided their work email addresses.

- A large number of employees came to the iO! portal with an interest in the APM:
    - On the day of the meeting (Oct. 20) there were 771 "page views" of the promotional story "Annual Public Meeting: Live Now!" on the portal, between 10:30 a.m. and noon.
    - On Thursday (Oct. 21) and Friday (Oct. 22), there were 432 "page views" of the article "archive now available" that linked employees to the archived version of the webcast.
    - In addition, on Friday alone (Oct. 22), there were 51 clicks on the button that was set up to take people directly to the archived version of the APM webcast.
    - Between Monday, October 25th and Sunday, October 31st there were another 247 "page views" of "APM: archive now available" on the portal.

- Due to the multi-casting technology used for the internal webacast (for employees), we were not able to track the total number of employees that clicked through to view the webcast. We do know however, that 150 employees streamed the webcast, using an alternate unicasting technology, which was put in place as a back-up to the multi-cast.

- Through our activity on the social media networks, we grew the corporate Facebook community by 20% between October 4 and October 20.

- As mentioned above, we were able to do some limited measurement of registration referrals i.e. where people learned about the APM. The following table provides a breakdown of the number of registrants by promotional tool.

Promotional tool that referred people to the APM registration page	**Number of registrations that came from this promo tool**
CBC/Radio-Canada.ca • Note: all e-invitations, radio, TV & print ads directed people to the corporate website. • Note: this number trailed well behind CBC.ca and Radio-Canada.ca referrals until our TV and radio ads began.	161
Web banner ad on *CBC.ca* or *Radio-Canada.ca*	100
No web URL referral	91
Invitations sent to APM 2009 participants	66

Invitations to regional stakeholders and ad on regional web pages (*CBC.ca* and *Radio-Canada.ca*)	50
Corporate social media (Twitter, Facebook pages)	23
Invitations distributed to CBC/Radio-Canada pensioners	17
Invitations sent to Corporate Stakeholders	9
Board Note distributed to staff – end of September	3

Remote events associated with the Annual Meeting

In addition to the live studio audience in Ottawa's Studio 40, the APM also included stakeholder participation at three other CBC/Radio-Canada sites, namely Vancouver, Edmonton and St. John's. In these locations, the Managing Directors hosted local stakeholder gatherings and regional discussions in conjunction with the APM.

The following members of CBC/Radio-Canada's Board of Directors participated in the regional stakeholder gatherings: Patricia McIver (Vancouver), Linda Black (Edmonton) and Edna Turpin (St. John's).

Description of each regional event

Vancouver – 200 stakeholders were invited to join Johnny Michel and Mario Deschamps in Studio 700 at the CBC/Radio-Canada building. 34 external guests attended, watching the APM then participating in a local Q&A session with the Managing Directors of Regional English and French Services.

Edmonton – Judy Piercey hosted an intimate gathering of four stakeholders and small number of managers for a breakfast meeting and to participate in the APM together.

St-John's – Denise Wilson brought together eight regional stakeholders to view the meeting together and have a local discussion after the national event.

APM Participation

- At a minimum, 455 people participated in CBC/Radio-Canada's Annual Public Meeting this year (this compares to 435 participants last year, when all were online via the webcast only).
    - 228 Canadians participated in this year's webcast from outside of CBC/Radio-Canada:
        - 116 joined the webcast in English
            - Of the English language participants: 49 were from Ontario, 23 Quebec, 12 BC, 10 Nova Scotia, remainder single digit participation.
        - 112 joined the meeting in French
            - Of the French language participants: 80 were from Quebec, 18 Ontario, remainder single digit participation.
    - 77 people joined us in-person on site in Ottawa, Vancouver, Edmonton and St. John's.
    - From the information reported in the Results section above, we know there was a high degree of interest from within the employee community of CBC/Radio-Canada. However we cannot accurately quantify the internal level of participation.
    - 150 employees - at a minimum, streamed the event live via the portal (using the unicast technology). We cannot determine the exact number of employees that streamed live using the multi-casting technology. An unknown number of employees also watched the event via closed circuit television (which was a back-up to the internal webcast platform).

Q&A session

- Compared to the 71 questions submitted last year, this year 165 questions were submitted via the web before and during the event:
    - 55 before the meeting and
    - 110 during the meeting.

- Of all the questions submitted, 19 were asked and answered during the 30-minute Q&A session – which compares to 15 that were asked and answered in last year's Q&A session.

- A number of platforms were used during the Q&A session this year. Here is a breakdown of the questions asked and answered by platform:
    - Online (9)
    - Twitter (3)
    - Phone questions from across the country (6) and
    - The floor in Ottawa (1)

- A set of FAQs is being prepared and will be posted on the corporate website in the coming week.

Budget

- The budget for the APM remained at 50K again this year.

- This year's actual expenses for the APM total $31,264.24 (compared to our estimated budget of $32,599.95 for this year's meeting).

Next Steps

We are drafting recommendations for next year's APM.

Schedule A

Board of Directors

(May 11, 2011)

Subject matter

Update on the 75th Anniversary Celebrations

Background

On November 2, 2011, CBC/Radio-Canada will be celebrating 75 years of existence. The attached presentation outlines special programming, initiatives and events planned for the fall.

Information on the matter

For discussion [X] **For information** [ ]

Prepared by

Name: Bill Chambers and 75th Steering Committee
Date: May 2011

Management recommendation

N/A

Last discussed at the Board

Date: November 2010
Decision made: N/A

Next steps

75th Anniversary Update

Presentation to the Board of Directors

by the 75th Steering Committee

May 11, 2011

YOURS TO CELEBRATE
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Introduction

For 75 years, CBC/Radio-Canada has been at the heart of the democratic, social and cultural life of the country. Throughout its history, CBC/Radio-Canada has always been an innovator. It continues today as it gives Canadians the opportunity to share their experiences in brand new ways. As CBC/Radio-Canada imagines its future with the country's citizens with *Everyone. Every Way*., it can build on the rich history that citizens will experience through

the 75th special programming.

The 75th celebrations can also help to build a strong grass-root support base that can be tapped into for the license renewal process and other strategic issues.

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Corporate Update

Promotion

- **November 2010**: internal launch, press release, dedicated website (IO!).
- **January – June**: promotion at special events where appropriate – low profile approach. Soft launch of corporate and media websites.
- **Summer**: Greater visibility, strong presence at summer festivals across the country, teaser on-air campaign early August, etc.
- As of **August 20**: Peak visibility with on-air burn, special multiplatform programming, print advertising, etc.
- Launch of special programming at media's season launch.
- Corporate video for open house and other events.
- A mobile website allowing citizens to access 75th anniversary special programming schedules, event schedules, quiz, etc.

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Corporate Update

Corporate website features

- History of the Corporation, incl. a video the ‘75 years of broadcasting’ used at the November launch.
- Branding tools available for download: logo, wallpaper, screen saver, incl. wireframe version of the logo to be personalized.
- Video testimonials from current Chair and President & CEO.
- Bios, photographs of previous Chairs and Presidents.
- Video testimonials from living previous Chairs and Presidents.
- Quiz to test Canadians’ knowledge of their public broadcaster (in May).
- Section for CBC/Radio-Canada’s “firsts” throughout the years *(in development).*
- Special section featuring women in broadcasting *(not confirmed).*

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Corporate update

Merchandising products

- A special line of products based on the animation of the logo has been developed. Available at CBC Shop kiosks and *cbcshop.ca* in May.
- Products include mugs, umbrellas, 'credit card style' USB keys, water bottles, pens, apparel, and many more *(see following slide)*.
- ***CBC Celebrates Canada*** **16-month calendar** (Aug. 2011-Dec 2012) featuring CBC personalities reflecting on living in Canada accompanied by a landscape image of their place of choice - includes photo, short bio and a few words from each talent.
- A **Radio-Canada 16-month calendar** featuring landmark Radio-Canada programming and public events where RC was present throughout the years.

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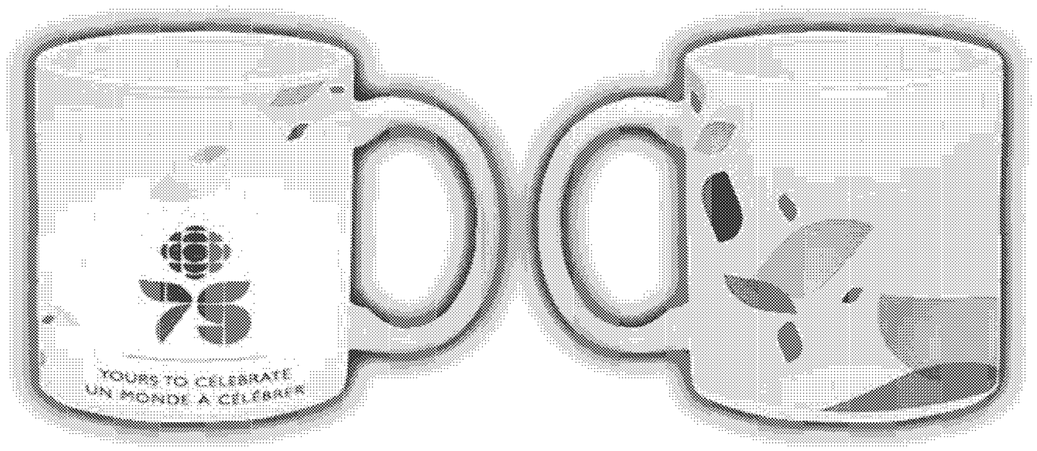
Front

Back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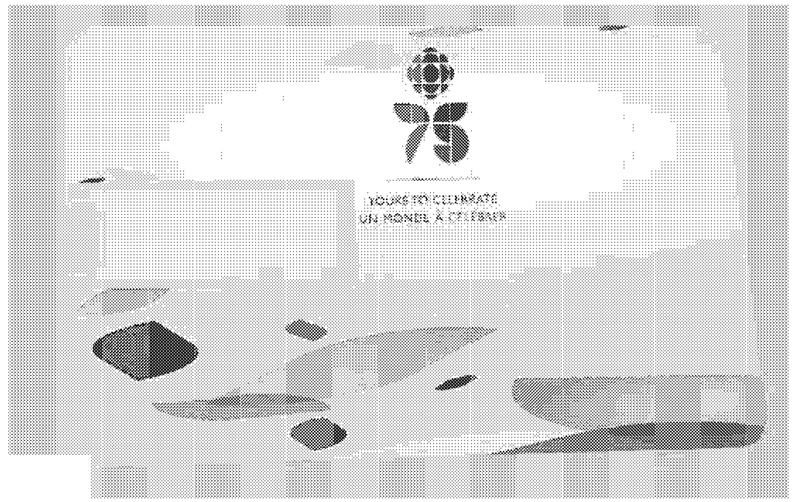
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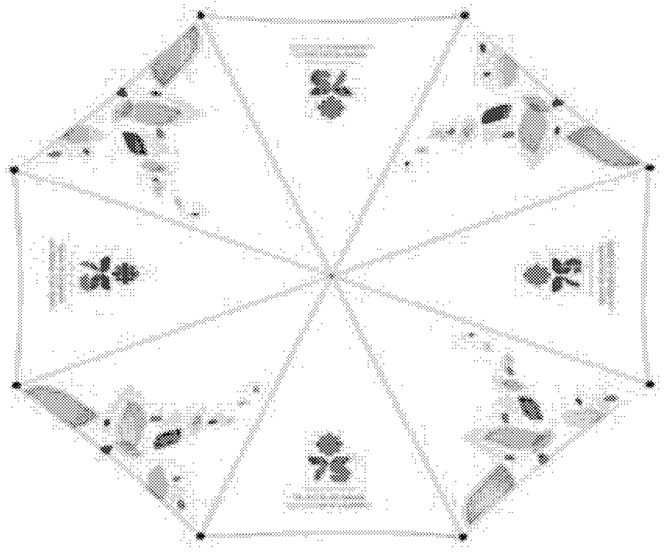

Joint CBC/RC projects

Open house / community events

- Will be held on **October 1st**, as part of the **Culture Days / Journées de la culture** celebrations*.
- In **30 cities across the country**, incl. all provincial and territorial capitals - mix of open houses and community events**.
- All events will be designed locally and tailored to the community.
- Communications toolkits: balloons, t-shirts, video, outdoor and indoor banners, outdoor and indoor banners, e.g. 60 'oriflammes' on boul. René-Lévesque in Montreal and 100 street banners in Toronto.
- National and local press releases, ads in newspapers, on-air promos.
- Pensioners invited to attend and participate.
- Local MPs to be invited, with specific role if possible.

* *MRC Open House event will be held on Oct 1 & 2.*
** *Open house is the preferred option; community events will only be held in stations too small to accommodate large groups of visitors.*

YOURS TO CELEBRATE
UN MONDE À CÉLÉBRER

Joint CBC/RC projects

1 DAY / 1 JOUR

(formerly A People's Network / Le réseau d'un peuple)

- A **24-hour portrait of Canada**, from dawn to dusk, from coast to coast to coast.
- The two-hour documentary will be **filmed on April 30, 2011**. For 24 hours, some 30 CBC and Radio-Canada crews will span the country and follow **20 of Canada's most fascinating figures** as their day unfolds – from cardiac surgeons to cops, cultural icons to sports stars.
- Although not identical, the English and French versions of the documentary will be similar – 3 individuals are to be featured in both versions.
- A multi-platform promotional campaign to invite Canadians to send videos or photographs that could be integrated in the documentary was launched on April 12.
- Videos and photographs from the public must also be done on April 30.
- The documentary will kick-off the 75th celebrations and will air **Saturday, August 20** on Télévision de Radio-Canada and **Sunday, August 21** on CBC Television.

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Joint CBC/RC projects

CANADA in / en concert *(working title)*

- The special is a home-grown version of the European broadcasting Union (EBU) Euroradio day – a series of eight one-hour concerts, recorded in various locations across the country in previous months.
- Presented **Sunday October 30** on CBC Radio 2 and Espace musique.
- Concerts will originate from Halifax, Québec, Montréal, Ottawa, Toronto, Winnipeg, Banff (Calgary) and Vancouver.
- The final concert featuring Beethoven's 9th Symphony, taped from Montreal's new concert hall, *L'Adresse symphonique*.
- Final details still in development.

YOURS TO CELEBRATE
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Joint CBC/RC projects

Dedicated CBC and Radio-Canada websites

- Although not identical, both websites have a similar look and feel.
- Websites launched in three phases:
  - February / March
  - June/ July
  - August
- Very interactive sites allowing citizens to have a personal contact with their public broadcaster.
- Interactivity with the public also through social media.

YOURS TO CELEBRATE
UN MONDE À CÉLÉBRER

Joint CBC/RC projects

radio-canada.ca/75

- **February – March**: Launch of the *radio-canada.ca /75* site with a four-week contest: *75 ans d'émotion à Radio-Canada* exploring four emotions (joy, surprise, sadness, pride) as reflected in selected segments of Radio-Canada programs. The contest attracted 16,981 participants.
- **April – June**: *En route vers le 75e*, contest winners posted online with corresponding audio or video clips
- **June 13 – October 1**: *Vox Pop*, testimonials from the public via webcam, text or audio-visual, etc.
- **August 22:** Official launch of the site along with a mobile application
- Site will offer:
  - a Radio-Canada timeline
  - ability for citizens to create their personalized timeline
  - links to special 75th special programming
  - ability for citizens to create a personalized 75th logo

YOURS TO CELEBRATE
UN MONDE À CÉLÉBRER

Joint CBC/RC projects

CBC.ca/75

- **February**: Soft launch of *CBC.ca/75* in February.
- Will also be a curated gallery of daily content updates featuring audio, video and text.
- That content will draw from archival material ("The Gift") while promoting 75th anniversary radio and TV programming as well as publicity events.
- Fans will be able to interact with each other and content (e.g. voting on favorite CBC moments, commenting on posted content, creating their own version of the 75th logo and more).

YOURS TO CELEBRATE
UN MONDE À CÉLÉBRER

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Joint CBC/RC projects

Montreal Museum of Fine Arts Exhibit / Exposition au Musée des Beaux-Arts de Montréal

- A **five-year exhibit** regrouping 75 works of art by Canadian artists, starting in **September 2011.**
- CBC and Radio-Canada will be producing a bilingual audio guide presenting the 75 works of art.
- The audio guide will feature interviews with the artists, experts, archival material and musical ambiances.
- Narration by CBC and Radio-Canada hosts.

YOURS TO CELEBRATE
UN MONDE À CÉLÉBRER

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French Services update

Special activities

- **Rebecca Makonnen** and **Bernard Derome** are co-chairs of Radio-Canada's 75th celebrations.
- Rebecca and Bernard also co-hosted the contest *75 ans d'émotion à Radio-Canada* through their testimonials about their choice of programs based on the emotion of the week.
- Bernard Derome will undertake a 12-city conference tour from May to mid-June and September to October *(in development).*
- Also, a committee of *Grands citoyens* who will serve as ambassadors during the celebrations has been set up. Their testimonials will be featured on *radio-canada.ca/75*.

YOURS TO CELEBRATE
UN MONDE À CÉLÉBRER

French Services update

Special activities – Exhibit at Musée de la civilisation in Quebec City

- Special exhibit **from November 2, 2011 to September 19, 2012**.
- Will focus on Radio-Canada's contribution to the evolution of Francophone culture and identity and how Radio-Canada's programs reflected changes in the Francophone society.
- Several other activities such as debates, screenings, guided tours, etc. are also planned.
- Link from the Museum's website to Radio-Canada's 75th website.

YOURS TO CELEBRATE
UN MONDE À CÉLÉBRER

French Services update

Radio-Canada partnerships

- Journées de la culture (Québec) / Fête de la culture (outside of Québec)
- Francofolies
- Festival de jazz de Montréal
- Festival d'été de Québec
- Caroussel international du film de Rimouski
- Feux Loto-Québec
- Festival Présence autochtone *(Premiere of the cross-cultural Aboriginal series)*
- Festival international de la poésie de Trois-Rivières
- Festival du cinéma international Abitibi-Témiscamingue
- Festival acadien de Caraquet
- Festival Nuits d'Afrique
- ADISQ
- Prix Gémeaux

YOURS TO CELEBRATE
UN MONDE À CÉLÉBRER

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French Services update

Special programming *(embargoed until launch)*

Television

- *Événement 75e de la rentrée* – multiplatform event
- *Orchestre symphonique de Montréal (OSM)* – muliplatform event
- *75 ans et toujours jeune* - documentary
- *Showbusiness, le Big Bang*

Radio

- *Témoins sur la ligne de feu* – 5 x 1h
- *Histoire de la radio* – 3 x 1h
- *Femmes de parole* with Liza Frulla – 5 x 1h
- Documentaire - *Radio-roman*
- *Le Showbusiness* with Rebecca Makonnen, 5 x 30 min
- *On connaît la musique*, 11 x 30 min
- *Le grand relais musical* – Espace musique and Première Chaîne

YOURS TO CELEBRATE
UN MONDE À CÉLÉBRER

English Services update

Special activities

- *CBC Live!* In Vancouver* – a kick-off for Culture Days activities on September 23rd
- November 2nd birthday celebrations, in planning stages.
- Several other activities still in development.

** Vancouver has been designated the Cultural Capital of Canada for 2011*

YOURS TO CELEBRATE
UN MONDE À CÉLÉBRER

English Services update

CBC partnerships

- Culture Days, including joint CBC/Radio-Canada – Culture Days launch event in Vancouver, May 9th.
- Winnipeg Art Gallery (TBC)
- Symphony Nova Scotia (TBC)
- Atlantic Film Festival (TBC)
- Multicultural Council of Saskatchewan (TBC)
- Calgary Stampede (TBC)
- Parks Canada (TBC)
- Small World Music Festival and Word on the Street (TBC)
- Many other partnerships are in the works in all regions.

YOURS TO CELEBRATE
UN MONDE À CÉLÉBRER

A0046564_20-000110

English Services update

Special programming – *(embargoed until launch)*

Television

- *Wayne and Shuster: Legacy III*
- *Sir John A. Macdonald*
- *75th Anniversary CBC Roast*
- *Canadian Country Music Awards (CCMA)*
- *Gemini*
- *The Debaters: Happy Birthday CBC*

Radio

- *Vinyl Café 75th Special*
- *Rewind 75 – The Gift*
- *The Debaters Comedy Special*
- *This is That Comedy Special*
- *Ideas: The CBC in Question*
- *Countdown Canada* – broadcast on November 2

YOURS TO CELEBRATE
UN MONDE À CÉLÉBRER

English Services update

Special programming – News *(embargoed until launch)*

- *Bennett to Harper* – most memorable Canadian news stories from each decade – all platforms
- *Champions of Change – Act II*
- *Being Canadian* – what it means to be Canadian in 2011 – national poll
- *The House*: How covering politics has changed and turning points

YOURS TO CELEBRATE
UN MONDE À CÉLÉBRER

A0046564_22-000112

Regions

Special programming

- **English Services** - special programming will focus on local news and current affairs programs to provide ongoing regional perspective with coverage and content - to compliment network programming.

- **French Services** - every production centre will participate in *l'Événement de la rentrée.*
- Every radio & TV production centre will produce a piece on the regional history of Radio-Canada.
- Special regional 75th content on every production centre's website.

YOURS TO CELEBRATE
UN MONDE À CÉLÉBRER

Conference on public broadcasting

- We have an agreement in principle with IIC Canada (International Institute of Communications) to hold this conference.
- The IIC Conference will be held **November 28-29** at the new Ottawa Convention Centre.
- The first half day of the IIC's annual conference will be dedicated to 'public broadcasting' as a pre-conference, i.e. **from 8:00 to 12:30 on November 28**.
- The theme: *'The role and future of public broadcasting in the digital age.' (See appendix A for draft program)*
- CBC/Radio-Canada will be the exclusive sponsor of this segment, as well as of the luncheon address and the end-of-day reception.
- Although outside of our 75 days of celebrations, it remains in the same month as our anniversary.

YOURS TO CELEBRATE
UN MONDE À CÉLÉBRER

A0046564_24-000114

Pensioners

- Two-pager inserted in the annual Pension Service mail-out last December.
- Retirees will be invited to test their knowledge of CBC/Radio-Canada through the quiz on the corporate website (May)
- Retirees will be invited to play an active role in the October 1st events.
- *Accessing the Memory Bank* – project to celebrate CBC/Radio-Canada's less prominent 'firsts' that the 8000-plus current retirees across the country had a hand in as the services grew over the years – audio, video, scripts, photographs, etc. would be included in a special section of the corporate Website. *(This initiative depends on the level of interest of pensioners.)*
- Pensioners National Association scholarship proposal has been accepted by CBC/Radio-Canada (one scholarship for CBC and one for Radio-Canada).

YOURS TO CELEBRATE
UN MONDE À CÉLÉBRER

Corporate Partnerships

Royal Canadian Mint (RCM)

- A **collector's coin** will be produced to mark the Corporation's 75th anniversary – *see slide 27*.
- The coin will be a 25 cents piece, but larger than a toonie.
- The microphone image on the coin **was chosen by the Mint**.
- The accompanying booklet will be themed around the evolution of our logo over the years, illustrated by iconic programs for each period. Four themes common to both networks will also be featured: war coverage 39-45; hockey; 1976 Olympic Games; flagship newscasts – *The National* and *Le téléjournal*.
- Coin will be **sold starting September 1st**, through the RCM outlets and Canada Post for $29.99 (with a 40% discount for CBC/Radio-Canada)

YOURS TO CELEBRATE
UN MONDE À CÉLÉBRER

Corporate Partnerships

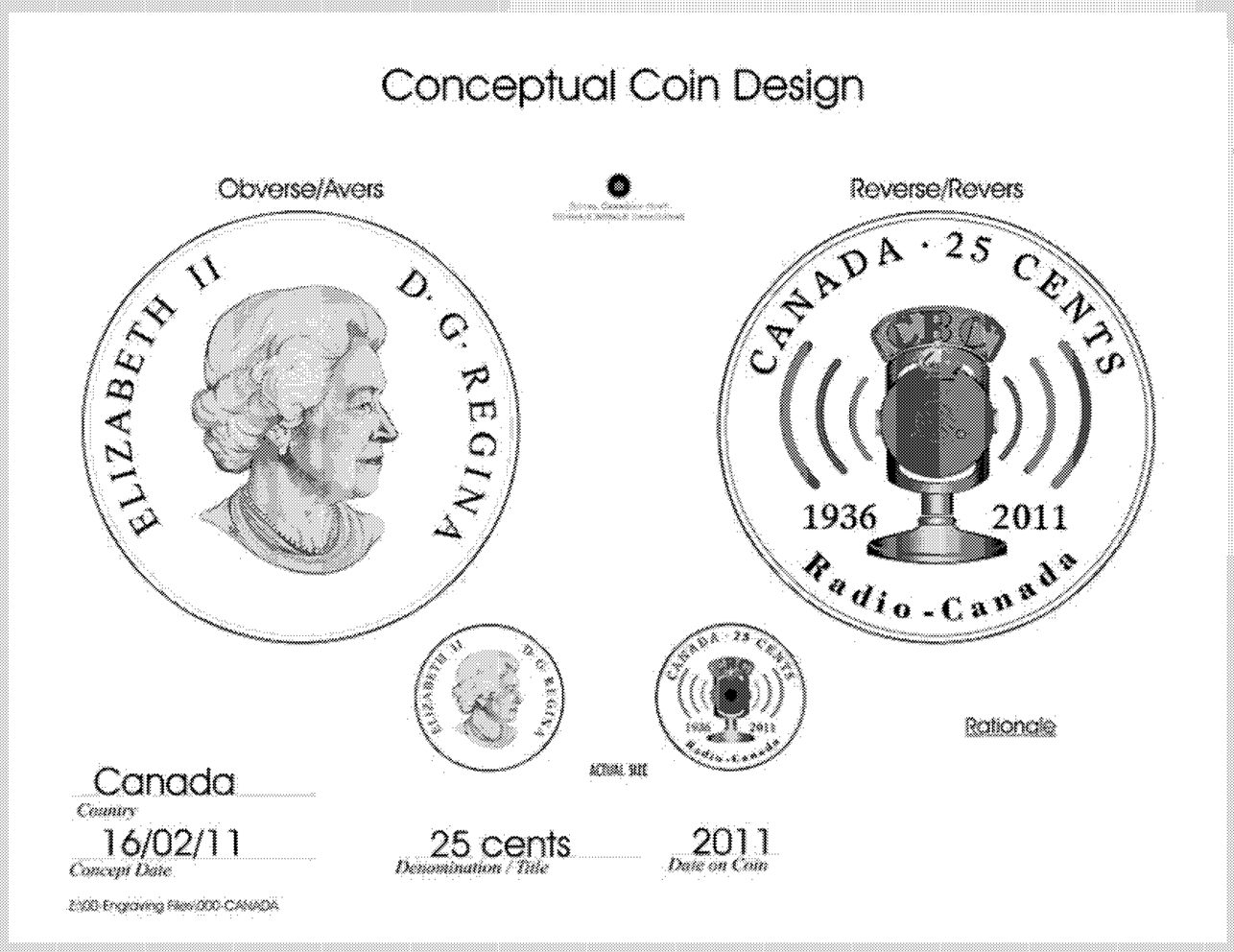
Royal Canadian Mint (RCM)

History of the microphone image

- The microphone was designed for the first visit to Canada by a reigning monarch. The visit began with the arrival of King George VI and Queen Elizabeth in Quebec City, May 17, 1939.
- In reporting the tour on radio, the Corporation had undertaken its biggest broadcasting job to that time, supplying daily coverage for almost a month in English and French for the full 11,265 km of the journey.
- Microphones from the pre-television era usually said “CBC”. The first archival material showing a Radio-Canada microphone appears in 1950. Even at the 1952 inauguration of television in Montreal, Judith Jasmin’s microphone was marked “CBC” only.

Corporate Partnerships

Royal Canadian Mint (RCM)



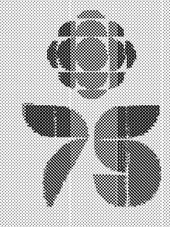
YOURS TO CELEBRATE
UN MONDE À CÉLÉBRER

A0046564_28-000118

Corporate Partnerships

Canadian Museum of Civilization - Gatineau *(details still under development)*

- Under the current proposal, the Canadian Museum of Civilization (CMC), and the Canadian War Museum (CWM) would each host in the fall two panel discussions (for a total of four) highlighting significant moments in Canadian news history.
- Each panel would consist of a curator or historian from one of the museums, a journalist or former journalist from CBC and Radio-Canada, and an external expert, if required, who would discuss the context and impact of a particular event on Canada and Canadians.
- The CMC and CBC/Radio-Canada would determine together the best possible moments based on the importance of the event and available footage.



YOURS TO CELEBRATE
UN MONDE À CÉLÉBRER

A0046564_29-000119

Corporate Partnerships

Canadian Science and Technology Museum (CSTM)

- Since the late 60s, CBC has been donating outdated technology and historical materials to the CSTM.
- As a result, CSTM has the largest CBC/Radio-Canada collection outside our walls.
- In honor of our 75th anniversary we will build on this long-standing partnership through two significant programs:

1. CBC/Radio-Canada will be partnering with the CSTM and Library and Archives Canada (LAC) to create a long-term exhibit to be incorporated in the *'Connexions - The Plugged-in World of Communications'* exhibition. Exhibit is scheduled to open on **September 17.**
2. CBC will donate an additional 180 objects to the CSTM by **September 1**, that will become part of the CSTM's permanent CBC/Radio-Canada collection.

YOURS TO CELEBRATE
UN MONDE À CÉLÉBRER

Appendix A

YOURS TO CELEBRATE
UN MONDE À CÉLÉBRER

Conference on public broadcasting

CBC/Radio-Canada proposal

March 24, 2011

November 28, 2011- 8:00 am to 12:30pm
Sponsored by CBC/Radio-Canada

Proposed theme: *"The role and future of public broadcasting in the digital age"*

8:00am **WELCOMING REMARKS**

8:15am **OPENING REMARKS – SETTING THE STAGE**
Hubert T. Lacroix
President and CEO, CBC/Radio-Canada

8:45 pm **KEYNOTE ADDRESS**

s.19(1)

9:30-10:00 **BREAK – opportunity to show a video, testimonials, etc.**

10:00-11:00 *(incl. 15 min question period)* **PANEL – PUBLIC BROADCASTING AROUND THE WORLD – VIEW FROM THE TOP *(panelists tbc)***

Potential panelists: I

Potential topics: What values do these organizations share: what is their relationship with government; how do their funding mechanisms compare? How have their mandate / mission evolve in the last decade? What is the impact of the democratization of content creation and delivery, e.g. citizen journalism and social media, on their standards and practices?

11:15-12:15 *(incl. 15 min question period)*	**PANEL – IS PUBLIC BROADCASTING VITAL IN TODAY'S WORLD? DO WE STILL NEED PSB'S? *(panelists tbc)*** *(Mix of public and private broadcaster panellists with moderator)* *Potential panelists*: ***Patrick Beauduin,*** *Radio de Radio-Canada;* *Potential topics:* What does public broadcasting bring to this new participatory media environment that differs from private broadcasters? Is it worth the investment? Is there still a role for public broadcasting in integrating new immigrants, fostering diversity (cultural, geographical, political) while ensuring social cohesion? Are public broadcasters nimble enough to project themselves into the future?	s.19(1)
12:30 pm	**LUNCHEON KEYNOTE ADDRESS** ***Minister of Canadian Heritage (TBC)***	
17:00-19:00	**RECEPTION *sponsored exclusively by CBC/Radio-Canada***	

Board of Directors

May 10, 2011

Subject matter

Summary of Government Funding (10 years – operating and capital).

Background

The attached provides a 10-year historical overview of the Corporation's parliamentary appropriations as at April 18, 2011. The approved reference levels for 2011-2012 and beyond are also provided.

Information on the matter

See attached.

For information [X]

Prepared by

Name:	Suzanne Morris
Date:	April 18, 2011

Management recommendation

Not required.

Last discussed at the Board

Date:	March 15, 2011
Decision made:	N/A

Next steps

Not required.

Anticipated project completion date: _____

(If contract, indicate date of expiry): _____

CBC'S PARLIAMENTARY APPROPRIATIONS
($ Thousands)

As at March 2011

										Current	Forecast		
	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Operating Appropriation (Note 1)	853 074	861 744	862 460	914 197	955 410	955 722	955 731	1 009 121	1 002 668	1 002 668	1 002 668	1 002 668	1 002 668
One-time funding adjustments:													
Transfer from Capital appropriation			3 636	1 112	9 277	9 277	9 277	9 276	9 276				
Transfer to Capital appropriation	(15 170)	(7 459)	(40 921)	(10 538)	(8 456)	(42 676)	(27 344)	(13 622)	(34 874)	(9 233)	(9 941)	(10 704)	(11 525)
Funding to strengthen & revitalize programs	60 000	60 000	60 000	60 000	60 000	60 000	60 000	60 000	60 000	60 000			
Transfers from Cdn. Heritage (CCOL)	2 500	2 120	2 000	2 000		2 000	1 900	2 000					
Reprofiling	(60 000)	20 000	40 000	(20 000)				20 000					
Cost increases for 2002 Canada Day		1 027											
Funding for RCI (Note 2)			15 520										
Expenditure Review Reduction (Budget 2003)			(10 000)	(10 000)	(10 000)	(10 000)	(10 000)	(10 000)	(10 000)	(10 000)	(10 000)	(10 000)	(10 000)
Expenditure Review Reduction (Budget 2007)								(6 638)	(9 483)	(11 854)	(14 680)	(14 680)	(14 680)
Total Operating Appropriation	840 404	937 432	932 695	936 771	1 006 231	974 323	989 564	1 070 137	1 017 587	1 031 581	968 047	967 284	966 463
Capital Appropriation	100 311	97 631	92 331	92 331	92 331	92 331	92 331	92 331	92 331	92 331	92 331	92 331	92 331
One-time funding adjustments:													
Transfer to Operating appropriation			(3 636)	(1 112)	(9 277)	(9 277)	(9 277)	(9 276)	(9 276)				
Transfer from Operating appropriation	15 170	7 459	40 921	10 538	8 456	42 676	27 344	13 622	34 874	9 233	9 941	10 704	11 525
Reprofiling of vote from 00/01 to 01/02	23 000												
Reprofiling of vote from 04/05 to 05/06				(6 000)	6 000								
Reprofiling of vote from 05/06 to 06/07					(10 000)	10 000							
Total Capital Appropriation	138 481	105 090	129 616	95 757	87 510	135 730	110 398	96 677	117 929	101 564	102 272	103 035	103 856
Working Capital Appropriation	4 000	4 000	4 000	4 000	4 000	4 000	4 000	4 000	4 000	4 000	4 000	4 000	4 000
TOTAL APPROPRIATION	982 885	1 046 522	1 066 311	1 036 528	1 097 741	1 114 053	1 103 962	1 170 814	1 139 516	1 137 145	1 074 319	1 074 319	1 074 319
Less Reprofiling Decision (Capital)	(23 000)			6 000	4 000	(10 000)							
Less Reprofiling Decision (Operating)	60 000	(20 000)	(40 000)	20 000				(20 000)					
TOTAL APPROPRIATION AVAILABLE FOR REGULAR OPERATIONS	1 019 885	1 026 522	1 026 311	1 062 528	1 101 741	1 104 053	1 103 962	1 150 814	1 139 516	1 137 145	1 074 319	1 074 319	1 074 319

Note 1 The operating appropriation includes retroactive and in-year salary funding adjustments up to and including 2009/10. The effect of Cost Containment Measures in Budget 2010 is that organizations will not be funded for increases in wages and salaries arising from future collective agreements for 2010/11 through 2012/13.

Note 2 Funding for RCI was previously provided through a contribution agreement with Canadian Heritage. Starting in 2003-04, funding forms part of CBC's appropriation and is shown in the base appropriation in 2004-05 and future years.

Board of Directors

May 10 & 11, 2011

Subject matter

Industrial Relations Update

Background

This is a standing item on the Board of Directors' agenda providing the status of CBC / Radio-Canada's collective agreements.

Information on the matter

Not applicable

For decision: ☐ **For information:** X

Prepared by

Name: **Katya Laviolette**, Vice-president, People and Culture

Date: April 15, 2011

Recommendation

Not applicable

Last discussed at the Board

Date: **March 15 & 16, 2011**

Decision made:

Next steps

Industrial Relations Update for the Board of Directors' Meeting
May 10 & 11, 2011

s.18(b)

s.20(1)(b)

AGREEMENTS PRESENTLY BEING NEGOTIATED

UNION	Effective Date	# of Members	Central Issues
FRENCH FILE			
UDA (Union des artistes)	Nov. 14, 2005 – Nov. 13, 2009	N/A	
SARTEC (Société des auteurs de la radio, de la télévision et du cinéma)	July 10, 2006 – July 9, 2010	N/A	
SPACQ (Société professionnelle des auteurs et des compositeurs du Québec)	January 8, 2007 – January 7, 2011	N/A	
ENGLISH FILE			
WGC (Writers Guild of Canada) **Television and Radio Agreement**	Sept. 1, 1998 – August 31, 2000	N/A	

UNION	Effective Date	# of Members	Central Issues
IATSE (International Alliance of Theatrical, Stage Employees and Moving Picture Machine Operators of the United States and Canada) (Stagehands)	No agreement since 1994	N/A	
NATIONAL FILE			
AFM (The American Federation of Musicians of the United States and Canada)	April 1, 2006 – March 31, 2010	N/A	
ACTRA (Alliance of Canadian Cinema, Television and Radio Artists) (Performers)	July 1, 2010 – June 30, 2011	N/A	

NEGOTIATED COLLECTIVE AGREEMENTS

UNION		Effective Dates of Collective Agreement	Number of Members **
NATIONAL FILE			
APS	Association of Professionals and Supervisors	July 1, 2008 – June 30, 2013	782
AFM	The American Federation of Musicians of the United States and Canada (AFM)	April 1, 2006 – March 31, 2010	N/A
ENGLISH FILE			
CMG	Canadian Media Guild	April 1, 2009 – March 31, 2014	4,789
ACTRA	Alliance of Canadian Cinema, Television and Radio Artists (Performers)	July 1, 2010 – June 30, 2011	N/A
FRENCH FILE			
SCRC (Unit 1)	Syndicat des communications de Radio-Canada	March 30, 2009 – September 30, 2012	1,586
STARF (Unit 2)	Syndicat des technicien(ne)s et artisan(e)s du réseau français de Radio-Canada	April 1, 2009 – March 31, 2012	1,290
UDA	Union des artistes	November 14, 2005 – November 13, 2009	N/A
SARTEC	Société des auteurs de la radio, de la télévision et du cinéma	July 10, 2006 – July 9, 2010	N/A
SPACQ	Société professionnelle des auteurs et des compositeurs du Québec	January 8, 2007 – January 7, 2011	N/A
AR	Association des réalisateurs	October 1, 2007 – December 11, 2011	361
SCFP	Syndicat canadien de la fonction publique	December 17, 2010 – September 20, 2015	633

*** Number of members revised as of March 27, 2011*

Board of Directors

May 10-11, 2011

Subject matter

Workforce Information

Background

The attached documents present the workforce in terms of full time equivalent (FTE) broken down by:

- media component with a comparison to December 2009 recovery plan;
- geographic location (map of Canada)

Information on the matter

Attached

For decision: ☐ **For information:** X

Prepared by

Name: **Katya Laviolette**, Vice-president, People and Culture

Date: April 29, 2011

Recommendation

Not applicable

Last discussed at the Board

Date: **March 15-16, 2011**

Decision made:

Next steps

Conseil d'administration

Les 10 et 11 mai 2011

Sujet

Information sur la main-d'oeuvre

Contexte

Les documents en annexe présentent la main-d'oeuvre exprimée en équivalent à temps plein (ETP) et ventilée par:

- composante média (avec une comparaison par rapport au décembre 2009 plan de redressement);
- lieu géographique (carte du Canada).

Renseignements connexes

Voir document joint.

Pour décision: ☐ **Pour information:** X

Préparé par

Nom: **Katya Laviolette**, vice-présidente, Personnes et Culture

Date: Le 29 avril 2011

Recommandation

Sans objet.

Dernière discussion au Conseil

Date: **Les 15 et 16 mars 2011**

Décision prise:

Prochaines étapes

WORKFORCE: Full Time Equivalent / EFFECTIF: Équivalent temps plein

		March / mars 2011				TOTAL
		Permanent	Temporary / Temporaire +13 weeks / semaines	Contract / Contractuel +13 weeks / semaines		
English Services/ Services anglais	March 27, 2011 / Le 27 mars 2011	**3 301**	**133**	**378**		**3 813**
	End Dec-09 Recovery Plan / Fin déc-09 plan de redressement	3 290	89	343		3 722
	Variance / Écart	11	44	35		91
French Services/ Services français	March 27, 2011 / Le 27 mars 2011	**3 065**	**289**	**492**		**3 846**
	End Dec-09 Recovery Plan / Fin déc-09 plan de redressement	2 806	267	389		3 462
	Variance / Écart	259	22	103		384
Corporate/ National	March 27, 2011 / Le 27 mars 2011	**919**	**34**	**109**		**1 062**
	End Dec-09 Recovery Plan / Fin déc-09 plan de redressement	914	40	143		1 096
	Variance / Écart	5	-6	-34		-34
TOTAL	March 27, 2011 / Le 27 mars 2011	**7 285**	**456**	**979**		**8 721**
	End Dec-09 Recovery Plan / Fin déc-09 plan de redressement	7 009	396	875		8 281
	Variance / Écart	276	61	104		440

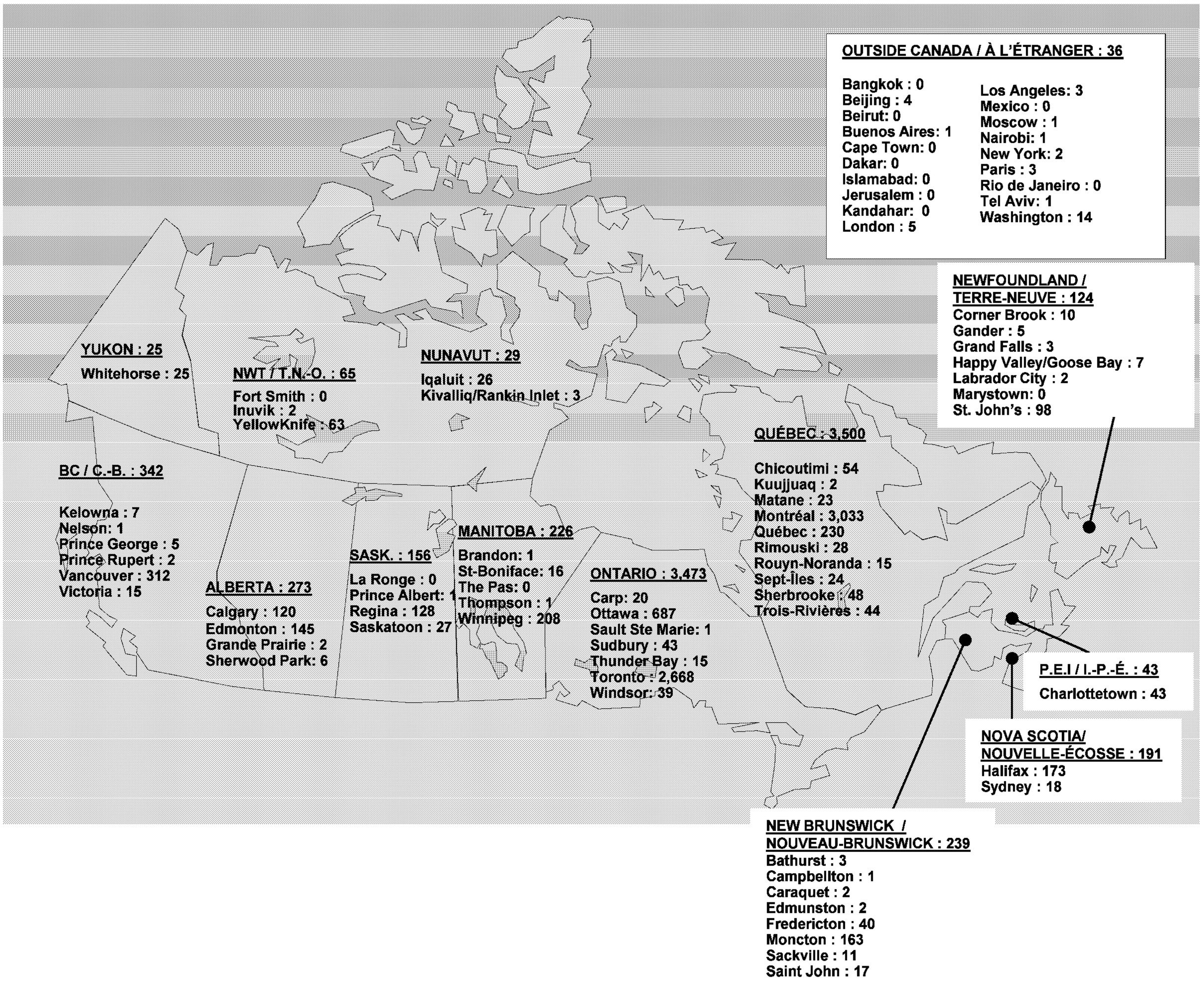
Variance / Écart: ↓ | ↑ 1-24 | ↑ 25 +

	Comments on the Variation in the FTE / Commentaires pour les variations d'ÉTP
English Services / Services anglais	In English Services the variance in permanent staff went from -5 to +11. The modest increase in permanent roles occurred despite the fact that approximately 100 employees were transferred from the former CTO to English Services. It reflect increases in our workforce directly tied to the business plan: specifically positions established in Digital Operations and CBC News online to meet the demands associated with our digital strategy. The increase contract staff (+25 to +35) reflects roles created in our Business Rights area (related to the securing rights related to the 75th Anniversary) as well as within Factual Programming (Dragon`s Den, Live Right Now campaign). With respect to temporary staff, the variance stayed the same between Jan and March with an overall increase of 44 since December 2009. The fluctuation continues to be related to situations where temporaries were engaged for back-fill (such as maternity leave, sick leave, AWP, annual leave, secondment), for temporary projects, and for other short-term programming needs. L'écart du personnel permanent des Services anglais est passé de -5 à +11. Il y a eu une augmentation modeste des postes permanents malgré le fait qu'environ 100 employés ont été transférés de l'ancienne direction technologique aux Services anglais. Cela reflète les augmentations d'effectifs directement liées au plan de gestion : des postes créés spécialement pour les activités numériques et pour les services en ligne de CBC News qui répondent aux demandes découlant de notre stratégie numérique. L'augmentation des employés contractuels (+25 à +35) reflète les postes créés dans notre groupe de la Gestion des affaires et des droits (en lien avec l'obtention des droits pour le 75e anniversaire), ainsi qu'au sein des Émissions factuelles (Dragon's Den, campagne Live Right Now). En ce qui a trait au personnel temporaire, l'écart n'a pas changé entre janvier et mars, avec une augmentation générale de 44 employés depuis décembre 2009. La fluctuation continue d'être liée aux situations où les employés temporaires ont été embauchés pour faire du remplacement (comme dans le cas des congés de maternité, des congés de maladie, des congés non rémunérés, des congés annuels, des détachements), pour des projets temporaires ou pour toute autre demande de la programmation à court terme.
French Services / Services français	Outre le transfert de quelque 80 ÉTP de la structure du CDT aux Services français, la variation d'effectifs est essentiellement due aux améliorations programme découlant du FAPL(36%), à l'enrichissement à la grille de production et les grilles de jour et fin de semaine télé(17%), la régionalisation d'Espace musique et l'amélioration de l'offre Radio-Canada musique (11%), et la croissance soutenue au secteur Internet et Services numériques (ISN) (25%). Over and above the transfer from Corporate-CTO to FS of some 80 FTEs in April 2010, the variance in the French Services's workforce can be mostly explained by improvements to regional programming stemming from the LPIF(36%), improvements to the production and day and week-end television schedules(17%), regionalization of Espace musique and improvements to Radio-Canada Musique(11%) and the sustained growth of the Digital Services(ISN) (25%).
Corporate / National	

CBC/Radio-Canada Map / Carte

Full Time Equivalent / Équivalent temps plein

March 27, 2011 / Le 27 mars 2011



OUTSIDE CANADA / À L'ÉTRANGER : 36

Bangkok : 0
Beijing : 4
Beirut: 0
Buenos Aires: 1
Cape Town: 0
Dakar: 0
Islamabad: 0
Jerusalem : 0
Kandahar: 0
London : 5
Los Angeles: 3
Mexico : 0
Moscow : 1
Nairobi: 1
New York: 2
Paris : 3
Rio de Janeiro : 0
Tel Aviv: 1
Washington : 14

NEWFOUNDLAND / TERRE-NEUVE : 124

Corner Brook : 10
Gander : 5
Grand Falls : 3
Happy Valley/Goose Bay : 7
Labrador City : 2
Marystown: 0
St. John's : 98

YUKON : 25

Whitehorse : 25

NWT / T.N.-O. : 65

Fort Smith : 0
Inuvik : 2
YellowKnife : 63

NUNAVUT : 29

Iqaluit : 26
Kivalliq/Rankin Inlet : 3

QUÉBEC : 3,500

Chicoutimi : 54
Kuujjuaq : 2
Matane : 23
Montréal : 3,033
Québec : 230
Rimouski : 28
Rouyn-Noranda : 15
Sept-Îles : 24
Sherbrooke : 48
Trois-Rivières : 44

BC / C.-B. : 342

Kelowna : 7
Nelson: 1
Prince George : 5
Prince Rupert : 2
Vancouver : 312
Victoria : 15

ALBERTA : 273

Calgary : 120
Edmonton : 145
Grande Prairie : 2
Sherwood Park: 6

SASK. : 156

La Ronge : 0
Prince Albert: 1
Regina : 128
Saskatoon : 27

MANITOBA : 226

Brandon: 1
St-Boniface: 16
The Pas: 0
Thompson : 1
Winnipeg : 208

ONTARIO : 3,473

Carp: 20
Ottawa : 687
Sault Ste Marie: 1
Sudbury : 43
Thunder Bay : 15
Toronto : 2,668
Windsor: 39

P.E.I / I.-P.-É. : 43

Charlottetown : 43

NOVA SCOTIA/ NOUVELLE-ÉCOSSE : 191

Halifax : 173
Sydney : 18

NEW BRUNSWICK / NOUVEAU-BRUNSWICK : 239

Bathurst : 3
Campbellton : 1
Caraquet : 2
Edmunston : 2
Fredericton : 40
Moncton : 163
Sackville : 11
Saint John : 17

* The sum of the details may not balance with the totals due to rounding / La somme du détail peut différer des totaux en raison de l'arrondissement.

Board of Directors

May 10-11, 2011

Subject matter

2010 Employee Engagement Survey Update

Background

Update of the 2010 Employee Engagement Survey to the Board of Directors.

Information on the matter

See attached documentation.

For decision:	☐	**For information:**	X

Prepared by

Name: **Katya Laviolette**, Vice-president, People and Culture

Date: April 19, 2011

Recommendation

Last discussed at the Board

Date: March 15-16, 2011

Decision made: N/A

Next steps

Employee Engagement

Survey Update

Presented to
Board of Directors: Human Resources and
Compensation Committee
(May 10-11, 2011)

by Katya Laviolette
April 2011

Guiding Principles

- Transparent communication of results, priorities, actions and progress
- Engagement, accountability and support of business leaders
- Focused and aligned priorities with latitude across components, departments and geographies
- Priorities linked directly to survey results and that improve employee work climate and support strategic plans
- Priorities and action plans identified and implemented in collaboration with unions
- Participation and engagement of employees in determining and implementing actions

A0046568_3-000136

Quarterly Timelines

Q4 (2010-11)

Share results & identify priorities

Q1 (2011-12)

Approve priorities & develop high-level action plans

Q2 (2011-12)

Detail action plans and establish measures

Q4 (2011-12)

Implement actions, track and measure progress

A0046568_4-000137

Current status

- **Q4 (2010-11):**
  - National and component results shared to the executive director level, currently completing the cascade to the employee level (already accomplished in some sectors)
  - Governance committees have been formed and completed at least one meeting to review results and recommend priorities

- **Q1 (2011-12):**
  - Priorities recommended by governance committees to be approved in April/May by SET for national priorities and SMT's for components
  - High level actions to be developed and approved by SET and SMT's prior to moving into detailed action-planning and establishment of measures

A0046568_5-000138

Schedule A

Board of Directors

(May 10-11, 2011)

Subject matter

Annual Report 2010-2011 Key Texts

Background

Attached are the key texts for the front section of the Annual Report 2010-2011. This year's theme is Yours in Every Way. This builds on Strategy 2015… Everyone. Every way.

Information on the matter

2010-2011: Chair's Message, President's Message, Intro Video Script & Table of Contents

For decision ☐ **For information** [X]

Prepared by

Name: Mark Barber
Date: April 19, 2011

Management recommendation

No recommendation required.

Last discussed at the Board

Date: March 15-16, 2011
Decision made: N/A

Next steps

Ongoing development of all content for Annual Report

Anticipated project completion date: **June 30, 2011**
(If contract, indicate date of expiry): **June 30, 2011**

ANNUAL REPORT 2010-2011
ACHIEVEMENTS
MESSAGES
MD&A
FINANCIALS
GOVERNANCE
YOUR SPACE
YOUR
NEWS.
YOURS IN EVERY WAY
CBC|RADIO-CANADA ANNUAL REPORT 2010-2011
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Radio-Canada.ca

Annual Report 2010-2011
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MESSAGE FROM THE CHAIR
May Board

For the Board of Directors, this was both an active and a gratifying year.

The Board offered input and guidance to the Senior Executive Team as it developed, with contributions from across the Corporation, audiences and stakeholders, the Corporation's new five-year plan, *Everyone, Every way*. I would like to thank the Board, and especially the members of the Strategic Planning Committee for their insight, commitment and enthusiasm throughout this 11-month planning process. The Board approved *Everyone, Every way* on November 17, 2010.

This new plan meets six key objectives set at the start of our planning process:

- More effectively align the Board of Directors, senior management, the media lines and all managers and employees around CBC/Radio-Canada's priorities
- Accelerate the Corporation's success with audiences across television, radio and non-traditional platforms
- Give management more flexibility to respond to evolving changes and opportunities
- Provide a longer-term strategic blueprint to guide planning and near-term decisions
- Identify the investments required to achieve objectives and to increase CBC/Radio-Canada's "share of voice"
- Benefit fully from the Corporation's economies of scale while respecting inherent differences between English and French markets

Everyone, Every way gives the Corporation the means to deepen its relationship with Canadians on a national, community and personal level. It will allow us to build on our ongoing programming success to better deliver on our mandate.

This year, I had a personally gratifying experience when I spoke at the first-ever citizenship ceremony held at the CBC/Radio-Canada Calgary Broadcast Centre. It was a pleasure and an honour to congratulate men and women from many countries as they became citizens of this increasingly diverse country. Canada offers immigrants the opportunity to promote their own cultures while sharing in the traditions that make for a great nation. And CBC/Radio-Canada plays an important role in welcoming new Canadians into the life of their communities and their nation.

Indeed, our programming helps all our audiences to understand one another better, share in our similarities, celebrate our differences and understand what we can accomplish together. As Canada's national public broadcaster, we

believe it is our duty to be a public space for discussion and debate, reflecting a diversity of voices and ensuring a diversity of opinion.

[75th anniversary logo]
On November 2, 1936, the Canadian Broadcasting Act established CBC/Radio-Canada as a Crown corporation. To celebrate this milestone with Canadians, CBC/Radio-Canada is planning many multi-platform programs beginning on August 20, the 75-day countdown to the official anniversary on November 2. Numerous specials celebrating our past and looking to our future will be featured throughout our regular schedule, everything from politics to news, and retrospectives to comedy.

Highlights of activities include a series of radio concerts from around the country, dedicated interactive websites, exhibits, special memorabilia, open houses and community events in 30 locations across the country. I am especially excited about *1 Day*, a CBC/Radio-Canada documentary that invites all Canadians to help create a unique 24-hour portrait of Canada.

[Brief update on Board members leaving (and reason for departure) and new Board members]

Message from the President and CEO
May Board

This was a year of renewal for Canada's national public broadcaster.

Thanks to the hard work and commitment of our people, CBC/Radio-Canada achieved the goals of our two-year financial Recovery Plan, balancing our budget for 2010–2011. This was a substantial achievement. At the start of fiscal year 2009–2010, we faced a projected budget shortfall of $171 million – about 10 per cent of our total budget for 2008–2009.

The success of the Recovery Plan has allowed us to move to the next step in the Corporation's evolution. We spent much of this year developing a new strategy, which we call *Everyone, Every way*. It sets out what Canadians can expect from their public broadcaster over the next five years.

Continuing with the theme of renewal, the Canadian Radio & Television Commission (CRTC) will hold hearings on renewing CBC/Radio-Canada licenses in September. The Commission is expected to consider the following services:

- English and French television networks and regional stations
- English and French radio networks and stations
- CBC News Network and Le Réseau de l'Information (RDI)
- ARTV, **bold**, documentary and EXPLORA, our specialty television networks

We anticipate that the renewal decisions will facilitate the implementation of *Everyone, Every way* by enabling us to address our programming and regional priorities in the most effective manner.

Our roadmap to the future

Everyone, Every way defines our way forward in the midst of a changing media landscape driven by new technologies, demographic shifts, more powerful, integrated media empires and mushrooming social networks.

This plan gives us the means to truly deepen our relationship with Canadians on a national, community and personal level. It recognizes that we can't be all things to all people. But it is also premised on the notion that we can, and we should, mean something very special to every Canadian.

Our vision is ambitious: To be the recognized leader in expressing Canadian culture and in enriching the democratic life of all Canadians. We will achieve this by creating and delivering original and innovative, high-quality Canadian content; by reflecting and drawing together all Canadians; and by actively engaging with audiences.

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Since the February launch of *Everyone, Every way*, we have met with employees and stakeholders across the country to present and discuss the strategy. **[To come: Summary of what Hubert has learnt from these sessions]**

We also asked Canadians to give us their thoughts and comments through a consultation on CBC.ca and Radio-Canada.ca. **[To come: Summary of consultation results]**

Three thrusts: national, regional and digital spaces
The plan has three main thrusts. Canadians can expect more from their national public broadcaster in terms of the national spaces that reflect the Canadian experience, the regional spaces that knit communities together, and the digital spaces where they can engage in public conversations and debates in their own personalized way.

Network programming and national public spaces
Simply put, this means more stories by, for and about Canadians. Over the next five years, our prime-time schedules will become even more distinctive. We'll continue to gather increasingly large numbers of Canadians around Canadian stories that explain our realities, and showcase our humour and values.

Every year, CBC and Radio-Canada will each produce and air at least 10 signature events – projects of national cultural relevance or public interest that include programming elements on all platforms, a significant interactive digital extension, meaningful public engagement activities, and the participation of our regions of the country.

A recent signature event, *Live Right Now*, inspired Canadians to join together and change the health of this country.
[Need one French Services example]

Other signature events over the next five years will focus on culture, sports, music, history – the scope is as broad as the Canadian experience – and be in line with CBC/Radio-Canada's objectives and promotional priorities.

Regional presence and community spaces
Canadians have told us that the regions rank among our foremost priorities in their minds, but that they don't feel we live up to our potential. For different reasons, we haven't always been everywhere we needed to be, or able to do everything we needed to do.

We will change that. We will expand regional programming beyond news to genres such as lifestyle, talk and music to better reflect local communities. We will introduce new services, new local or hyper-local websites, new formats on radio, and increase regional news on television during the day.

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We will also be extending our services to many communities in which we don't have a presence today. We are now assessing different markets to see where we can serve the most Canadians.

New platforms and digital spaces

New digital platforms and spaces, including social networks, have made tremendous inroads over the last decade and have fundamentally changed the media environment. We can now personalize our experience where, when and how we want to.

Everyone, Every way will embrace this new media experience. To make this happen, we will double our current level of digital investment to at least five per cent of our programming budget by 2015, which should represent about $90 million.

We are continually innovating, embracing and experimenting. Here are just two recent examples.

- During the recent federal election, close to two million Canadians used the unique Vote Compass tool on the CBC News website to explore how their views and values align with those of the political parties. Developed by a team of leading academics, including some of Canada's top political scientists, Vote Compass engaged voters across the country – and no doubt fueled many discussions and debates.

- In its first full year of operations, Radio-Canada's TOU.TV, Canada's largest French-language entertainment television website, had close to five million unique visitors. TOU.TV features over 2,000 hours of programming from Canadian and international public broadcasters and independent producers.

Building on programming success

CBC Television's prime time audience share of **9.X** per cent was one of its highest in the past 10 years. And Télévision de Radio-Canada continued to attract almost 20 per cent of all viewing by francophones in prime time, maintaining its position as the second most watched TV network among French speakers. During our Fall 2010 launches on both networks, a total of 12 programs drew more than one million viewers. These include CBC Television's *Battle of the Blades* and *Dragon's Den* and Télévision de Radio-Canada's *Tout le monde en parle* and *Les enfants de la télé.*

Ratings for our radio networks are at historic highs, despite an overall decline in conventional radio listening among Canadians. CBC Radio now holds a combined national share (CBC Radio One and CBC Radio 2) of 14.7 per cent. Now 20 of 22 CBC Radio regional morning shows rank among the top three in their markets. Radio de Radio-Canada's Première Chaîne and Espace musique now hold a combined share of 19.5 per cent. Radio de Radio-Canada ranks third in its respective category – Première Chaîne with a 15.8 percent share and Espace musique with a 3.8 per cent share.

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Radio-Canada.ca and CBC.ca are also performing strongly. Our combined Internet sites are drawing seven million visitors a month, making these sites among Canada's most popular. CBC/Radio-Canada's YouTube channel has registered 20 million hits. Our FIFA World Cup soccer coverage served over eight million live video streams, and QTV, the weekly web television show based on the CBC Radio arts program *Q*, reached a new milestone with 10 million YouTube views. Radio-Canada's web sites have enjoyed an increase of 12 per cent in web traffic up from XXX to XXX unique visits per month.

Making it happen

Everyone, Every way is an ambitious plan. We will make it happen, but not without disruption – innovative disruption. Over the next three years, we will shift between 450 and 550 positions from existing jobs to our new priorities.

Our strategy does not depend on us getting more money from government. But it does require ongoing stable funding and continued participation in the various funds available to industry players.

And we will report on our performance twice a year across a wide range of metrics so that every Canadian can hold us to account.

As our Chair of the Board has mentioned, CBC Radio-Canada is celebrating its 75th anniversary on November 2, 2011. Mr. Casgrain has outlined just some of the activities planned to celebrate this milestone with Canadians. To keep on top of, and participate in, the activities planned for this celebration, listen, watch or log on and enjoy.

This is our commitment to Canadians – to everyone, in every way.

Hubert T. Lacroix, President and CEO

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CBC Radio-Canada

BOARD OF DIRECTORS of the CANADIAN BROADCASTING CORPORATION

STANDING COMMITTEES ON ENGLISH AND FRENCH LANGUAGE BROADCASTING

Minutes of the Meeting held on

February 23, 2011

Ottawa, Ontario

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* = by telephone / ** = by webconference

Members of the Committee present:

Tim Casgrain, Chairperson of the Committees and of the Board *
Hubert T. Lacroix, President & CEO *
Linda Black *
Edward Boyd
Peter Charbonneau
George Cooper **
Pierre Gingras
Patricia McIver
Brian Mitchell
Edna Turpin
John Young **

Members of the Committee absent:

Rémi Racine

In attendance:

Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel
Suzanne Morris, Vice-President and Chief Financial Officer
Tranquillo Marrocco, Associate Corporate Secretary
Stéphanie Duquette, Chief of Staff to the President and CEO **
Christopher Flann, Corporate Controller
Michael Mooney, Senior Director, Corporate Finance and Administration

Also participating:

PricewaterhouseCoopers LLP (Item 3b)
PricewaterhouseCoopers LLP (Item 3b)
Bev Kirshenblatt, Senior Director, Regulatory Affairs (Item 3a) s.19(1)

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1. Opening of the Meeting

At 1:30 p.m. the Chairperson called the meeting to order.

2. Approval of the Minutes

On a motion duly moved and seconded, **IT WAS RESOLVED**, – That the Minutes of the January 18, 2011, Committee meeting be approved.

3. Training Session for Directors

a) CBC/Radio-Canada's Funding Model

Members of the Committee received a presentation, and asked various questions, on the following aspects of CBC/Radio-Canada's funding: (a) government appropriations (description of appropriations, appropriations versus other sources of funds, funding approval process, draw down process, transfers, and funding outlook); (b) the Local Programing Improvement Fund (LPIF) (overview, funding formula, reporting requirements, and 2009-2010 results); and (c) the Canada Media Fund (CMF) (overview, envelopes for broadcasters, funds available in 2010-2011, CBC/Radio Canada's share in 2010-2011, examples of funded programs, and 2011-2012 envelope).

b) Quarterly Reporting (Management Discussion & Analysis)

Members of the Committee received a presentation, and asked various questions, on the generally accepted best practices for the Management Discussion and Analysis (MD&A) included in public company quarterly and annual reports, the principles and framework for MD&A, quarterly reporting requirements, and CBC/Radio Canada's MD&A and Q3 reporting approach.

4. Adjournment

At 4:22 p.m., the meeting was adjourned.

CBC Radio-Canada

BOARD OF DIRECTORS of the CANADIAN BROADCASTING CORPORATION

STANDING COMMITTEES ON ENGLISH AND FRENCH LANGUAGE BROADCASTING

Minutes of the Meeting held on

March 14, 2011

Ottawa, Ontario

Members of the Committee present:

Tim Casgrain, Chairperson of the Committees and of the Board
Hubert T. Lacroix, President & CEO
Linda Black
Peter Charbonneau
Pierre Gingras
Patricia McIver
Brian Mitchell
Edna Turpin
John Young

Members of the Committee absent:

Edward Boyd
George Cooper
Rémi Racine

In attendance:

Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel
Bill Chambers, Vice-President, Brand, Communications and Corporate Affairs
Tranquillo Marrocco, Associate Corporate Secretary
Alfred MacLeod, Executive Director, Corporate Affairs
Shaun Poulter, Senior Director, Government Relations (item 3)

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1. Opening of the Meeting

At 3:00 p.m., the Chairperson called the meeting to order.

2. The Canadian Heritage Portfolio (structure and scope)

Bill Chambers provided a brief overview of the role of the Government Relations group. Then Alfred MacLeod gave a presentation on the scope and structure of the department of Canadian Heritage and the cabinet committee system. Committee members inquired about the role of the various cabinet committees, the role and relationship of the various players in the system, and changes to the allocation of funds to the various envelopes.

3. Government Relations Activities

Shaun Poulter provided an overview of the current political environment, how the Corporation engages with parliamentarians and the 2011-2012 Government Relations Plan. Alfred MacLeod reviewed the Corporation's engagement and outreach approach with regards to senior federal officials. Bill Chambers concluded by summarizing our government relations objectives.

Committee members inquired about the status of the access to information requests and the public service announcement relating to the transition to digital TV.

4. In Camera Session

The Committee met in camera with Hubert T. Lacroix and Maryse Bertrand in attendance and then with Hubert T. Lacroix only.

The Chairperson reported to the Corporate Secretary that Board members requested further information on the Access to Information requests received and processed and that further discussion on programming perceptions will be held at the June Board meeting.

5. Adjournment

At 6:10 p.m., the meeting was adjourned.

CBC Radio-Canada

BOARD OF DIRECTORS of the CANADIAN BROADCASTING CORPORATION

HUMAN RESOURCES AND COMPENSATION COMMITTEE

Minutes of the Meeting held on

March 15, 2011

Ottawa, Ontario

Members of the Committee present:

Rémi Racine, Chairperson of the Committee
Tim Casgrain, Chairperson of the Board
Linda Black
George Cooper

Members of the Committee absent:

None

In attendance:

Hubert T. Lacroix, President and CEO
Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel
Katya Laviolette, Vice-President, People and Culture
Tranquillo Marrocco, Associate Corporate Secretary

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1. Opening of the Meeting

At 9:00 a.m., the Chairperson called the meeting to order.

2. Approval of the Minutes

Hubert T. Lacroix noted that the resolution relating to the appointment of the Executive Vice-President in the January 7, 2011 minutes reflected the by-laws of the Corporation and that he would like to discuss with the Committee, at a later date, the appointment process for Senior Executives.

On a motion duly moved and seconded, **IT WAS RESOLVED**, – That the Minutes of the January 7, 2011 and January 18, 2011 Committee meetings be approved.

3. Business Arising from Previous Minutes

There were no matters to report.

4. Compensation Plans for Executive, Management, Confidential and APS Staff

Katya Laviolette presented a summary of the 2010-2011 compensation plans, including the forecasts for the Executive and Management Short-Term Incentive Plan. She also provided an overview of the 2011-2012 market trends and projections and proposed salary budget recommendations and Executive and Management Short-Term Incentive Plan framework. She concluded by highlighting the growing salary gap and explained the recommendations for the proposed scale and salary increases.

Committee members inquired about the base year for the cost efficiency measure, how the payouts are funded when the targets are exceeded, and acceptance of the new incentive plan. They requested further information on the payout amount if the performance was at target and what the salary gap would be if benefits were taken into account.

On a motion duly moved and seconded, **IT WAS RESOLVED**, – That the Committee recommends to the Board of Directors the approval of:

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

5. Long-Term Incentive Plan participant nomination

Katya Laviolette summarized the plan as approved by the Board and indicated that, with the five-year strategic plan now in place, the Committee can proceed to formally nominate the plan's participants. She noted that the metrics to measure performance against the Plan will be presented to the Committee in May 2011.

Committee members inquired about the effective start date of the plan and, after discussion, agreed that it should be April 1, 2011 (rather than the proposed February 1, 2011) and that the end of the first performance period remain March 31, 2013. They also inquired if the Plan provides for a prorated percentage if a participant leaves the corporation and suggested that the letter to be signed by the participants should be reviewed to ensure that it is linked to the Plan itself.

s.19(1)
s.21(1)(a)
s.21(1)(b)

6. Executive Benefits Update – Alternate Delivery Recommendation

Katya Laviolette provided a summary of the program usage by eligible participants. She noted that elements of the program are packaged by an external consultant and is offered by other corporations as well. She also noted that the program is audited to ensure that no monies are misdirected.

Committee members inquired about the tax aspects of the different elements, how employees choose from among the options, and how benefits are perceived in general. They agreed to continue monitoring its usage.

7. Employee Engagement Survey Update

Katya Laviolette provided an update on the follow-up activities to the Employee Engagement Survey. She highlighted the work done by the National Advisory Committee and explained how it is being rolled out across the organization.

Committee members inquired if work was progressing in satisfactory fashion and the composition of the advisory committees.

8. Other Business:

Committee members inquired about the impact of the Quebecor labour situation in Montreal.

9. In Camera Session

The Committee met in camera. No matters were reported to the Corporate Secretary for inclusion in the minutes.

10. Adjournment

At 11:00 a.m., the meeting was adjourned.

DRAFT

CBC Radio-Canada

BOARD OF DIRECTORS of the CANADIAN BROADCASTING CORPORATION

NOMINATING AND GOVERNANCE COMMITTEE

Minutes of the Meeting held on

March 15, 2011

Ottawa, Ontario

Members of the Committee present:

Edna Turpin, Chairperson of the Committee
Linda Black
John Young

Members of the Committee absent:

Edward Boyd

In attendance:

Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel
Tranquillo Marrocco, Associate Corporate Secretary

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1. **Opening of the Meeting**

   At 12:15 p.m. the Chairperson called the meeting to order.

2. **Approval of the Minutes**

   On a motion duly moved and seconded, **IT WAS RESOLVED**, – That the Minutes of the January 18, 2011 Committee meeting be approved.

3. **Revised Terms of Reference for the Board of Directors and its Committees**

   Maryse Bertrand explained that the Terms of Reference of the Board and its committees have been revised to ensure consistency with the Bylaws and between the Board's Terms of Reference and each committee's Terms of Reference. She indicated that the revisions ensure uniformity across committees, eliminate duplication, clarify ambiguities, and reflect current practices. She also noted that two substantive changes have been made following consultations with the appropriate committees: (a) the Terms of Reference of the Board and the Audit Committee were modified to account for the new quarterly financial reporting requirements; and (b) the Terms of Reference of the Strategic Planning Committee were modified in light of the completion of the development of the five-year strategic plan.

Members indicated that the approval of the annual director training plan by the Committee also constituted a substantive change and should also be brought to the Board's attention when reporting back. They also noted that it would be useful to have a list of decision-making authorities specifically delegated to committees.

On a motion duly moved and seconded, **IT WAS RESOLVED**, – That the Committee recommend to the Board of Directors the approval of the revised Terms of Reference for the Board of Directors and its committees as presented.

4. Adjournment

At 1:00 p.m., the meeting was adjourned.

CBC Radio-Canada

BOARD OF DIRECTORS of the CANADIAN BROADCASTING CORPORATION

REAL ESTATE COMMITTEE

Minutes of the Meeting held on

February 23, 2011

Ottawa, Ontario

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* = by telephone

Members of the Committee present:

Rémi Racine, Chairperson of the Committee *
Patricia McIver
Brian Mitchell

Members of the Committee absent:

Tim Casgrain, Chairperson of the Board

In attendance:

Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel
Tranquillo Marrocco, Associate Corporate Secretary
Stéphanie Duquette, Chief of Staff to the President and CEO *
Richard Juneau, Administration Manager, Office of the Vice-President, Real Estate, Legal Services and General Counsel
Marc Lapierre, Executive Director, Real Estate Services *
Roch Sarrazin, Project Director, Regional Services, French Services *

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1. **Opening of the Meeting**

   At 4:30 p.m., the Chairperson called the meeting to order.

2. **Approval of the Rimouski Project**

   Maryse Bertrand noted that the Board had approved the consolidation of operations in Eastern Quebec in a new site in Rimouski and had delegated to the Committee the power to authorize the signing of the proposed lease following the negotiation with the private partner. Marc Lapierre reviewed the site selection process, proposals received, various impacts and risk management considerations. Committee members inquired about potential hazards of having the equipment on the first floor, the locations of the antennas, and employee's satisfaction with the proposed layout.

On a motion duly moved and seconded, **IT WAS RESOLVED**, – That Real Estate Services be authorized to sign an offer to lease and a 15-year lease for the site located at 185 René-Lepage, Rimouski in accordance with the terms presented.

3. Adjournment

At 4:45 p.m., the meeting was adjourned.

DRAFT

CBC Radio-Canada

BOARD OF DIRECTORS of the CANADIAN BROADCASTING CORPORATION

REAL ESTATE COMMITTEE

Minutes of the Meeting held on

March 15, 2011

Ottawa, Ontario

Members of the Committee present:

Rémi Racine, Chairperson of the Committee
Tim Casgrain, Chairperson of the Board
Patricia McIver
Brian Mitchell

Members of the Committee absent:

None.

In attendance:

Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel
Tranquillo Marrocco, Associate Corporate Secretary
Richard Juneau, Administration Manager, Office of the Vice-President, Real Estate, Legal Services and General Counsel

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1. Opening of the Meeting

At 11:00 a.m., the Chairperson called the meeting to order.

2. Approval of the Minutes

On a motion duly moved and seconded, **IT WAS RESOLVED**, – That the Minutes of the September 20, 2010, Committee meeting be approved.

3. Business arising from previous Minutes

There were no matters to report.

4. Real Estate Infrastructure Challenges, Opportunities and Capital Funding implications

5. Halifax Consolidation Project Update

6. Toronto Broadcast Centre Update

Maryse Bertrand provided an update on plans for the Toronto Broadcast Centre and answered questions on potential tennants.

7. MRC Infrastructure Sharing Agreement

Maryse Bertrand informed the Committee that the City of Montreal has issued a $15M non-binding letter of intent for infrastructure work on the site, described some of the wall repairs being done or envisioned, and noted that the RFI phase should be unfolding in the fall.

8. Adjournment

At 12:15 p.m., the meeting was adjourned.

CBC Radio-Canada

BOARD OF DIRECTORS of the CANADIAN BROADCASTING CORPORATION

AUDIT COMMITTEE

Minutes of the Meeting held on

February 23, 2011

Ottawa, Ontario

Members of the Committee present:

Peter Charbonneau, Chairperson of the Committee
Edward Boyd
Patricia McIver
Brian Mitchell
Edna Turpin

Members of the Committee absent:

None

In attendance:

Suzanne Morris, Vice-President and Chief Financial Officer
Deloitte & Touche (Internal Auditor)
Debbie Jacob, Office of the Auditor General (External Auditor)
Maurice Laplante, Office of the Auditor General (External Auditor)
Tranquillo Marrocco, Associate Corporate Secretary
Deloitte & Touche (Internal Auditor)

s.19(1)

Also participating:

Christopher Flann, Corporate Controller (Items 7, 9, 10)
Marie-Josée Lacombe, Director, Accounting & Corporate Reporting (Item 10)
Michael Mooney, Senior Director, Corporate Finance and Administration (Items 1-6, 8)
Vince Siemens, Project Manager, Finance Operations and Reporting (items 7, 9, 10)

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1. Opening of the Meeting

At 8:30 a.m. the Chairperson called the meeting to order.

2. In-Camera session for Committee Members only

The Committee met in camera to discuss several topics. No matters were reported to the Corporate Secretary for inclusion in the minutes.

3. Approval of the Minutes

On a motion duly moved and seconded, **IT WAS RESOLVED**, – That the Minutes of the November 20, 2010, Committee meeting be approved.

4. Matters arising from previous meetings

(a) Consultant Contracts – Process and Considerations

Committee members inquired on the year-to-year funding for consultants, the RFP process for selecting consultants; who is responsible for tracking the use of consultants across the organization; the impact of using consultants on internal knowledge; and the percentage of the budget spent on consultants.

5. Financial Reports

(a) Quarterly Financial Report – December 31, 2010

There are no matters to report.

(b) Quarterly Budgetary Management Report – 3rd Quarter ended December 31, 2010

There are no matters to report.

6. CFO Report

Suzanne Morris reviewed the Corporation's financial situation for the 3rd Quarter, new quarterly reporting requirements, operating highlights, respective revenue generation approaches by English and French Services, and projected revenues. She also provided an update on certain projects and initiatives and noted that the policy decisions taken in relation to the IFRS will be presented in June for ratification.

Committee members inquired about the timing of the release of the quarterly financial reports, revenues generated from hockey, capital funding, borrowing ability of Crown Corporations, staffing required to meet CRTC and other reporting requirements.

8. Annual Risk Management Report

Michael Mooney gave an overview of the key risks in 2010-2011 and those projected for 2011-2012, along with an action plan to address them. He also explained how key risks are compiled and ranked and reviewed major changes from last year's report.

Committee members discussed the ranking assigned to particular risks and their interdependence and inquired if other key risks existed which were not captured in the document.

s.19(1)

7. Quarterly Internal Audit Report (October 1 to December 31, 2010)

presented the 3rd Quarter Internal Audit Report, summarized the results for the internal audits concluded in the period, and reviewed the status of various internal audit projects and management action plans. Committee members inquired about the official languages and the revenue generation audits.

then circulated a document outlining the current audit planning status and proposed internal audit projects for the first quarter of 2011-12 and indicated that the annual plan will be presented in June for approval.

On a motion duly moved and seconded, **IT WAS RESOLVED**, – That the audit plan for the first quarter of 2011-12 be approved as presented.

9. Update on Annual Attest Audit

Debbie Jacob provided an update on the annual attest audit and noted there were no issues to report to the Audit Committee at this time.

10. IFRS and Quarterly Reporting Update

Christopher Flann provided an update on the project by reviewing the two disclosure options and noting that both the British and the Australian public broadcasters use a single statement of comprehensive income. Committee members asked how other European public broadcasters disclose their comprehensive income.

On a motion duly moved and seconded, **IT WAS RESOLVED**, – That, in relation to the IFRS accounting policy, the Committee recommend to the Board the approval of the following Disclosure Decision: that a single statement of comprehensive income be used (instead of the current presentation under GAAP of two separate statements).

Christopher Flann then provided an overview of upcoming tasks and IFRS impacts, particularly on the opening Balance Sheet. Committee members inquired about the monetization trust and property evaluation.

The external auditors explained the work they have carried to date and that which remains to be done in relation to the Balance Sheet under IFRS and noted that, to date, they did not find any errors although there are still some items of discussion.

Committee members inquired about when the opening Balance Sheet will be audited, materiality, and the existence of a disclosure committee.

Suzanne Morris thanked the OAG for their collaboration and noted that while some Crown Corporations are having their external auditors conduct a review of their quarterly financial reports, others are either doing nothing or are having them reviewed by their internal auditors. We are still exploring our options.

11. Terms of Reference of the Audit Committee

On a motion duly moved and seconded, **IT WAS RESOLVED**, – That the Committee recommend to the Board of Directors that the Terms of Reference of the Audit Committee be amended as follows:

(a) by replacing Section III.A(ii) with "review the Corporation's quarterly financial reports and recommend their approval to the Board;"; and

(b) by replacing the first bullet under "Quarterly Items" in the Checklist with "Review the Corporation's quarterly financial reports and present them to the Board for approval."

12. In Camera sessions

The Committee met in camera with each of the following: (a) the Internal Auditor, and (b) the Chief Financial Officer. No matters were reported to the Secretary for inclusion in the minutes.

13. Information Items

(a) Contracts over $5 million for the period October 1 to December 31, 2010;

(b) Certificate of payment of taxes and hiring practices for the period October 1 to December 31, 2010;

(c) Certificate of compliance with Investment Policy for the period October 1 to December 31, 2010;

(d) Procurement Exemptions Report for the period October 1 to December 31, 2010;

(e) Insurance Coverage Overview; and

(f) Glossary of Acronyms

14. Adjournment

At 1:15 p.m., the meeting was adjourned.

Board of Directors

May 10-11, 2011

Subject matter

Approval of an interim compensation arrangement for Maryse Bertrand, Vice-President, Real Estate Services, Legal Services & General Counsel.

Background

With the resignation of Katya Laviolette, Maryse Bertand will assume interim responsibility for the People and Culture function. An external search for Katya Laviolette's replacement will begin immediately with the assistance of the external recruitment firm An interim compensation arrangement is being proposed below to recognize these additional responsibilities until a successor is nominated.

Information on the matter

Refer to recommendation below.

For decision: [X] **For information:** [ ]

Prepared by

Name: **Katya Laviolette**, Vice-President, People and Culture

Date: May 9, 2011

Recommendation

s.18(a)
s.18(b)
s.19(1)
s.21(1)(a)
s.21(1)(b)

It is recommended that the following be approved:

-
-

Last discussed at the Board

Date: N/A

Decision made:

Next steps

Provide ongoing update regarding recruitment process.

Resolution

BE IT IS RESOLVED THAT the Human Resources and Compensation Committee recommends, for approval to the Board of Directors, the interim compensation recommendations for Maryse Bertrand, Vice President Real Estate Services, Legal Services & General Counsel, as outlined above.

Page 167

is withheld pursuant to sections

est retenue en vertu des articles

18(a), 18(b), 19(1), 21(1)(a), 21(1)(b)

of the Access to Information Act

de la Loi de l'accès à l'information

Board of Directors

May 10-11, 2011

Subject matter

Status update for the 2011-2012 Voluntary Retirement Incentive Program (VRIP).

Background

This VRIP program was approved by the Board of Directors at the January 18-19, 2011 meeting, followed by Ministerial approval on February 2, 2011. The program launched February 15, 2011 with the application window for eligible employees to apply ending April 1, 2011.

Out of the final total eligible population of 1,122, 416 have applied for VRIP representing a 37% take-up rate.

Information on the matter

Please see attached presentation entitled "2011-2012 Voluntary Retirement Incentive Program – Program Status".

For decision:	☐	**For information:**	X

Prepared by

Name: **Katya Laviolette**, Vice-President, People and Culture

Date: April 19, 2011

Recommendation

Not applicable

Last discussed at the Board

Date: January 18-19, 2011

Decision made: Program approved.

Next steps

- Business units to determine applications to be accepted – by May 6
- Employees to be notified – May 9-13
- First date for VRIP retirements – July 31

2011-2012
Voluntary Retirement Incentive
Program Status

Presented to
Board of Directors
(May 10-11, 2011)

by Katya Laviolette
May 9, 2011

Applicants

Component	Number of eligible employees as of April 1	Number of applications received as of April 1	Number of applications accepted as of May 9	Number of applications declined as of May 9
English Services	498	140 (28%)	34 (24%)	106 (76%)
French Services	496	224 (45%)	80 (36%)	144 (64%)
Corporate Services	128	52 (40%)	13 (25%)	39 (75%)
Total	**1,122 ****	**416 (37%)**	**127 (31%)**	**289 (69%)**

** January Board: **1,131** eligible

- 6 from active to LTD
- 2 from active to retirement on Jan 31
- 1 from active to retirement leave
- 1 data correction (no longer eligible)
- 1 less than 2 yrs of plan membership (not eligible)
+ 3 from LTD to active
+1 cancelled retirement

= 1,124 as of February 2011 (before launch)

During March, 5 determined ineligible and 3 were recognised as eligible so now **1,122**

Applicants by Affiliation

	No	Yes	Grand Total
A.R.	**22**	**18**	**40**
Phase 1	20	13	33
Phase 2 - 1	1	4	5
Phase 2 - 2	1	1	2
APS	**41**	**30**	**71**
Phase 1	26	20	46
Phase 2 - 1	6	4	10
Phase 2 - 2	9	6	15
CMG	**371**	**168**	**539**
Phase 1	263	135	398
Phase 2 - 1	42	22	64
Phase 2 - 2	66	11	77
Confidential	**7**	**11**	**18**
Phase 1	4	8	12
Phase 2 - 1	1	2	3
Phase 2 - 2	2	1	3
Executive	**10**	**1**	**11**
Phase 1	7		7
Phase 2 - 1	2	1	3
Phase 2 - 2	1		1
Management	**84**	**41**	**125**
Phase 1	55	31	86
Phase 2 - 1	18	8	26
Phase 2 - 2	11	2	13
SCFP	**34**	**32**	**66**
Phase 1	16	22	38
Phase 2 - 2	9	4	13
SCRC	**72**	**53**	**125**
Phase 1	54	40	94
Phase 2 - 1	9	8	17
Phase 2 - 2	9	5	14
STARF	**65**	**62**	**127**
Phase 1	36	46	82
Phase 2 - 1	12	9	21
Phase 2 - 2	17	7	24
Grand Total	**706**	**416**	**1122**

* **Phase 1:**
Employees entitled to an unreduced pension as of July 31, 2011

** **Phase 2 – Group 1:**
Employees entitled to an unreduced pension between August 1, 2011 & March 31, 2012

*** **Phase 2 – Group 2:**
Employees entitled to a reduced pension between August 1, 2011 & March 31, 2012

Key Dates

Employees complete application for VRIP Phase I or Phase II	By April 1, 2011 by 5pm EST (COMPLETED)
Managers review Phase I and Phase II applications and take decision	**April 4 - May 6, 2011 (IN PROGRESS)**
Employees advised in writing if application has been approved (or not)	May 9 - 13, 2011
Packages sent from PAC regarding transition to pension for Phase I	June/July, 2011
Employees' retirements (no later than December 31, 2012 if "bridging" elected)	July 31, 2011- March 31, 2012

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CBC Radio-Canada

CANADIAN BROADCASTING CORPORATION

BOARD OF DIRECTORS MEETING

June 21-22, 2011 - Ottawa

AGENDA

= Document / M = Motion

June 22	BOARD OF DIRECTORS	BY	D	M
08:00	**1. In Camera Session with the President & CEO**	Tim Casgrain		
08:30	**2. Adoption of Minutes**			
	a) March 15-16, 2011 (revised)	Tim Casgrain	X	X
	b) May 10-11, 2011	Tim Casgrain	X	X
	3. Business Arising from Previous Minutes	Tim Casgrain		
	4. President & CEO's Report	Hubert T. Lacroix		
	5. Chairperson's Report	Tim Casgrain		
8:45 45 min	**6. Audit Committee Report (document to follow)**			
	a) Financial Statements & Annual Report's Management Discussion and Analysis	Peter Charbonneau	X	X
	b) IFRS – Ratification of Decisions made	Peter Charbonneau	X	X
09:30 40 min	**7. Strategic Planning Committee Report**			
	a) *Everyone, Every way*: Semi-Annual Report Card	Peter Charbonneau	X	
10:10 120 min	**8. Programming Perceptions** - *Diversity of voices in Information Programming – French Services* - *CBC News and CBC Radio – Ensuring Balance and Diversity of Voices and Opinions*	Sylvain Lafrance Alain Saulnier Kirstine Stewart Jennifer McGuire Denise Donlon	X X	
12:10 20 min	**9. Calendar of Meetings**	Tim Casgrain	X	X
12:30 10 min	**10. Real Estate Committee Report**			
	a) Toronto Broadcast Centre Lease (document to follow)	Rémi Racine	X	X
12:40 5 min	**11. Human Resources and Compensation Committee Report**	Rémi Racine		
12:45 45 min	**12. Deloitte Economic Impact Study**	Steven Guiton	X	

= Document / M = Motion

June 22	BOARD OF DIRECTORS	BY	D	M
13:30	**13. Updates**			
60 min	a) Regulatory Affairs - Licence Renewal Update	Steven Guiton	X	
45 min	b) Access to Information and Privacy	Maryse Bertrand	X	
	14. Information Items			
	a) Summary of Government Funding	Suzanne Morris	X	
	b) Industrial Relations	Maryse Bertrand	X	
	c) Sirius/XM Merger Update	Michel Tremblay	X	
	d) 2010-2011 Quarterly Budgetary Management Report – 4th Quarter (document to follow)	Suzanne Morris	X	
	e) Risk Management Update	Suzanne Morris	X	
	f) Report on the Administration of the *Access to Information Act*	Maryse Bertrand	X	
	g) Report on the Administration of the *Privacy Act*	Maryse Bertrand	X	
	h) Health, Safety and Environmental Report	Maryse Bertrand	X	
	i) Employment Equity Report	Maryse Bertrand	X	
	j) Minutes – Governance – 2011-05-04		X	
	k) Minutes – Real Estate – 2011-05-10		X	
	l) Minutes – Human Resources – 2011-05-10		X	
15:15	**Break**			
15:30	**Meeting with the Hon. James Moore, Minister of Canadian Heritage and Official Languages**			
16:30	**Adjournment**			

Internal Memo
Note de service

CBC Radio-Canada

TO/À:

Board members / membres du Conseil d'administration

Date ➢ June 7, 2011 / Le 7 juin 2011

From/De ➢ Associate Corporate Secretary /Secrétaire général associé

Subject/Objet ➢ Approval of Minutes / Approbation du procès-verbal

Please note that the wrong version of the March 15-16, 2011 Board minutes was inadvertently submitted for approval at the May Board meeting. Consequently the attached revised version will be submitted for approval at the June meeting.

I sincerely apologize for this mix-up and any inconvenience it may have caused you.

Tranquillo Marrocco

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Veuillez noter qu'une version erronée du procès-verbal de la réunion du Conseil des 15 et 16 mars 2011 a été soumise par inadvertance pour approbation à la réunion du Conseil du mois de mai. Par conséquent, la version révisée ci-jointe sera soumise pour approbation à la réunion de juin.

Je suis sincèrement désolé de cette erreur et de tout inconvénient que cela a pu vous causer.

Tranquillo Marrocco

CBC Radio-Canada

BOARD OF DIRECTORS of the CANADIAN BROADCASTING CORPORATION

Minutes (revised) of the Meeting held on

March 15-16, 2011

Ottawa, Ontario

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* = by telephone

Members of the Board present:

Timothy W. Casgrain, Chairperson of the Board
Hubert T. Lacroix, President and CEO
Linda Black
Peter Charbonneau
George Cooper
Pierre Gingras
Patricia McIver (Items 1-5, 7-11, 13)
Brian Mitchell (Items 1-5, 7-11, 13)
Rémi Racine *
Edna Turpin
John Young

Members of the Board absent:

Edward Boyd

In attendance:

Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel
Tranquillo Marrocco, Associate Corporate Secretary
Stéphanie Duquette, Chief of Staff to the President and CEO

Also Participating:

Sylvain Lafrance, Executive Vice-President, French Services (Item 7)
Kirstine Stewart, Interim Executive Vice-President, English Services (Items 7, 13, 16a)
Steven Guiton, Vice-President and Chief Regulatory Officer (Item 14)
Katya Laviolette, Vice-President, People and Cultures (Item 8)
Suzanne Morris, Vice-President and Chief Financial Officer (Item 7)
Bev Kirshenblatt, Senior Director, Regulatory Affairs (Item 14)
Michael Mooney, Senior Director, Corporate Finance and Administration (Item 7)
Peter St.-Onge, Executive Director, Finance and Management Services, French Services (Item 7)
Neil McEneaney, Executive Director, Finance and Strategy, English Services (Items 7, 13)
Jerry Zubryckyj, Senior Director, Capital Process (Item 7)

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1. Opening of the Meeting

At 12:15 p.m., the Chairperson called the meeting to order and welcomed Pierre Gingras to the Board.

7. 2011-2012 Operating and Capital Budgets

Suzanne Morris provided an overview of the strategic priorities and performance indicators for the 2011-2012 fiscal year and noted that this year a three-year outlook was provided. Kirstine Stewart and Sylvain Lafrance then each presented the media strategic plans for their respective services and contingency plans.

Suzanne Morris then presented the 2011-2012 Operating Budget, highlighting the key assumptions used, the forecasted financial situation and cost management initiatives. Neil McEneaney and Peter St.-Onge presented the media Operating Budgets for their respective Services and explained the impacts of their respective budgets and how their budgets were realigned with the Strategic Plan.

Michael Mooney presented the 2011-2012 key risks ranking and contingency plans. Finally, Suzanne Morris presented the Capital Budget for 2011-2012.

After an extensive discussion, and questioning by board members on the performance indicators, the source of revenues, the revenues, proficiency issues, amongst others, on a motion duly moved and seconded, **IT WAS RESOLVED**, – That the 2011-2012 Operating and Capital Budgets as presented ($1,764,136,000 and $119,249,000 respectively) be approved and that the President and CEO, or his delegates, be authorized to implement the Business Plans.

Board members congratulated the team on their exceptional work and noted that the budget very well dovetailed what came out of the strategic planning exercise.

13. Contracts

Cogeco

16. Other Business

(a) English Services Re-organization

Kirstine Stewart circulated a copy of the new English Services organization chart and memo announcing the changes, provided an overview of the organizational changes and explained the rationale for the changes as well as the new roles of each member of her senior management team.

s.18(a)
s.18(b)
s.20(1)(a)
s.20(1)(b)
s.20(1)(c)
s.21(1)(a)
s.21(1)(b)

Members inquired about the future of sports at CBC, the variety of titles of the members of the senior management team, number of viewers of CBC sports and national news, and the proportion of scripted and unscripted programs.

(b) Access to Information

Maryse Bertrand circulated a document which provided various statistics on access to information requests and reviewed some of the key figures. She highlighted the improvements made in lowering the number of late closures and the high volume of requests and pages released.

Members inquired about the nature of some of the requests, the situation experienced by the other Crown Corporations, the complaints process, the costs of providing access to information, the reaction by other media, cost recovery and percentage of text redacted. They also noted that the statistics should be available on the website.

At 5:30 p.m., the meeting was adjourned to Tuesday, March 16, 2011, at 9:00 a.m.

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3. Approval of the Minutes

Hubert T. Lacroix noted that the resolution relating to the appointment of the Executive Vice-President in the January 7, 2011, minutes reflected the text in the documentation provided to both Committee and Board members and that he would like to discuss with the Board, at a later date, the appointment process for Senior Executives.

On a motion duly moved and seconded, **IT WAS RESOLVED**, – That the Minutes of the January 7, 2011 and January 18, 2011 meetings be approved.

4. Business arising from previous meetings

There were no matters to report.

5. President's and CEO's Report

The President and CEO had no matters to report.

A Board member inquired about the staffing levels and, after discussion, it was agreed that the Workforce Update provided to the Board will be reviewed to clarify the information presented.

8. Human Resources and Compensation Committee Report

Katya Laviolette, on behalf of Rémi Racine, Chair of the Committee, provided an update on the Committee meeting held on May 10, 2011.

(a) 2011-12 Salary Planning Budget – Executive/Management/Confidential and APS

Katya Laviolette, presented a summary of the 2010-2011 compensation plans, including the forecasts for the Executive and Management Short-Term Incentive Plan. She also provided an overview of the 2011-2012 market trends and projections and proposed salary budget recommendations and Executive and Management Short-Term Incentive Plan framework. She concluded by highlighting the growing salary gap and explained the recommendations for the proposed scale and salary increases.

Board members inquired about the range increases, multiplier, salary budget, perception of survey results, and incentive plans.

s.18(a)
s.18(b)

On the recommendation of the Human Resources and Compensation Committee, **IT WAS RESOLVED**, – That:

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

(b) Long-Term Incentive Plan

Katya Laviolette informed the Board that the nomination of Kirstine Steward and Sylvain Lafrance as eligible participants to the Key Executive Long-Term Incentive Plan was approved by the Committee. She also noted that the Committee agreed that the effective start date of the plan should be the start of the fiscal period rather than the proposed February 1, 2011.

On the recommendation of the Human Resources and Compensation Committee, **IT WAS RESOLVED**, – That the effective start date of the Long-term Incentive Plan be April 1, 2011 and that the end of the first performance period remain March 31, 2013.

(c) Other matters reviewed by the Committee

Katya Laviolette reviewed the 2010 Employee Engagement Survey results, time lines and next steps.

Rémi Racine summarized the Committee's discussion relating to the benefits provided to executives and noted that the program was created by an external consultant based on market research and is not unique to CBC/Radio-Canada.

Board members then discussed the appropriateness and merits of the Executive Benefits Program.

9. Audit Committee Report

Peter Charbonneau, Chair of the Committee, reviewed the subject matters discussed at the Audit Committee meeting held on February 23, 2011. He summarized the budgetary highlights for the third quarter, the key risks identified for 2011-12, and the third quarter internal audit report. He also noted that the Corporation will be following best practices in relation to the planned quarterly financial reports, explained the changes to the Committee's meeting frequency in order to accommodate the review of those reports, and noted that the internal audit plan was approved for the first quarter and that the annual plan will be considered in June 2011.

Board members inquired about the internal audit budget, how the internal audit firm was managing the audits, the timing of the next special examination, and director indemnification.

Peter Charbonneau then provided an update on the IFRS project and pointed out that CBC/Radio-Canada was becoming the benchmark for many other Crown Corporations and that the Committee reviewed the third quarter financial report produced in conformity with IFRS and was satisfied with the reporting style and information provided. He then summarized the two comprehensive income disclosure options considered by the Committee.

IFRS Decision on the Statement of Comprehensive Income

On the recommendation of the Audit Committee, **IT WAS RESOLVED**, – That, in relation to the IFRS accounting policy, the following Disclosure Decision be approved: that a single statement of comprehensive income be used (instead of the current presentation under GAAP of two separate statements).

10. Real Estate Committee Report

Rémi Racine, Chair of the Committee, summarized the report on CBC/Radio-Canada's real estate infrastructure challenges, opportunities and capital funding implications presented to the Committee and the infrastructure projects reviewed by the Committee at its March 15, 2011 meeting. He also noted that the Committee, at its February 23, 2011 meeting, approved the signing of an offer to lease a new site for the Rimouski station.

11. Governance and Nominating Committee Report

Edna Turpin, Chair of the Committee, reported that the Committee reviewed the Terms of Reference of the Board and its committees and explained the rationale for the proposed revisions. She also highlighted the following three substantive changes: (a) the Terms of Reference of the Board and the Audit Committee were modified to account for the new quarterly financial reporting requirements; (b) the Terms of Reference of the Strategic Planning Committee were modified in light of the completion of the development of the five-year strategic plan; and (c) the Terms of Reference of the Governance and Nominating Committee included the approval of the annual director training plan by the Committee.

The Corporate Secretary circulated an additional appendix to the Terms of Reference of the Board which listed the specific decision-making authorities delegated by the Board to its committees.

Board members inquired about the appointment and remuneration of officers and the orientation program for new Board members.

On the recommendation of the Governance and Nominating Committee, – **IT WAS RESOLVED** – That the Terms of Reference for the Board of Directors and its committees be approved as presented.

Board members discussed potential guest speakers and requested that the Committee consider them at its next meeting.

14. Updates

Regulators Affairs

Steven Guiton and Bev Kirshenblatt updated Board members on recent regulatory developments, the upcoming licence renewal for private English-language broadcasters, the group-based licensing approach, CBC/Radio-Canada's upcoming licence renewal proceedings, the upcoming CRTC proceeding to consider vertical integration in the broadcasting industry, the CRTC hearing on BCE and CTV transaction, and the communications plans for the transition to digital transmission.

Board members inquired about potential supporters of the Corporation's position on vertical integration, aggregate level of spending on Canadian programs for each designated group, the extent to which Canadians are aware of the coming transition to digital transmission, and why the CRTC is intent on closing the analogue transmission. Board members also requested further information on what the private broadcasters have done in relation to national-interest events.

12. Calendar of meetings

The Corporate Secretary informed the Board that the CRTC's hearings on the renewal of CBC/Radio-Canada's licences coincide with the September Board meeting and that the Board may wish to consider changing its meeting dates to September 27 and 28, 2011 to enable the President and CEO and other key members of the Senior Executive Team to participate in the hearings.

On a motion duly moved and seconded, **IT WAS RESOLVED**, – That the revised Calendar of Meetings for 2011 be approved as presented.

6. Chairperson's Report

The Chairperson reported on his meeting with the Chair of the BBC, his participation on a panel on internal audit organized by Deloitte, and other events he attended.

18. Other Business

The Board met in camera with Hubert T. Lacroix and Maryse Bertrand in attendance. The only matters reported to the Secretary for inclusion in the minutes were that the Board agreed to consider the calendar of meetings at its May 2011 meeting and programming perceptions at its June 2011 meeting.

15. Information Items

The following documents were distributed as information items:

(a) Sirius/XM Canada Merger Update

(b) Board members' obligations arising from Sirius/XM Canada Merger

(c) Summary of Government Funding

(d) Quarterly Budgetary Management Report (3rd Quarter ended December 31, 2010)

(e) Industrial Relations

(f) Workforce Distribution

(g) Employee Engagement Survey Update

(h) Annual Report Excerpts

(i) Glossary of Acronyms

(j) Annual Risk Management Report

(k) January 7, 2011 Human Resources and Compensation Committee minutes

(l) January 18, 2011 Human Resources and Compensation Committee minutes

(m) January 18, 2011 Governance and Nominating Committee minutes

19. Adjournment

The meeting was adjourned at 12:30 p.m.

CBC Radio-Canada

BOARD OF DIRECTORS of the CANADIAN BROADCASTING CORPORATION

Minutes of the Meeting held on

May 10-11, 2011

Vancouver, British Columbia

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* = by conference call / ** = by videoconference

Members of the Committee present:

Timothy W. Casgrain, Chairperson of the Board
Hubert T. Lacroix, President and CEO**
Edward Boyd
Peter Charbonneau
Pierre Gingras
Patricia McIver
Brian Mitchell
Rémi Racine (Items 1 to 5)
Edna Turpin

Members of the Board absent:

Linda Black
George Cooper
John Young

In attendance:

Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel
Tranquillo Marrocco, Associate Corporate Secretary
Stéphanie Duquette, Chief of Staff to the President and CEO**

Also present:

Bill Chambers, Vice-President, Branding, Communications and Corporate Affairs (Items 12 and 13)
Katya Laviolette, Vice-President, People and Culture (Item 4)
Kirstine Stewart, Executive Vice-President, English Services* (Item 3)
Francine Letourneau, Director, 75th Anniversary Celebrations, Communications, Marketing and Brand (Item 13)
Denis Pellerin, Director, 75th Anniversary Celebrations, French Services (Item 13)
Neil McEneaney, Executive Director, Finance and Strategy, English Services* (Item 3)
John Wimbs, Director of Publicity, Communications, Marketing and Brand (Item 13)

1. Opening of the meeting

At 2:00 p.m., the Chairperson called the meeting to order.

s.69(1)(g)re:a,b,e

2. Project Phoenix

On a motion duly moved and seconded, **IT WAS UNANIMOUSLY RESOLVED**, — That, as part of its mandate to review the Corporation's strategic plans, the Strategic Planning Committee be tasked with the review of matters relating to the Project Phoenix.

s.18(a) s.20(1)(a)

3. Approval of Contracts

s.18(b) s.20(1)(b)

s.20(1)(c)

(a) Canadian Cable Systems Alliance (CCSA)

Neil McEneany

(b) International Skating Union (ISU)

Hubert T. Lacroix and Kirstine Stewart

4. Human Resources and Compensation Committee Report

Rémi Racine presented a report on the Committee meeting held on May 10, 2011.

a) 2011-12 Executive Compensation Planning

Rémi Racine explained the salary and incentive planning program for the Senior Executive Team. Hubert T. Lacroix and Katya Laviolette then explained the incentive plan elements and answered questions about the overall performance of the Senior Executive Team, bonus amounts, and payout schedule.

Board members agreed that the Human Resources and Compensation Committee should review what executive compensation information should be disclosed in the Annual Report.

Maryse Bertrand, Katya Laviolette, and Tranquillo Marrocco withdrew from the meeting to enable the Committee to complete its consideration of executive compensation matters.

The Chairperson reported to the Secretary that, on the recommendation of the Human Resources and Compensation Committee, **IT WAS RESOLVED,** ─ That the salary increase for 2011/12 and the 2010/11 incentive payouts for members of the Senior Executive Team, including two exceptions be approved as provided for in Exhibit 1.

The Chairperson also reported to the Secretary that, on the recommendation of the Human Resources and Compensation Committee, **IT WAS RESOLVED,** ─ That, an additional payment for the interim position of Vice-President, People and Culture be approved as provided for in Exhibit 2.

b) Société professionnelle des auteurs et des compositeurs du Québec (SPACQ) Mandate

Katya Laviolette provided an overview of the proposed negotiation mandate.

On the recommendation of the Human Resources and Compensation Committee, **IT WAS RESOLVED**, ─ That the mandate to renegotiate the collective agreement between Radio-Canada and the Société professionnelle des auteurs et des compositeurs du Québec (SPACQ) be approved as per the terms and conditions presented.

s.18(b)
s.20(1)(b)
s.21(1)(a)
s.21(1)(b)
s.21(1)(c)

c) Alliance of Canadian Cinema, Television and Radio Artists (ACTRA) Mandate

Katya Laviolette

d) CEO's Performance Review for 2010-11 and Objectives for 2011-12

Board members agreed to defer the discussion on this item to later today.

e) Information Items

Katya Laviolette summarized the Long Term Incentive Plan (LTIP) metrics, as amended and approved by the Human Resources and Compensation Committee. She then provided an update on the Voluntary Retirement Incentive Plan, the 2010 Employee Engagement Survey, and the workforce distribution and answered questions.

5. Real Estate Committee Report

Rémi Racine presented a report on the Committee meeting held on May 10, 2011. He described the state of the portfolio, the real estate strategy for the next five years, including opportunities for cost savings and space reduction, staffing levels, operating expenses, leasing options for the Toronto Broadcast Centre, and the redevelopment project for La Maison de Radio-Canada. Board members discussed space allocation standards, the facilities' operating and maintenance costs, and financing options.

4. Human Resources and Compensation Committee Report (continuation)

f) CEO's Performance Review for 2010-11 and Objectives for 2011-12

s.19(1)
s.21(1)(a)
s.21(1)(b)

for the 2010/2011 performance cycle

2. the President and CEO's objectives for the 2011-12 fiscal year

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At 5:20 p.m., the meeting was adjourned to Wednesday, May 11, 2011 at 9:00 a.m.

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6. In Camera Session with the President and CEO

The Board met in camera with the President and CEO. Hubert T. Lacroix summarized his activities of the last quarter, discussed his priorities for the coming year and then reviewed the Corporation's election coverage, including the use of the Compass. No other matters were reported to the Secretary for inclusion in the minutes

7. Adoption of the Minutes

It was noted that Pierre Gingras' name should be added to the list of members present.

On a motion duly moved and seconded, **IT WAS RESOLVED**, — That the Minutes of the March 15-16, 2011 meeting be approved as amended.

8. Business Arising from Previous Minutes

There were no matters to report.

9. President and CEO's Report

The President and CEO had no further matters to report.

10. Chairperson's Report

Timothy W. Casgrain reported that he was very pleased with the performance of the Corporation before the Standing Committee on Access to Information, Privacy and Ethics. He also reported on meetings he held with a Senator, senior departmental officials and senior officials in central agencies regarding director appointments, access to information and CEO performance evaluation.

11. Governance and Nominating Committee Report

Edna Turpin presented a report on the Committee meeting held by conference call on May 4, 2011.

a) Committee Membership

On the recommendation of the Governance and Nominating Committee, **IT WAS RESOLVED,** — That Pierre Gingras be appointed as a member of the Governance and Nominating Committee effective May 16, 2011.

b) Proposed Plan for Board Regional Meeting locations

Edna Turpin noted that, following the Committee meeting, the document originally circulated to Board members was modified to reflect the Committee's discussion and recommendations. She also noted that the revised plan provides for meetings in 2012 in Calgary and Winnipeg.

On the recommendation of the Governance and Nominating Committee, **IT WAS RESOLVED,** — That the 2011-2020 Plan of Proposed Board Regional Meeting Locations, as amended by the Governance and Nominating Committee, be approved in principle as a guide for the preparation of the Board's annual meeting calendar.

c) Calendar of Meetings

Edna Turpin summarized the views expressed by committee members. After discussion, the Board agreed to defer further discussion on this item to its June meeting when all board members would be present.

d) Board Self Assessment

Timothy W. Casgrain summarized the key findings and answered questions. Board members discussed some of the areas for improvement, frequency for the self-assessment, role of the chairperson, orientation programme for new Board members (including updated lists of acronyms), and future guest speakers.

12. Annual Public Meeting

Bill Chambers reviewed the proposed plans for the next Annual Public Meeting. Board members inquired about the release of the Annual Report and the possibility of simultaneous regional events.

On a motion duly moved and seconded, **IT WAS RESOLVED**, – That the Annual Public Meeting be held in Ottawa on Wednesday, November 2, 2011 at 4:00 p.m.

13. Updates

75th Anniversary

Francine Letourneau, Denis Pellerin, and John Wimbs provided an overview of their respective corporate, French Services and English Services 75th Anniversary celebration plans and answered questions.

14. Information Items

The following documents were distributed as information items:

a) Summary of Government Funding
b) Industrial Relations
c) Workforce Distribution
d) Employee Engagement Survey Update
e) Annual Report
f) Minutes -- Broadcasting – 2011-02-23
g) Minutes -- Broadcasting – 2011-03-14
h) Minutes -- Human Resources – 2011-03-15
i) Minutes -- Governance – 2011-03-15
j) Minutes -- Real Estate – 2011-02-23
k) Minutes -- Real Estate – 2011-03-15
l) Minutes – Audit – 2011-02-23

15. Adjournment

At 11:15 a.m., the meeting was adjourned.

Appendices:

1. 1. The President and CEO's Objectives for the 2011/12 fiscal year, as amended.

Exhibits:

1. 2010/11 Incentive Payouts for members of the Senior Executive Team
2. Additional payment for the interim position of Vice-President, People Culture

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is withheld pursuant to sections

est retenue en vertu des articles

19(1), 21(1)(a), 21(1)(b)

of the Access to Information Act

de la Loi de l'accès à l'information

Schedule A

Board of Directors
Audit Committee
June 21-22, 2011

Subject matter

2010-2011 Financial Statements

Background

Each year, at the June meeting of the Audit Committee the draft annual financial statements of the Corporation and the Management Discussion and Analysis (MD&A) contained in the Annual Report are provided for recommendation to the Board of Directors for approval.

Information on the matter

Although the Audit Committee's recommendation is for the approval of the financial statements as well as the Financial Diclosures contained in the Management Discussion and Analysis (MD&A), the entire draft 2010-2011 Annual Report is being provided for information.

Attached are the following documents:

1. CBC/Radio-Canada 2010-2011 Financial Highlights
2. Sirius CanadaMerger – Summary of Financial Impact
3. CBC/Radio-Canada 2010-2011 Changes in Note Disclosure
4. The draft 2010-2011 Annual Report

For decision ■ **For information** ☐

Prepared by

Name:	Suzanne Morris
Date:	June 15, 2011

Management recommendation

IT IS RESOLVED THAT the Audit Committee recommends to the Board of Directors approval of the Consolidated Financial Statements of the Corporation comprising the Consolidated Balance Sheet, the Consolidated Statement of Operations and Comprehensive Income (Loss), the Consolidated Statement of Changes in Equity, the Consolidated Statement of Cash Flows and the notes to the consolidated financial statements as presented by management for the year ended March 31st 2011.

IT IS ALSO RESOLVED THAT the Audit Committee recommends approval by the Board of Directors of the Financial Disclosures in the Management Discussion and Analysis (MD&A) of the Annual Report as presented for the year ended March 31st 2011.

Last discussed at the Board

Date:	N/A
Decision made:	N/A

Next steps

2010-2011 FINANCIAL HIGHLIGHTS

June 14, 2011

s.18(b)
s.68.1

2010-2011 FINANCIAL HIGHLIGHTS

- ✓ Increased advertising revenues – strong performance of program schedules, increased audiences and recent economic recovery
- ✓ Local Programming Improvement Fund – twelve-month eligibility in 2010-2011 ($36.7 M) compared to seven-month eligibility in 2009-2010 ($19.6M) and associated local programming expenses
- ✓ Continuing expansion of digital activities
- ✓ – increased revenues offset by associated programming expense
- ✓ New HD3 capital lease
- ✓ Accelerated amortization of equipment due to shutdown of analog equipment in August 2011
- ✓ Consolidation of ARTV results – following acquisition of additional shares in ARTV, the Corporation now owns an 85 per cent participation in ARTV
- ✓ Sale/Monetization of receivables (in 2009-2010)

CBC Radio-Canada
A0046620_4-000193

CONSOLIDATED BALANCE SHEET - HIGHLIGHTS

(thousands of dollars)	2010-2011	2009-2010	Variance	Variance explained by:
ASSETS				
Cash	59,001	50,003	8,998	Timing of inflows/outflows
Accounts Receivable	173,390	194,512	(21,122)	$26M parliamentary appropriation receivable in 2009-2010 was received in 2010-2011, partially offset by higher advertising receivables due to economic recovery and increased sales
Programming	163,658	178,243	(14,585)	
Prepaid expenses s.68.1	138,361	148,215	(9,854)	Decrease of inventory level not available for broadcast. 2009-2010 results included $9 million prepaid expenses relating to These episodes are available for broadcast in 2010-2011 and are therefore presented in Programming
Equipment under capital lease	7,704	-	7,704	Relates to the HD3 mobile lease
Deferred charges and other long-term assets	3,003	16,467	(13,464)	

CBC Radio-Canada
A0046620_5-000194

CONSOLIDATED BALANCE SHEET - HIGHLIGHTS

(thousands of dollars)	2010-2011	2009-2010	Variance	Variance explained by:
LIABILITIES				
Accounts payable and accrued liabilities	151,220	176,497	(25,277)	Decreased accrued liabilities primarily due to retroactive payment of Montreal and Toronto municipal taxes
Pension plans and employee-related liabilities (s-t)	144,703	130,899	13,804	Increased incentive plan accrual in 2010-2011 and additional employee-related contingencies
Financial liability related to the monetisation of receivables (s-t and l-t)	10,337	20,395	(10,058)	Monetization of Stingray's receivables (reduced by $10M paid in 2010-2011)
Obligation under capital lease	7,803	-	7,803	HD3 Mobile lease
Bonds payable (s-t and l-t)	318,879	328,402	(9,523)	Relates to pay down of the Toronto Broadcast Centre bonds
EQUITY				
Retained earnings (deficit)	(160,375)	(137,737)	(22,638)	Operating loss for the year

CBC Radio-Canada
A0046620_6-000195

CONSOLIDATED STATEMENT OF OPERATIONS AND OTHER COMPREHENSIVE INCOME - HIGHLIGHTS

(in thousands of dollars)	2010-2011	2009-2010	Variance	**Variance explained by:**
Revenues	649,948	566,714	83,234	Increased adverting revenues due to economic recovery and increased audience, ncreased advertsing for digital activities and increased Local Programming Improvement Funding
s.18(b) Expenses	(1,839,546)	(1,789,353)	(50,193)	increased digital programming activities and additional investment in regional programming
Government funding	1,159,938	1,142,673	17,265	Higher lever of operating to capital transfers included in the 2009-2010 results
Non-operating revenues	-	21,566	(21,566)	Sale/monetization of receivables in 2009-2010
Taxes	-	101	(101)	
Net results for the year	(29,660)	(58,299)	28,639	Reduced operating loss consistent with two year recovery plan
Other comprehensive income	5,000	-	5,000	Unrealized gain on Sirius's Class C shares
Total comprehensive income (loss) for the year	**(24,660)**	**(58,299)**	33,639	Loss funded through proceeds generated from sale of receivables

CBC Radio-Canada
A0046620_7-000196

SIRIUS CANADA MERGER
SUMMARY OF FINANCIAL IMPACT

June 14, 2011

SIRIUS CANADA – SHARE EXCHANGE

Pre-Merger

Sirius Class A Shares

- 2,505 shares held
- Initial cash investment of $25.05 (dollars)
- 40% voting interest in Sirius
- 25% equity participation
- Treated as a long-term investment providing a significant influence in Sirius
- Accounted for using the equity method

Post-Merger

CSR Class B Shares

- 53,570,361 shares held (equivalent to 17,856,787 Class A shares)
- No cash investment (received in exchange for Sirius Class A shares)
- 20% voting interest (estimated)
- 15% equity participation (estimated)
- Treated as a long-term investment providing a significant influence in CSR
- Accounted for using the equity method

- As a result of the change in ownership interest (from 25% of Sirius to 15% of CSR), a dilution gain will be recorded by CBC/Radio-Canada.

- CBC/Radio-Canada will have Board representation in CSR.

Pre-Merger

Sirius Class C Shares

- 1,200,000 shares held
- Initial investment value of $12 million
- Non-voting
- 8% cumulative dividend
- Treated as a financial instrument; considered available-for-sale and measured at fair value

Post-Merger

- The Sirius Class C shares will be exchanged for Sirius Class D shares, which will have the same characteristics as the Sirius Class C shares.
- A dividend will be received on the Sirius Class D shares.
- The Sirius Class D shares will be sold upon closing of the transaction for a return of capital, to be paid via a combination of cash and promissory notes.

CBC Radio-Canada

SIRIUS CANADA – PROJECTED FINANCIAL IMPACT

Consolidated Balance Sheet

(millions of dollars)	2010-2011	2011-2012	NOTES
ASSETS			
Cash		14	Return of capital/dividend - Class D
Promissory note receivables		3	Return of capital - Class D
Long-term investments (CSR Class B shares)		21	New CSR investment
LIABILITIES			
Long-term investments			
EQUITY			
Retained earnings (deficit)		38	Dilution gain

Consolidated Statement of Operations and Comprehensive Income (Loss)

(millions of dollars)		
Revenues		
Dividend income		5
Dilution gain		38
Expenses		
Loss on investment in entities subject to significant influence	5	
Net results for the year	(5)	43
Other comprehensive income		
Unrealized gain on available-for-sale financial assets	5	(5)
Total comprehensive income (loss) for the year	-	38

CBC Radio-Canada

SUBSEQUENT EVENT – POSSIBLE SCENARIOS

	Subsequent Event Disclosure	Other Note Modifications	Financial Statements	Management Representation Letter	Management Responsibility Statement	Auditors' Report
Scenario A: Transaction is completed before June 22nd	Subsequent event note to be added.	Modification may be required to note 8 and note 11.	Gain and offsetting loss to be recorded in financial statements with no impact to net financial position. This gain/loss may change from current estimates depending upon the transaction close value relative to a significant materiality level.	No impact on Management Representation Letter.	No impact on Management Responsibility Statement.	No impact on Auditors' Report.
Scenario B: Transaction is completed after June 22nd and by June 30th	Subsequent event note to be added.	Modification may be required to note 8 and note 11.	Gain and offsetting loss to be recorded in financial statements with no impact to net financial position. This gain/loss may change from current estimates depending upon the transaction close value relative to a significant materiality level.	Management Representation Letter will need to be double dated as of June 22 and transaction date for subsequent approval of note 8, note 11 and note 29.	Management Responsibility Statement will need to be double dated as of June 22 and transaction date.	Auditors' Report to be double dated as of June 22 and transaction date for subsequent approval of note 8, note 11 and note 29.

SUBSEQUENT EVENT – NOTE DISCLOSURE

This note is not currently included in the accompanying notes to the consolidated financial statements, it will become Note 29.

On November 24, 2010, Sirius Canada Inc., of which the Corporation is part owner, and Canadian Satellite Radio Holdings Inc., the parent company of XM Canada, announced a merger of the two companies, subject to regulatory and governmental approvals. As of June XX, 2011 all regulatory and government approvals have been received. Pursuant to the arrangement between the Corporation, Sirius XM Radio Inc., Slaight Communications (collectively referred to as the "Vendors"), Canadian Satellite Radio Holdings Inc. ("CSR") and Sirius Canada Inc. ("Sirius"), the Vendors sold all of the issued and outstanding shares of Sirius, in exchange for 71,284,578 Class A Subordinate Voting Shares of CSR providing the Vendors with control of 58% of the outstanding voting shares of CSR. Prior to this transaction, the Corporation held 25.05% of the issued and outstanding common shares of Sirius, which was accounted for using the equity accounting method. In exchange for the Sirius Class A shares held by CBC, the Corporation received 53,570,361 Class B Voting Shares of CSR (equivalent to 17,856,787 Class A Subordinate Shares of CSR), representing an estimated 14.6% equity participation and an estimated 19.9% voting interest.

As part of the transaction, the Corporation also expects to receive consideration in cash and non-interest bearing promissory notes in exchange for the redemption of the Sirius Class C Shares held by the Corporation. The consideration received will be treated as a combination of dividend income and return of capital. The Corporation is currently evaluating the financial impact of this transaction, which will be reflected in the Corporation's financial statements for the first quarter of 2011-2012.

2010-2011 CHANGES IN NOTE DISCLOSURE

June 14, 2011

2010-2011 CHANGES IN NOTE DISCLOSURE

Note	Description of change
2. Significant accounting policies	The order of presentation for significant accounting policies has been changed to reflect the most significant policies in decreasing order of importance.
A. Basis of consolidation	Additional wording added to reflect the accounting treatment for the ownership of control of ARTV in 2010-2011.
F. Programming	Additional wording to explain the basis for impairment recognition.
G. Property and equipment and equipment under capital lease	Additional wording to explain the basis for impairment recognition.
H. Intangibles	Additional wording to explain the basis for impairment recognition.
I. Financial instruments (ii)	Policy updated in 2010-2011 to reflect the fact that the Corporation does not apply hedge accounting to its forward exchange contracts.
L. Asset held for sale	New accounting policy to reflect the accounting disclosure for the pending disposal of Brossard AM site (presentation of the asset).
N. Financial liability related to the monetization of receivables	Title changed – previously called Transfer of Accounts Receivable. The wording has been streamlined to reflect the 2010-2011 accounting treatment only since the transaction occurred during the prior year. Relates to the sale of Stingray's receivables.
O. Obligation under capital lease	Policy added to reflect new HD3 capital lease accounting treatment.
P. Deferred charges	Wording of the note modified to reflect the nature of 2010-2011 deferred charges (services paid in advance for a period exceeding twelve months) as opposed to 2009-2010 (broadcast rights paid that were not yet available for broadcast).
3. Accounting Standards	Note reflects new accounting standards adopted by the Corporation in 2010-2011 (CICA 1582 Business Combinations, CICA 1601 Consolidated Financial Statements and CICA 1602 Non-controlling interests). Future accounting changes paragraph has been updated to reflect the completion stage where the Corporation stands in terms of IFRS transition.

CBC Radio-Canada

2010-2011 CHANGES IN NOTE DISCLOSURE

Note	Description of change
5. Property and Equipment (C) & (D)	Two new paragraphs added this year to reflect two significant events that affected property and equipment: Paragraph C deals with the disposal of Brossard site expected in 2011-2012. Paragraph D focuses on the accelerated amortization due to the switch from analog transmission to digital over-the-air for some television mandatory sites.
6. Intangible Assets	Paragraph added to confirm that no indicators of impairment arose during 2010-2011 and consequently that no impairment charge was recorded for intangible assets.
7. Equipment under capital lease	Note added to reflect the nature of the equipment under capital lease (HD3 capital lease).
11. Variable Interest entities (C)	Wording amended to reflect the new measurement basis (fair value) of Sirius Class C non-voting shares. A paragraph has also been added to inform the reader about the potential impact of the merger announced last November between Sirius Canada Inc and Canadian Satellite Radio Holdings Inc.
12. Subsidiary	Note added as a result of the acquisition of additional shares in ARTV by the Corporation. Reflects the financial impact of the transaction and the change in accounting treatment from equity method to consolidation since the Corporation now holds controlling share of ARTV.
16. Obligation under capital lease	Note added to provide details on new HD3 capital lease.
21. Specialty services	Specialty services revenues and expenses now include the Corporation's consolidated entities (i.e. ARTV and Documentary Channel).
23. Parliamentary appropriations	A total line has been added to reflect the total funding approved and received by the Corporation. A related footnote has also been added to explain the difference between the total funding approved and received and the total government funding presented in the Consolidated Statement of Operations and Comprehensive Income (Loss).
27. Financial Instruments	The liquidity risk note (F) was updated to add the expected future cash flow requirements attached to the financial liability related to the monetization of receivables.
Note not included in 2010-2011	
Long-term receivables	Not required in 2010-2011 as the balance is nil
Galaxie non-operating revenues	Not required in 2010-2011 as no impact on 2010-2011 results (non-recurring transaction)

CBC/Radio-Canada

Annual Report

2010–2011

Draft 7

June 15th 2011 – 3:00 P.M.

CONFIDENTIAL

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2010–2011 ACHIEVEMENTS

CBC/Radio-Canada provides Canadians with programming that's relevant in their world. And they are listening, watching and logging-on in impressive numbers.

56 million
Number of video views for cbc.ca, Canada's largest media website.

30 million+
Number of video views since January 2010 launch for Radio-Canada's TOU.TV, Canada's largest French-language entertainment television website.

8 million+
Number of live online video streams during CBC/Radio-Canada's four-week *FIFA World Cup* soccer multiplatform coverage.

7.5 million+
Total number of unique visitors to Radio-Canada.ca and CBC.ca sites per month.

2 million+
CBC Television's average audience for *Hockey Night in Canada* and *Dragons' Den*.

1 million+
Number of audio podcasts downloaded each week at CBC.ca

1 million+
Number of viewers per episode for 12 major successes this year on our television networks, including CBC Television's *Battle of the Blades*, *The Rick Mercer Report* and *Republic of Doyle* and Télévision de Radio-Canada's *Tout le monde en parle*, *Les enfants de la télé*, Providence and Les Parent.

19.9 per cent
Télévision de Radio-Canada remains one of Canada's most watched TV networks among francophones.

19.5 per cent
National audience share for Radio de Radio-Canada (Première Chaîne and Espace musique).

Top 3
CBC Radio One morning shows are ranked in the top three in 20 markets across the country.

9.3 per cent

CBC Television’s regular season prime-time audience share, matching its 2009–2010 share. Both being its highest share in the past 10 years.

90 per cent

The percentage of Canadians that feel it is important for Canada to have a national broadcaster like CBC/Radio-Canada.

300+

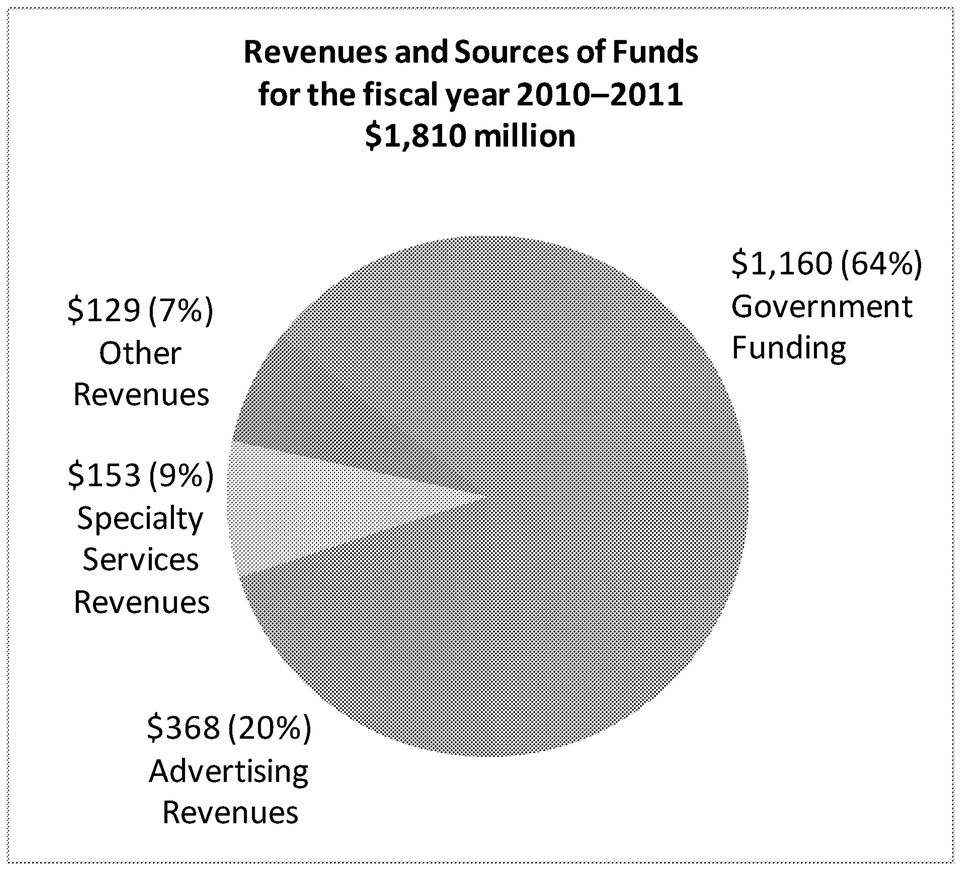
Number of national and international programming awards received by CBC/Radio-Canada.

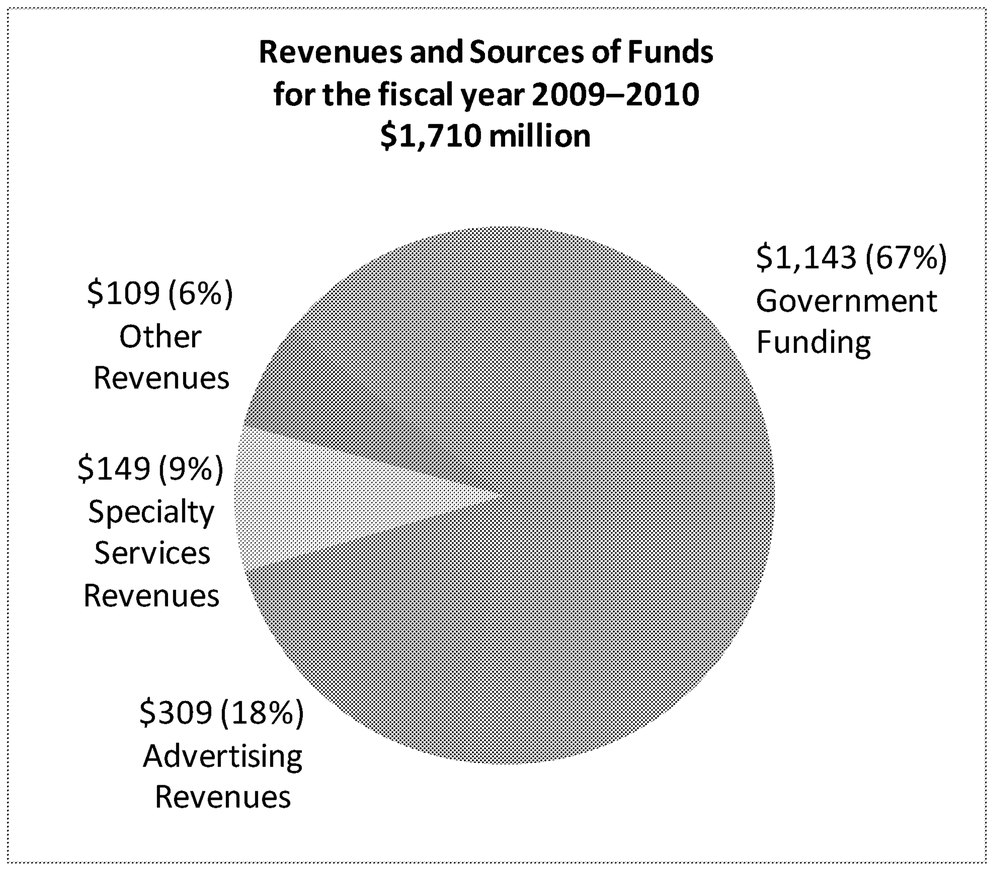
Over 82 per cent

Percentage of our television prime-time schedules that is Canadian content on both networks.

Financial Highlights

Revenues and Sources of Funds





Performance Review

(in thousands of dollars)	2010–2011	2009–2010	$ change	% change
Revenues	649,948	566,714	83,234	14.7%
Expenses	(1,839,546)	(1,789,353)	(50,193)	2.8%
Government funding	1,159,938	1,142,673	17,265	1.5%
Non-operating revenues	-	21,566	(21,566)	(100.0%)
Taxes	-	101	(101)	(100.0%)
Net results for the year	**(29,660)**	**(58,299)**	**28,639**	**(49.1%)**
Other comprehensive income	5,000	-	5,000	N/A
Total comprehensive income (loss) for the year	**(24,660)**	**(58,299)**	**33,639**	**(57.7%)**

- Revenues increased $83.2 million or 14.7 per cent compared to last year, reflecting the impact of the economic recovery on advertising revenues, advertising growth from strong TV schedules and new media activities, and a full year of contributions from the Local Programming Improvement Fund (LPIF)
- Operating expenses increased by $50.2 million or 2.8 per cent, as CBC/Radio Canada enhanced its programming schedules and increased its investment in local programming
- Total Comprehensive Income/(Loss) decreased by $33.6 million or 57.7 per cent, in line with CBC/Radio-Canada's two-year financial Recovery Plan

Programming Highlights

English Services

- CBC.ca welcomed an average of 5.8 million unique visitors per month between September and March, with over 1.0 million audio podcasts downloaded per month and over 800,000 unique visitors enjoying CBC content on the video player.
- Celebrating 50 years of scientific findings on climate change, AIDS, nuclear power and countless other subjects, *The Nature of Things* with David Suzuki celebrated 50 years engaging, enlightening and entertaining Canadians.
- CBC Radio's distinctive programming included the series "Shift" on *The Current*, which investigated Canada's changing demographics; *Quirks & Quarks*, our science show, which celebrated its 35th anniversary; and special music programming such as *Songquest*, the *Canadian Songwriters Hall of Fame*, *7 Continents, 1 Earth* and the *Winnipeg New Music Festival*.
- Programming on digital platforms included the launch of CBC's Books portal (cbc.ca/books), an innovative and interactive site for readers and writers alike.
- Multiplatform Signature Events included *Champions of Change*, which celebrated volunteerism in Canada, and *Live Right Now*, which is helping Canadians live a healthier lifestyle. These Signature Events bring Canadians together in large numbers, are delivered on multiple platforms and have a meaningful impact on participants.
- Technological achievements during the year included the launch of the CBC News mobile application, the CBC Radio iPhone application, and the first-ever 3D CBC Television broadcast of *Hockey Night in Canada* and *Queen Elizabeth in 3D.*

French Services

- Radio-Canada is enjoying impressive growth in monthly web traffic, which increased 14 per cent over the same period last year. The increase for TOU.TV is 27 per cent over March 2010, as North America's leading French language web TV service celebrates its first anniversary and is a huge success in terms of recognition and viewership.
- Radio-Canada launched new digital and mobile services during 2010–2011. These new services, RDI with video, the Radio-Canada.ca mobile site and TOU.TV, all enrich Radio-Canada's multiplatform offering.

- Télévision de Radio-Canada continues to reach wide audiences with shows like *Tout le monde en parle*, *Les enfants de la télé*, *19-2*, *Providence*, *Trauma* and *Les Parent*, with each drawing over a million viewers on average.
- With the purchase of Télé-Québec's stake in ARTV, Radio-Canada's television specialty channel, the Corporation now holds 85 per cent of the shares in the specialty network.
- Radio-Canada was awarded a new broadcasting license for EXPLORA, a soon-to-be-launched health, science, nature and environment specialty service.
- Radio-Canada opened two new multimedia centres, Trois-Rivières in March 2010 and Saguenay in August 2010. These two new centres are in keeping with our commitment to expand our services in the regions.
- Espace musique now offers local content in 12 regional markets. This regional expansion allowed it to double production capacity in some of those local markets.
- Radio-Canada proposed more than a dozen multiplatform events, such as *Haïti, un an après le séisme*.

Corporate Highlights

- The Corporation's Technology Strategy Board (TSB) completed a five-year technology strategy that supports the Corporation's five-year strategic plan *Everyone, Every way*.
- CBC/Radio-Canada was awarded the Employer Excellence Award in the Change Champion category by Canadian Women in Communications (CWC) for its success in improving gender diversity and inclusiveness in its workforce
- CBC/Radio-Canada is committed to identifying ways to reduce its environmental footprint. As part of this initiative, and to make our studios more environmentally friendly, we are replacing incandescent television production lighting with more efficient LED lighting.
- We launched an environmentally responsible e-waste management program, including recycling pilot projects in Montreal, Vancouver, Thunder Bay and Sudbury. In 2011–2012 we will roll-out the program to other locations across the country. Additionally we are implementing "green" printing, including increased use of double-sided printing, recycled paper and environmentally-friendly printing equipment.
- By replacing printed pay stubs with online pay stubs starting in the first quarter of 2011–2012, we will save 26 trees and 130,000 litres of water annually.

MESSAGE FROM THE CHAIR

For the Board of Directors, this was an active and a gratifying year.

The Board offered input and guidance to the Senior Executive Team as it developed, with contributions from the Corporation, audiences and stakeholders, the Corporation's new five-year strategic plan, *2015: Everyone, Every way*. I would like to thank the Board, and especially the members of the Strategic Planning Committee, for their insight, commitment and enthusiasm throughout this 11-month planning process. The Board approved *Everyone, Every way* on November 17, 2010.

This new plan, launched on February 1, 2011, meets six key objectives set at the start of our planning process:

- More effectively align the board of directors, senior management, media lines, managers and employees around CBC/Radio-Canada's priorities
- Accelerate the Corporation's success with audiences across television, radio and non-traditional platforms
- Give management more flexibility to respond to evolving changes and opportunities
- Provide a longer-term strategic blueprint to guide planning and near-term decisions
- Identify the investments required to achieve objectives and to increase CBC/Radio-Canada's "share of voice"
- Benefit fully from the Corporation's economies of scale while respecting inherent differences between English and French markets

Everyone, Every way gives the Corporation the means to deepen its relationship with Canadians on national, community and personal levels. It will allow us to build on our programming success to better deliver on our mandate.

This year, I had a personally gratifying experience when I spoke at the first-ever citizenship ceremony held at the CBC/Radio-Canada Calgary Broadcast Centre. It was a pleasure and an honour to congratulate men and women from many countries as they became citizens of this increasingly diverse country. Canada offers immigrants the opportunity to promote their own cultures while sharing in the traditions that make for a great nation. And CBC/Radio-Canada plays an important role in welcoming new Canadians into the life of their communities and their nation.

Indeed, our programming helps our audiences to understand one another better, share in our similarities, celebrate our differences and understand what we can accomplish together. As Canada's national public broadcaster, we believe it is our duty to be a public space for discussion and debate, reflecting a diversity of voices and ensuring a diversity of opinion.

YOURS TO CELEBRATE

We're also celebrating our 75th anniversary! On November 2, 1936, the *Canadian Broadcasting Act* established CBC/Radio-Canada as a Crown corporation. To celebrate our milestone with Canadians, CBC/Radio-Canada is planning multiplatform programs beginning on August 20 with the 75-day countdown to the official anniversary on November 2, 2011. Numerous specials celebrating our past and looking to our future will be featured throughout our regular schedule, everything from politics to news, and retrospectives to comedy.

Highlights of anniversary activities include a series of radio concerts from around the country, dedicated interactive websites, exhibits, special memorabilia, open houses and community events in 30 locations across the country. I am especially excited about *1 Day*, a CBC/Radio-Canada documentary that invites all Canadians to help create a unique 24-hour portrait of Canada.

Finally, on behalf of the Board of Directors, I'm very happy to announce two new appointments to the CBC/Radio-Canada Board of Directors. Edward W. Boyd was appointed on April 26, 2010 for a five-year term, and Pierre Gingras was appointed on February 7, 2011 for a five-year term. I am sure that their leadership, dedication and commitment to public broadcasting will be a great addition to CBC/Radio-Canada.

Thanks to all who made the year a success.

Timothy W. Casgrain
Chair

MESSAGE FROM THE PRESIDENT AND CEO

This year was one of renewal for Canada's national public broadcaster.

Thanks to the hard work and commitment of our people, CBC/Radio-Canada achieved the goals of its two-year financial Recovery Plan, balancing its budget for 2010–2011. This was a substantial achievement. At the start of fiscal year 2009–2010, we faced a projected budget shortfall of $171 million – about 10 per cent of our total budget.

The success of the Recovery Plan has allowed us to move to the next step in the Corporation's evolution. We spent much of this year developing the new five-year strategic plan *Everyone, Every way*, which we launched in February of 2011. It outlines what Canadians can expect from their public broadcaster over the next five years.

Continuing with the theme of renewal, the Canadian Radio-television and Telecommunications Commission (CRTC) will hold hearings on renewing CBC/Radio-Canada licences in September 2011. The Commission will consider the following services:

- English and French television services
- English and French radio services
- CBC News Network and Réseau de l'Information (RDI)
- Our specialty television networks ARTV, **bold** and *documentary*

Our hope is that the decisions renewing our licences will facilitate the implementation of *Everyone, Every way* by enabling us to address our programming and regional priorities in the most effective manner.

Our Roadmap to the Future

Everyone, Every way defines our way forward in the midst of a changing media landscape driven by new technologies, demographic shifts, more powerful, integrated media empires and flourishing social networks.

The plan gives us the means to truly deepen our relationship with Canadians on national, community and personal levels. It recognizes that we cannot be all things to all people. But it is also premised on the notion that we can, and we should, mean something special to every Canadian.

Our vision is ambitious: To be the recognized leader in expressing Canadian culture and in enriching the democratic life of all Canadians. We will achieve this as follows: by creating and delivering original and innovative, high-quality Canadian content; by reflecting and drawing together all Canadians; and by actively engaging with audiences.

Since the February 2011 launch of *Everyone, Every way*, we have met with employees and stakeholders across the country to present and discuss the strategy. The strategy has been whole-heartedly endorsed by those with whom we have met. We also asked Canadians to give us their thoughts and comments through a consultation on CBC.ca and Radio-Canada.ca. This consultation is ongoing.

Three Thrusts: National, Regional and Digital Programming

The plan has three strategic thrusts. Canadians can expect more from their national public broadcaster in terms of the national spaces that reflect the Canadian experience, the regional spaces that knit communities together, and the digital spaces where they can engage in public conversations and debates in their own personalized way. These three thrusts are explained as follows.

Network Programming and National Public Spaces

Simply stated, this means more stories by, for and about Canadians. Over the next five years, our prime-time schedules will become even more distinctive. We will continue to gather increasingly large numbers of Canadians around Canadian stories that explain our realities and that showcase our humour and values.

Every year, CBC and Radio-Canada will each produce and air at least 10 Signature Events – projects of national cultural relevance or public interest that include programming elements on all platforms, a significant interactive digital extension, meaningful public engagement activities, and the participation of our regions of the country.

A recent signature event on CBC, *Live Right Now*, inspired Canadians to join together and change the health of this country.

Radio-Canada's, *Une heure sur terre... pour le Japon***,** demonstrated a strong show of support for Japan, 14 days after the earthquake. A live broadcast of the Montreal Symphonic Orchestra with *Une heure sur terre* aired on Radio-Canada as well as on Espace musique and Radio-Canada.ca.

Other Signature Events over the next five years will focus on culture, sports, music, history – the scope is as broad as the Canadian experience – and be in line with CBC/Radio-Canada's objectives and promotional priorities.

Regional Presence and Community Spaces

Canadians have told us that the regions rank among our foremost priorities in their minds, but that they do not feel we live up to our potential. For different reasons, we have not always been everywhere we needed to be, or able to do everything we needed to do.

We will change that. We will expand regional programming beyond news to genres such as lifestyle, talk and music to better reflect local communities. We will introduce new services, new local websites, new formats on radio, and increase regional news on television during the day.

On May 26, 2011, we announced details of an initiative with an increased local focus, part of our recent commitment under *Everyone, Every way*, to introduce or improve services to more than six million Canadians over the next five years. Examples of how we will achieve this include:

- After successful inaugurations of centres in Trois-Rivières and Saguenay in 2010, multiplatform service offerings will be expanded by establishing a centre in Rimouski.
- All-new radio and online services will be established in Kamloops.
- CBC in Kelowna will expand its current service to include a new afternoon radio program focused on serving the British Columbia interior.
- CBC Victoria's existing programming will be enhanced to better serve the specific needs of Vancouver Island audiences. Victoria and Kelowna's new programming will commence in Fall 2011, with Kamloops to follow in Spring 2012.
- New weekend news programs on television and expanded weekend news programming on radio and online will be launched in Toronto this Fall and in Calgary in Winter 2012.

New Platforms and Digital Spaces

New digital platforms and spaces, including social networks, have made tremendous inroads over the last decade and have fundamentally changed the media environment. We can now personalize our experience where, when and how we want to.

Everyone, Every way will embrace this new media experience. To make this happen, we will double our current level of digital investment to at least five per cent of our programming budget by 2015, which should represent about $90 million.

We are continually innovating, embracing and experimenting. Here are just three recent examples.

- During the recent federal election, close to two million Canadians used the Vote Compass tool on the CBC/Radio-Canada websites to explore how their views and values align with those of the political parties.
- Since its launch in January 2010, Radio-Canada’s TOU.TV, Canada’s largest French-language entertainment television website, generated 30 million video streams. TOU.TV features over 2,000 hours of programming from Canadian and international public broadcasters and independent producers.
- Launch of the espace.mu website in June 2011 for online listening of music, allowing listeners to enjoy seven styles of music (pop, jazz, world, classical, rock, hip hop and folk/country), as well as simultaneous streams of Espace musique and Bande à part.

Building on Programming Success

CBC Television's prime-time regular season audience share of 9.3 per cent was one of its highest in the past 10 years. And Télévision de Radio-Canada continued to attract almost 20 per cent of all viewing by television viewers in prime time, maintaining its position as the second most watched TV network among Francophones.

On both networks, a total of 12 Canadian programs drew more than one million viewers. These include CBC Television's *Republic of Doyle*, *The Rick Mercer Report*, *Hockey Night in Canada* and *Dragons' Den*, as well as Télévision de Radio-Canada's *Tout le monde en parle* and *Les enfants de la télé*.

Despite an overall decline in conventional radio listening among Canadians, ratings for both of our radio networks are at historic highs. CBC Radio now holds a combined national share of 14.7 per cent (CBC Radio One at 12.0 per cent and CBC Radio 2 at 2.7 per cent). Twenty of 22 CBC Radio regional morning shows rank among the top three in their markets.

Radio de Radio-Canada's Première Chaîne and Espace musique now hold a combined audience share of 19.5 per cent. Première Chaîne has a 15.8 percent share and Espace musique has a 3.8 per cent national share.

Radio-Canada.ca and CBC.ca are also performing strongly. Our combined Internet sites are drawing more than 7.5 million visitors a month, making these sites among Canada's most popular. CBC/Radio-Canada's YouTube channel has registered 10 million hits.

Our FIFA World Cup soccer coverage served over eight million live video streams, and QTV, which is the weekly web television show based on the CBC Radio arts program *Q*, reached a new milestone with 10 million YouTube views. Radio-Canada's websites have enjoyed an increase of 14 per cent in web traffic, up from 1.7 million to just over 2 million unique visits per month.

Making it Happen

Everyone, Every way is an ambitious plan. We will make it happen, but not without disruption – innovative disruption. Over the next three years, we will shift between 450 and 550 positions from existing jobs to our new priorities.

Our strategy does not depend on obtaining more money from government. But it does require ongoing stable funding and continued participation in the various funds available to industry players.

We will report on our performance regularly throughout the year across a range of metrics so that every Canadian can hold us to account through our Annual Report, our Quarterly Financial Reports, and our Corporate Plan Summary, which are all available to the public.

Contributing to Canada

Our success as a public broadcaster translates into a significant contribution to the Canadian economy. Deloitte and Touche LLP (Deloitte) was commissioned in the Fall of 2010 to provide a measure of our impact on the economy. Input included data from CRTC submissions, Statistics Canada, industry reports, and CBC/Radio-Canada. Deloitte concluded that we had substantial impact on the Canadian economy in 2010, supporting jobs and businesses across the country. CBC/Radio-Canada's expenditure of $1.7 billion generated an estimated $3.7 billion gross value added contribution to the Canadian economy.

We are proud to contribute to the national, regional and local economies, as well as the cultural sector, independent producers, technology and Canadian talent.

Celebrate our Anniversary

As our Chair of the Board has mentioned, CBC Radio-Canada is celebrating its 75th anniversary on November 2, 2011. Mr. Casgrain has outlined just some of the activities planned to celebrate this milestone with Canadians. To follow and participate in the activities planned, we invite you to listen, watch or log in and celebrate our 75th anniversary.

This is our commitment to Canadians – to everyone, in every way.

Hubert T. Lacroix
President and CEO

OUR SERVICES

CBC | RADIO-CANADA SERVICES

ENGLISH SERVICES

CBC Radio One
(news, current affairs, arts, and culture via radio and Sirius Satellite Radio Channel 159)

CBC Radio 2
(classical, jazz and popular music via radio and four online channels: Classical, Jazz, Canadian Songwriters, Canadian Composers)

CBC Radio 3
(emerging Canadian music via the Internet, podcast and Sirius Satellite Radio Channel 152)

CBC Television
(news, information, sports, and entertainment)

FRENCH SERVICES

Première Chaîne
(information and cultural programming via radio)

Espace musique
(classical, jazz, vocal, world, and emerging music via radio and Sirius Satellite Channel 153)

Bande à part
(popular and alternative French-language music via Espace musique, the Internet, podcast, and Sirius Satellite Radio Channel 161)

Espace classique
(customized classical music via the Internet)

Télévision de Radio-Canada
(news, current affairs, drama, culture, variety, sports, and programming for children and youth)

Réseau de l'information de Radio-Canada (RDI) (continuous news, information and current affairs via television)

TOU.TV
(on-demand Web television, created by Radio-Canada, featuring programming from 20 national and international producers and broadcasters)

ARTV
(arts and culture)

COMBINED SERVICES

Radio Canada International
(Canadian information and culture in seven languages via the Internet, digital and analogue shortwave, satellite, and partner stations worldwide)

CBC North
(linking Canada's northern communities via radio and television, in English, French and eight Aboriginal languages)

CBC News Express/RDI Express (bilingual news and information service in five large Canadian airports, serving over 62 million travelers annually)

CBC News Network
(continuous news and information via television)

bold
(drama, comedy, performing arts, and sports coverage)

documentary
(Canadian and international documentaries, films and series)

CBC.ca
(news, information, streaming video and audio, sports highlights, Web features, and multimedia archives)

Espace jazz
(customized jazz via the Internet)

Espace monde
(customized world music via the Internet)

Première plus
(news, current affairs and culture, in partnership with Radio Canada International and Radio France International, via Sirius Satellite Radio Channel 160)

Sportsextra
(sports information and analysis via Sirius Satellite Radio Channel 150)

TV5MONDE
(programming featuring diverse cultures and perspectives, from 10 broadcast partners, including Radio-Canada)

Radio-Canada.ca
(news, information, streaming video and audio, and Web features)

CBC Records/Les disques SRC
(label recording Canadian musicians and releasing about eight CDs annually)

Mobile Services/Services mobiles (programming for mobile and iPhone sites, SMS alerting services, including CBC News Network and RDI as live streams and on-demand videos)

CBC Mobile Productions/ Les Productions mobiles de Radio-Canada (services for in-house production, and generating programming revenue by selling to the third party market)

CBC Shop/Boutique Radio-Canada (on-site and online shop selling CBC/Radio-Canada audio and audio/visual recordings of programs, as well as related merchandise)

MANAGEMENT DISCUSSION AND ANALYSIS

FORWARD LOOKING STATEMENTS

CBC/Radio-Canada's Annual Report contains forward-looking statements regarding objectives, strategies and expected financial and operational results. Forward looking statements are based on the following broad assumptions: CBC/Radio-Canada continues to receive stable government funding, the television advertising market remains healthy, and the broadcasting regulatory environment does not change dramatically. Key risks and uncertainties are described in the Risk section of this report. However, some risks and uncertainties are difficult to predict and beyond the control of CBC/Radio-Canada. These include, but are not limited to, economic, financial, technical and regulatory conditions. These and other factors may cause actual results to differ substantially from the expectations stated or implied in forward-looking statements.

1. CORE BUSINESS AND STRATEGY

1A. MANDATE

We are Canada's national public broadcaster, and we are guided by the *Broadcasting Act*.

Established in 1936, CBC/Radio-Canada is celebrating 75 years of service to Canadians and being at the centre of the democratic, social and cultural life of the country.
The *Broadcasting Act* states that "…the Canadian Broadcasting Corporation, as the national public broadcaster, should provide radio and television services incorporating a wide range of programming that informs, enlightens and entertains. The programming provided by the Corporation should:

- Be predominantly and distinctively Canadian, reflect Canada and its regions to national and regional audiences, while serving the special needs of those regions;
- Actively contribute to the flow and exchange of cultural expression;
- Be in English and in French, reflecting the different needs and circumstances of each official language community, including the particular needs and circumstances of English and French linguistic minorities;
- Strive to be of equivalent quality in English and French;
- Contribute to shared national consciousness and identity;
- Be made available throughout Canada by the most appropriate and efficient means and as resources become available for the purpose; and,
- Reflect the multicultural and multiracial nature of Canada."

In addition to this domestic mandate, CBC/Radio-Canada is also required by section 46(2) of the *Act* to provide an international service, Radio-Canada International (RCI).

In establishing and operating its broadcasting activities, CBC/Radio-Canada is expected to comply with licencing and other regulatory requirements established by the Canadian Radio-Television and Telecommunications Commission (CRTC), as well as any requirements under the *Radiocommunication Act* that may apply to the Corporation's use of the radiocommunication spectrum.

Our vision is to be the leader in expressing Canadian culture and enriching the democratic life of the country and its citizens. No other Canadian broadcaster – commercial or public – has the responsibility to provide the same breadth of mandate or the same scale and scope of operations as CBC/Radio-Canada.

1B. SERVICES

We are the leader in reaching Canadians on new platforms and delivering a comprehensive range of radio, television, Internet, mobile and satellite-based services, increasingly on new platforms. Deeply rooted in the regions, CBC/Radio-Canada is the only domestic broadcaster to offer diverse regional and cultural perspectives in English, French and eight Aboriginal languages, as well as seven languages for international audiences. The Corporation's broadcasting reach extends across Canada and around the world, offering high-quality, distinctive content by, for and about Canadians, wherever and however they want it. We have more than 30 services, previously outlined in the Our Services section.

CBC/Radio-Canada's license renewal hearings are expected to occur in the fall of 2011. These hearings pertain to all of CBC/Radio-Canada's conventional TV, radio and specialty services.

1C. BUSINESS MODEL

We operate using several sources of funds, including Government appropriations and self-generated revenues. CBC/Radio-Canada is a Crown corporation with approximately 64 per cent of its budget funded by Government appropriations approved by Parliament on an annual basis. These appropriations have remained relatively constant over the past 10 years in a broadcasting environment where costs have increased significantly. The remaining 36 per cent of the budget originates from television and digital advertising revenue (20 per cent), television specialty service subscriber and advertising revenue (9 per cent) and other miscellaneous revenues (7 per cent). CBC/Radio-Canada is not profit oriented and all sources of funds are used to fulfill its public broadcasting mandate.

In delivering on our mandate, CBC/Radio-Canada generates significant benefits to the Canadian economy. A study by Deloitte and Touche LLP concluded that CBC/Radio-Canada's expenditure of $1.7 billion generated an estimated $3.7 billion gross value added contribution to the Canadian economy in 2010. The study can be viewed on our corporate website.

1D. OPERATIONS

As of March 31, 2011, CBC/Radio-Canada employed 8,721 people on a full-time equivalent basis. CBC/Radio-Canada's head office is located in Ottawa, with main network operations in Toronto and Montreal, and we have 27 television and 82 radio stations where we originate local programming. We have the only Canada-wide radio network, operating four radio networks (two in each official language). Internationally, CBC/Radio-Canada News has 14 foreign bureaus. We integrate such operations with multiple websites.

CBC/Radio-Canada broadcasts its television and radio programming services via owned and operated stations, and television affiliates. The former are fully controlled by the Corporation, while the affiliates are privately owned stations contracted to carry our programming.

1E. STRATEGIC PLAN

After 11 months of strategic planning with input from the Corporation, feedback from focus groups and surveys conducted among our audiences and stakeholders, we developed a strategic plan called *2015: Everyone, Every way*.

We created the plan to help meet the expectations Canadians have of their national public broadcaster in a world of continuous technological revolution, and rapid, ongoing shifts in consumer behaviour. Given long-term, stable funding including CBC/Radio-Canada's parliamentary appropriations, availability of the $60 million for Canadian programming received since 2001–2002, and continued access to the Local Programming Improvement Fund (LPIF) and the Canada Media Fund (CMF), *Everyone, Every way* will allow us to continue to lead the evolution of Canadian broadcasting. More detailed information can be found in the Outlook section of this report.

This plan includes the following three components:

- A new CBC/Radio-Canada vision
- Four guiding principles supporting the vision
- Three strategic thrusts for achieving our objectives

Included in our vision, being a leader in expressing Canadian culture and enriching the democratic life of our country and all its citizens is at the heart of CBC/Radio-Canada's strategic plan, *Everyone, Every way*.

The four guiding principles supporting our vision are as follows:

1. The creation and delivery of **original, innovative "high-quality" Canadian content**
2. That **reflects** and **draws together** all Canadians
3. Actively **engaging audiences**
4. While being **cost-effective** and **accountable**

The three strategic thrusts for achieving our objectives are as follows: network, regional and digital programming.

1. Strategic Thrust – Network Programming

Program renewal across all of our services has been driven by feedback from our audiences. They tell us that they want to see their lives, interests and sense of identity reflected in high-quality, engaging Canadian-made programs. Canadian content is at the core of our mandate, and we offer much more of it than any other broadcaster.

Our strategic plan will give Canadians more of their own stories. For instance, 10 Signature Events per year in English and in French will capture and illuminate singular events of

significant meaning to all Canadians. For example, a November 2010 Remembrance Day Signature Event program, *We Will Remember Them/Pour ne pas les oublier,* introduced a new generation of Canadian war heroes to audiences across both English and French Services. The programming included a range of multimedia content, including web pages for Canadian soldiers fallen in Afghanistan, with the content contributed by the soldiers' families and friends and on which Canadians could post their comments.

English and French Services operate in markets with different characteristics and needs. However, *Everyone, Every way* binds CBC and Radio-Canada together in a single definition of the role of the national public broadcaster. The execution of the strategy will, as a result be tailored to the English and French markets.

The main shared programming priorities for English and French Services are:

a. **News**
CBC/Radio-Canada will complete its news renewal process including multimedia expansion and integration and continue to increase audiences across all platforms.

b. **Regions**
CBC/Radio-Canada will increase the breadth and depth of its footprint, in terms of geography, 24/7 coverage and range of content.

c. **Arts and Entertainment**
CBC/Radio-Canada will continue to extend its leadership in entertaining Canadians with their stories, their humour – their culture.

d. **New Platforms**
CBC/Radio-Canada will maintain its Canadian leadership as audiences migrate to new platforms.

2. Strategic Thrust – Regional Programming

Canadians have told us time and again that the regions rank among our foremost priorities in their minds, but that they do not feel we live up to our potential. For various reasons, we have not always been everywhere we need to be, or able to do everything we need to do.

We are listening. We will reverse that trend, bridge that perception gap and strengthen our presence in the regions.

Regional conditions and requirements differ for English and French Services, yet both services share key regional priorities:

a. We will accelerate the trend towards a strong multimedia regional presence in all the markets we serve.

b. Regional programming will be expanded beyond news to include other genres, such as lifestyle, talk and music, to reflect more aspects of local communities.

c. We will meet changing market needs and new delivery models by reviewing/adjusting the allocation of services and resources.

d. Expanding partnerships in the regions will be a top priority for us. This will improve our reach, while protecting and enhancing the CBC/Radio-Canada brand.

e. We will expand our service in selected under-served markets to address any gaps in coverage.

3. Strategic Thrust – Digital Programming

Canadians connect with CBC/Radio-Canada on digital platforms where, when and how they want. New media is profoundly transforming how audiences consume and interact with information, entertainment and content. As part of *Everyone, Every way*, we want to give Canadians the tools that they need to tailor CBC/Radio-Canada programming to their specific interests and requirements.

a. **Strengthen our multiplatform competitive position**

- Consolidate the position of all existing specialty channels through Broadcast Distribution Undertaking (BDU) negotiations
- Invest in content, usability and marketing of existing digital services to grow leadership position
- Continue to develop a track record of early adoption of new media by experimenting with new technology and applications

b. **Build a suite of branded multiplatform Canadian destinations**

- Focus on differentiated arts and entertainment content
- Ensure brand consistency so that content and audiences can flow easily between CBC/Radio-Canada linear (traditional broadcast) and non-linear (on-demand) services

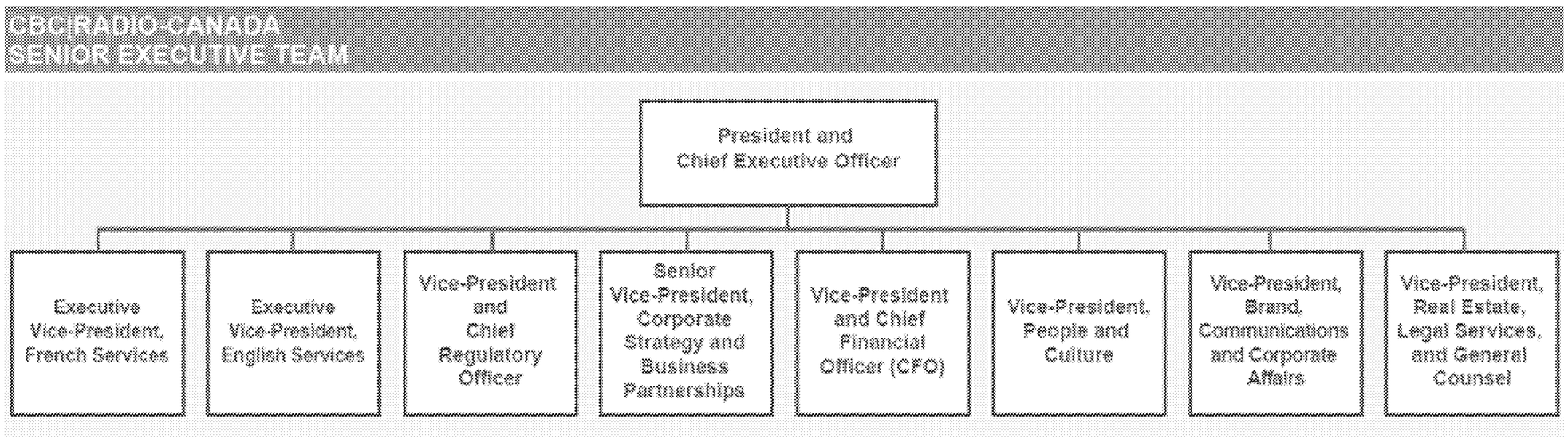
c. **Expand partnerships to make progress on CBC/Radio-Canada's existing properties**

- Targeted/opportunistic partnerships and/or joint ventures can enable revenue growth from new or existing specialty channels while bringing economies of scale
- Showcase content on leading digital platforms and aggregate others' content on CBC/Radio-Canada sites to drive traffic and strengthen leading position of CBC/Radio-Canada content

1F. MANAGEMENT STRUCTURE AND REPORTING

CBC/Radio-Canada's Board of Directors is responsible for the oversight of the Corporation. The Board is composed of 12 members, including the Chair and the President and CEO, who are appointed by the Government. More information on our Board of Directors can be found in that section of this report.

The Corporation's organizational structure reflects its broadcasting, infrastructure and administrative requirements and related activities. The Senior Executive Team includes the President and CEO and eight component heads as illustrated.



French Services and English Services are responsible for the programming activities of the Corporation. The remaining components assist the main broadcasting activities through management of support functions: regulatory affairs, strategy and business partnerships, finance, people and culture, marketing and communications, real estate and legal services. All components continually assess best practices to maximize the amount of the Corporation's overall funding that is invested in broadcasting activities.

Operating across the eight divisions is the Technology Strategy Board (TSB) that was established in 2009 to ensure that the Corporation's technology strategy is aligned with the business strategy. TSB is a unique centre of expertise that determines the Corporation's technology priorities and is responsible for overseeing the implementation of technological projects. Its Chairman reports directly to the President and CEO.

1G. REPORTING TO CANADIANS

CBC/Radio-Canada has an obligation to report to Canadians on the fulfillment of its commitments. This is accomplished using a variety of communications channels and vehicles.

Open and Transparent

CBC/Radio-Canada accounts for its activities to Parliament through the Minister of Canadian Heritage and Official Languages through its Annual Report and Corporate Plan Summary, to the CRTC through year-end reports and annual financial returns, and to stakeholders through ongoing dialogue and interaction and CBC/Radio-Canada websites.

Here are examples of reporting instruments:

- CBC/Radio-Canada audited Annual Report, which is tabled in Parliament
- Annual reporting of CBC/Radio-Canada to the CRTC
- Quarterly Financial Reports, commencing August 2011
- Annual reporting to Parliamentary Committees (Canadian Heritage, Official Languages, Public Accounts) and Senate Finance Committee
- Auditor General Special Examination Report, for which the next examination is expected to commence in the Fall of 2011
- Annual Report on Employment Equity to the Department of Human Resources and Skills Development Canada (HRSDC)
- Implementation of Section 41 of the *Official Languages Act* report
- Public Accounts of Canada
- Posting of the business travel and hospitality expenses of the Chair, President and Vice-Presidents on the corporate website
- Access to Information and Proactive Disclosure web pages

Annual Public Meeting

An Annual Public Meeting (APM) is held every Fall. The first one took place in 2009.

In 2010, the APM was held on Wednesday, October 20th, 2010. The meeting took place at the Ottawa Broadcast Centre and was streamed as a live webcast across the country. In addition, stakeholders gathered in three of our regional centres, namely Vancouver, Edmonton and St. John's – hosted by our managing directors in those regions – to participate in the meeting and have local discussions after the event.

While the meeting is a statutory requirement of all Crown corporations, we see it as an important opportunity to engage with Canadians while giving the public a chance to ask questions and exchange informally with our senior executives.

The Annual Public Meeting is a much valued event at CBC/Radio-Canada, as it expresses our commitment to transparency and accountability.

1H. OTHER STRATEGIC UPDATES

CBC/Radio-Canada continues to address a range of issues that could affect our execution of our strategic plan, *Everyone, Every way*.

Vertical Integration of the Broadcasting Industry

Shaw Communications acquired control of Canwest Global Communications Corporation's television business in May 2010. This transaction, along with the acquisition of 100 per cent of the CTV television network by Bell Canada Enterprises (BCE) announced on September 12, 2010, has dramatically changed the broadcasting and media landscape.

Now a very small number of powerful distribution companies control most of the media content in Canada. CBC/Radio-Canada remains the only major broadcaster without distribution affiliations. Integrated distribution companies are able to influence the offering, placement and packaging of many of CBC/Radio-Canada's television services, with possible negative impacts on the Corporation's ability to meet its mandate. These companies are also Internet service providers that control Internet data transfer speed and fees, which can affect the online usage of the Corporation's services.

These issues will be addressed at the upcoming CRTC hearings on vertical integration and the Corporation's licence renewal hearings this year.

Digital Television (DTV)

The United States and most of Europe have already made the transition from analogue to digital television. In Canada, the switch from analogue to digital over-the-air television is scheduled for August 31st, 2011.

The digital transition is an industry-wide issue. Today, over 93 per cent of Canadians access their television signal via cable or satellite. That number is expected to increase even further as we approach the transition date.

CBC/Radio-Canada is proceeding with the installation of digital transmitters in all markets in which it produces original television programming, for a total of 27 transmitters by August 31, 2011.

The Corporation is making every effort to install all transmitters in time for the August 31, 2011, analogue shut-off date established by government. The Corporation will continue to offer analogue service beyond the August 31, 2011 shut-off date in all markets where the CRTC permits. However, we cannot continue to broadcast in analogue indefinitely. CBC/Radio-Canada's full digital transmission plan is disclosed on our corporate website including which markets are affected by this decision.

In a number of markets where the Corporation is not installing digital transmitters, CRTC regulations require that the Corporation cease analogue transmission. This means that, after August 31, 2011, Canadians in a number of markets will no longer be able to access our television services via over-the-air transmission. The Corporation will be seeking CRTC authority to continue operating in analogue in those markets. So far, the Corporation has eight digital transmitters already in operation in Toronto (2), Montreal (2), Ottawa (2), Vancouver (1) and Quebec City (1).

CBC/Radio-Canada – along with other conventional broadcasters – has a public awareness campaign underway to inform Canadians about the upcoming transition.

The Corporation is confident that its 27-transmitter plan for DTV makes sense for Canada. The plan is consistent with the public broadcaster's mandate under the *Broadcasting Act*, which requires that the Corporation ensure its programming is made available throughout Canada by the most appropriate and efficient means.

Merger of Sirius Canada and XM Canada

On November 24, 2010, Canada's two satellite radio providers – Sirius Canada Inc. and Canadian Satellite Radio (CSR) Holdings Inc. (the parent company of XM Canada) – announced a merger of the two companies, subject to regulatory and governmental approvals. CBC/Radio-Canada holds a 25 per cent equity interest in Sirius Canada and is one of three shareholders. With approval of the merger, which took place in June 2011, CBC/Radio-Canada received shares in the merged company for its shares in Sirius Canada, resulting in a 15 per cent equity interest (20 per cent voting interest), subject to minor adjustments. There are no financial obligations imposed on CBC/Radio-Canada as a result of the merger.

The merged company will benefit from significant synergies, a greater subscriber base and an improved business model and outlook in an evolving audio entertainment marketplace. CBC/Radio-Canada produces six Canadian channels for Sirius Canada (Radio One, Radio 3, Espace musique, Première Plus, Bande à Part, and Sports Extra), under a supply agreement that will be extended by five years (to 2022) as a result of the merger. Currently, the six channels are distributed to Sirius XM Satellite Radio in the United States on the Sirius satellite platform. Accordingly, the merger will eventually permit CBC/Radio-Canada to extend distribution of its channels and content to XM satellite customers. This is in keeping with the Corporation's objective of providing content where, when and how Canadians want it.

2. KEY PERFORMANCE DRIVERS AND MEASURES

2A. KEY PERFORMANCE DRIVERS

The performance drivers that are critical to success are as follows: our People, our Programs and our ability to continue Pushing Forward. They are key to achieving our goals and commitment to Canadians.

People

We need to provide employees with the tools and knowledge to help them become more agile as they face new challenges. Smart and open labour relations make CBC/Radio-Canada an effective organization and result in better programming for Canadians.

Programs

We need to ensure that our programming remains relevant and engaging, and that we create richer Canadian content for audiences, in whatever format they prefer.

Pushing Forward

We need the organization to evolve so that it can stand out on the media landscape in the coming years. In order to do so, CBC/Radio-Canada must have the capacity to adapt quickly to changing conditions in the broadcasting and media environment.

We will build upon these three drivers, integrating them with our strategic plan *Everyone, Every way*. Our future direction is cast in line with its three main thrusts – Network, Regional, and Digital Programming.

2B. KEY PERFORMANCE MEASURES 2010–2011

Corporate measures of performance are linked to key priorities as shown.

Priority	Performance Indicators	2010–2011 Targets[1]	2010–2011 Results
People	CBC/Radio-Canada Usage by Visible Minorities	81%	80%[2]
	Visible Minority Staff (excluding short-term workforce)	565	570[3]
	Commitment to Training and Development	$1,055 per employee	$1,154 per employee[3]
Programs	**Canadian Content – CBC Television**		
	Broadcast Day	75%	85%[4]
	Prime Time (Monday–Sunday, 7:00–11:00 p.m.)	80%	82%[4]
	Canadian Content – Télévision de Radio-Canada		
	Broadcast Day	75%	82%[4]
	Prime Time (Monday–Sunday, 7:00–11:00 p.m.)	80%	88%[4]
	Canadian Content – CBC Radio		
	Broadcast Day	99%	99%[3]
	Prime Time (Monday–Sunday, 6:00–9:00 a.m.)	100%	100%[3]
	Canadian Content – Radio de Radio-Canada		
	Broadcast Day	99%	100%[3]
	Prime Time (Monday–Sunday, 6:00–9:00 a.m.)	100%	100%[3]
	Distinctiveness (Main Television and Radio Networks)	90%	92%[2]
	Programs Produced in Regions for Regions	83,500 hours	95,500 hours[3]
	Programs Produced in Regions for Network	8,300 hours	8,080 hours[3]
	Expenditures on Cross-media Programming	$6.6 million	$6.1 million[3]
	Satisfaction (Main Television and Radio Networks)	89%	89%[2]
	Expenditures on Canadian Programming	93% of programming budget	93% of programming budget [3]
	Programming Expenditures	82% of total budget	80% of total budget[3]
Pushing Forward	Self-generated Revenues	$88.6 million	$100.4 million[3]
	Revenue Generated from New Platforms	Increase of 40%	Increase of 88%[3]
	Investment in New Platforms	Increase of 8%	Increase of 41%[3]

[1] Monetary targets are based on annual budgets.
[2] Source: Mission Metrics survey Fall 2010.
[3] Source: CBC/Radio-Canada official programming data and internal records.
[4] Based on previous broadcast year CBC Annual Report to CRTC.

In 2010–2011, CBC/Radio-Canada met or exceeded most of the targets it had set for corporate measures of performance linked to its key priorities of People, Programs and Pushing Forward. CBC/Radio-Canada met two of three targets relating to People. With respect to the Programs priority, it exceeded the targets relating to the airing of Canadian content on its main English and French television networks. The corporation exceeded its targets relating to revenue generated from new platforms and investment in new platforms, two of the key indicators used to measure the priority of Pushing Forward.

English Services

Performance Indicators		2010–2011 Targets[5]	Confirmed Results
Radio Share	Combined	14.1%	14.7%[6]
Television Share	CBC Television (prime time)	8.7%	9.3%[7]
	CBC News Network (all day)	1.0%	1.4%[8]
New Platforms (2+ comScore Monthly Average Unique Visitors)	CBC.ca	5.6 million	5.8 million[9]
	CBC News Online	3.9 million	4.0 million[9]
	CBC Sports Online	1.1 million	0.9 million[9]
	CBC Entertainment Online	1.3 million	1.9 million[9]
Total Revenues (Conventional, specialty and online)		**$328 million**	**$367 million**[10]
Subscriber Count	CBC News Network	10.8 million	11.0 million[10]
	bold	2.5 million	2.2 million[10]
	documentary	2.3 million	2.4 million[10]
Total Costs		**$807 million**	**$820 million**

[5] Monetary targets are based on annual budgets.
[6] Source: BBM Canada (Fall Survey 2010, All Persons 12+).
[7] Source: BBM Canada (Regular Season, Weeks 4 to 31, All Persons 2+).
[8] Source: BBM Canada (Regular Season, Weeks 1 to 31, All Persons 2+).
[9] Source: comScore (September 2010 to March 2011).
[10] Source: CBC/Radio-Canada programming data and internal records.

Results for English Services in 2010–2011

The year 2010–2011 has proven to be another successful year, following the top performance of 2009–2010. This year, the media industry in Canada continued to consolidate in terms of ownership. At the same time, advertising revenues rebounded from the lows of the economic crisis, providing CBC with incremental resources.

In this context, English services once again met or exceeded most of its performance targets.

CBC Radio exceeded its combined share target (for Radio One and Radio 2) by achieving a 14.7% national share in the Fall Survey, an all-time high. Furthermore, 20 of 22 local Radio One morning shows achieved a ranking of 1st, 2nd or 3rd in their respective markets.

CBC Television finished the year with a 2+ prime time, regular season share of 9.3 per cent, representing the highest share in the past 10 years (and tied with last year's 9.3 per cent). Moreover, CBC Television outperformed the target by several tenths of a per cent. It continued to outperform a key network competitor whose prime time schedule contains overwhelmingly foreign content. Celebrating more than 1 million viewers on CBC Television were *Battle of the Blades*, *Dragons' Den*, *Hockey Night in Canada*, *Republic of Doyle* and *The Rick Mercer Report*.

Usage of CBC.ca exceeded its targeted number of monthly average unique visitors (Sept to March) – 5.8 million versus a target of 5.6 million – a target which itself represented an increase of 5 per cent over the prior year. Furthermore, usage of news, sports and entertainment fared well, achieving an increase that was 40 per cent higher than target for the entertainment site, driven in part by the full introduction of CBC's media player with key programming available 'on demand'.

Broadcast distribution agreements with key partners permitted digital specialty channels to significantly increase their subscriber base. Furthermore, CBC News Network, the country's most widely distributed specialty service, also grew in excess of the targeted number of subscribers during the year.

Finally, the total revenue performance indicator exceeded the target by 12 per cent, driven by incremental advertising revenue, programming related initiatives and other financing income. Cost management was achieved, with incremental expenses being incurred as a direct result of incremental revenue generation.

English Services Future Directions

Programming strategies will continue to focus on offering distinctive and high-quality Canadian programming on local and national levels. The future direction of English Services for the coming year is based on the three strategic thrusts of our plan *Everyone, Every way*.

Network Programming

- **Canadian First:** Content strategies built around Canadian programming as a priority

- **Impact:** Focusing on 'What Canadians Want' from their public broadcaster

    - Network programming that reflects our national identity
    - Maintain usage of CBC services by building on past success on radio, television and online
    - Continue breaking original news stories for properties including but not limited to *The National*
    - Develop the Music portal, Books portal and audio-content windowing strategy
    - Position CBC Television to decrease reliance on foreign programming
    - Increase viewing and revenue to programs through digital channels, satellite radio and new platforms
    - Create 10 Signature Events to celebrate and enshrine distinctive programming, such as performing arts, Canadian awards shows, distinct Canadian documentaries, movies and mini-series and grass roots oriented programming
    - Ensure diversity for our on-air programming (externally representative) and our "team" (internal organizational diversity)

Regional Programming

- **Expanding our service:** Getting closer to Canadians through our Local Service Extension plan
- **Strengthening our connections:** Continue to strengthen our existing mix of local, regionally representative and cross-regional expression through:

    - Programming produced in the regions through which local experiences are shared with Canadians
    - Communicating local stories and experiences in the regions and for the regions
        - Continue to produce prime time television programs in the regions
        - Produce network programming reflective of and contributed from the regions
        - Strengthen current level of local radio service and enhance local news coverage
        - Add new local programming
        - Expand to areas currently without local service
        - Expand local service to mobile and other digital platforms

Digital Programming

- Delivering more content to more Canadians – how and when they want it

    - Seek programming opportunities for partnerships, including (but not limited to) specialty channels. Work to leverage existing and future programming and music rights.
    - Create a 'suite' of specialty channels focused on specific genres (such as kids and the arts). Continue to grow audiences, increase distribution and expand the brand for **bold** and *documentary*.
    - Continually adapt our programming offers on existing new platforms
    - Increase the amount of content delivered on emerging new platforms (such as mobile devices)
    - Maximize the opportunities around content syndication for alternate and partner platforms

French Services

Performance Indicators		2010–2011 Targets[11]	2010–2011 Results
Radio Share (12+ Fall survey)	Combined	19.0%	19.5%[12]
Television Share (2+ regular season)	Télévision de Radio-Canada (prime time)	18.5%	19.9%[13]
Radio-Canada.ca (Includes Radio-Canada.ca, TOU.TV and bandeapart.ca)	Unique Visitors	1.8 million	2.0 million[14]
Total Revenues (Conventional, specialty and online)		**$190.7 million**	**$205 million**[15]
Subscriber Count	RDI	10.8 million	11.0 million[14]
Total Costs		**$588.9 million**	**$582.6 million**[14]

Results for French Services in 2010–2011

The year 2010–2011 was a resounding success for Radio-Canada.

Ratings were up across all media platforms.

Télévision de Radio-Canada's regular season posted average weekly market shares of 19.9 per cent in prime time. Radio-Canada is still the second most watched TV network among French

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[11] Monetary targets are based on annual budgets.
[12] Source: BBM Canada (Fall 2010 Survey, All Persons 12+).
[13] Source: BBM Canada (2010–2011 Regular Season, All Persons 2+).
[14] Source: comScore (September 2010 to March 2011, All Persons 2+).
[15] Source: CBC/Radio-Canada programming data and internal records.

speakers. With its distinctive, engaging programming schedule, Télévision de Radio-Canada continues to reach wide audiences with shows that draw over a million viewers (*Tout le monde en parle, Les enfants de la télé* in its first season), current affairs programs that have a big impact week after week (*Enquête, Découverte, La facture*), new original drama series (*30 vies, 19-2*), as well as regionally developed and produced programs like *Les chefs* in Quebec City, which were all a huge success when launched. RDI shared in this success, further growing its subscriber base.

Radio de Radio-Canada achieved historic results, with Première Chaîne and Espace musique obtaining a combined share of 19.5 per cent, with shares of 15.8 per cent and 3.8 per cent respectively.

The Radio-Canada.ca group, which includes the Radio-Canada.ca, RCInet.ca, bandapart.fm and TOU.TV websites, broke traffic records by posting a 14 per cent increase over the same period last year (comScore, September to March). This success is partly due to the arrival of TOU.TV, North America's largest French-language web TV service. Besides webcasting TV programs for catch-up viewing, TOU.TV also serves as a springboard for developers of original web content. As an aggregator, it provides a platform for public broadcasters throughout the French-speaking world, enabling a broad range of high-quality programming. The strategy of leveraging network sales and specialty products as part of major agreements also contributed to higher advertising revenues.

On the cost side, the meticulous planning exercise undertaken through *Every one, Every way,* saw us make strategic choices to phase projects over several years, allowing us to fund other initiatives going forward.

French Services Future Direction

French Services' future contribution is in line with our past achievements as Canada's premier francophone news and culture organization. We will strive to be as efficient and innovative as possible to ensure a sustainable economic model for public broadcasting and continue to build a brand that Canadians recognize as the place for home-grown, quality and distinctive programming that brings them together in a common informative, enlightening and entertaining experience.

Network Programming

We will offer more distinctive programming by:

- **Evolving the brand**
    - Emphasize the complementary personalities of each channel, service and platform and their contribution to building the Radio-Canada brand
    - Launch our new health, science, nature and environment specialty channel, EXPLORA, and consider other themed channels

- Increase interaction with audiences
- Continue commitment to multiplatform Signature Event programming

- **Encouraging cohesive culture by producing credible, innovative, high-quality content**

Television

- Dramas: Diversity of formats and support to high-calibre series; continue contributing to Canadian feature films
- Arts and Variety: Continue to develop and air programs that stand out from the competition
- Increase regional reflection on the network
- Kids: Focus programming on viewers age 2–12, and more specifically for those age 2–8
- Sports: Redefine the personality of multiplatform sports offering

Information

- Develop a 24-7 multiplatform offering
- Increase viewership for our TV newscasts
- Redefine TV and radio formats: focus on creativity to meet new trends in news consumption
- Position RDI within the new environment
- Strengthen and update Radio-Canada's intrinsic journalistic values
- Continue to produce high-impact Canadian documentaries
- Enhance the offering in investigative, business, health, science, environmental reporting

Radio

- Revamp Première Chaîne
- Define and implement a multiplatform music strategy
- Consolidate Espace musique's listenership and positioning in accordance with the multiplatform music strategy
- Experiment and develop new radio/audio products

- **Reflecting cultural diversity – become true global citizens**

- Provide greater reflection of the diversity of voices, regions, cultures and minorities across all platforms
- Ensure our staff reflects Canadian diversity
- Combine and coordinate our international broadcasting and promotion actions to heighten their impact
- Help members of our audiences become true global citizens
- Defend our public service model and promote it within the international Francophonie

Regional Programming

We will be more regional by:

- **Enhancing our presence in communities across the country**
    - Optimize the rapport between regional audiences and the various facets of the Radio-Canada brand
    - Re-forge essential ties with francophone communities outside Quebec
    - Continue shifting regional production centres toward an integrated multimedia model
    - Increase the audience for, and impact of, the regional news offering
    - Invest in new non-news regional programming
    - Open a new multimedia hub in Rimouski to serve Eastern Quebec
    - Explore and implement complementary service models making use of digital platforms for underserved markets or audiences

Digital Programming

We will be more digital by:

- **Focusing on digital platform leadership and innovation**
    - Consolidate Radio-Canada's leadership on all existing and emerging digital platforms in Canada, with an eye to growing our audiences and revenue
    - Strengthen Radio-Canada.ca, TOU.TV and our mobile properties
    - Add an online portal for music with our espace.mu website
    - Stand out for the high-quality, innovative and distinctive nature of our content in the digital world
    - Develop a hyper-local service model

New Technologies and Efficiencies – English and French Services

To be as efficient and innovative as possible, we will embrace new technologies and develop a sustainable economic model.

- **Managing innovatively, responsibly and transparently**
    - Increase and optimize revenues through further commercialization of programs, digital services and production centres. Diversify self-generated revenue sources to reduce our reliance on ad revenues.
    - Strike a balance between leveraging commercial opportunities and protecting the brand
    - Develop alliances with rights holders and producers enabling the exploitation of programs we broadcast, across all markets and all digital platforms, based on an optimal windowing timeline

- Maximize the impact of additional funding sources
- Develop partnerships for content distribution at home and abroad
- Optimize production methods and reduce fixed costs
- Adopt time-saving and less costly techniques, to allow more resources to be directed to more programming for Canadians
- Achieve operating cost reductions based on technological efficiencies in a Review of Production Methods
- Optimize our internal platform and content delivery processes, to maximize efficiency of content delivery

- **Supporting an efficient work environment that is positive and stimulating to attract, retain and develop talent**

  - Dialogue Engagement Survey: put forth an action plan in line with identified priorities
  - Develop talent
  - Foster a culture which is technology savvy and innovative
  - Sustain productive contacts with our unions
  - Sustain and improve internal communication efforts to further our employees' engagement and motivation
  - Contribute to the improvement of succession management

Radio Canada International (RCI)

RCI is specifically aimed at foreign audiences in Canada and abroad, providing content that takes into account their culture and familiarity with the topics covered.

It is a sort of cultural interface that conceptualizes, clarifies and gives perspective to contemporary Canadian social issues.

RCI Future Directions

We are reviewing RCI in relation to our strategic plan, with announcements expected by the end of 2011-2012. In the interim, RCI will:

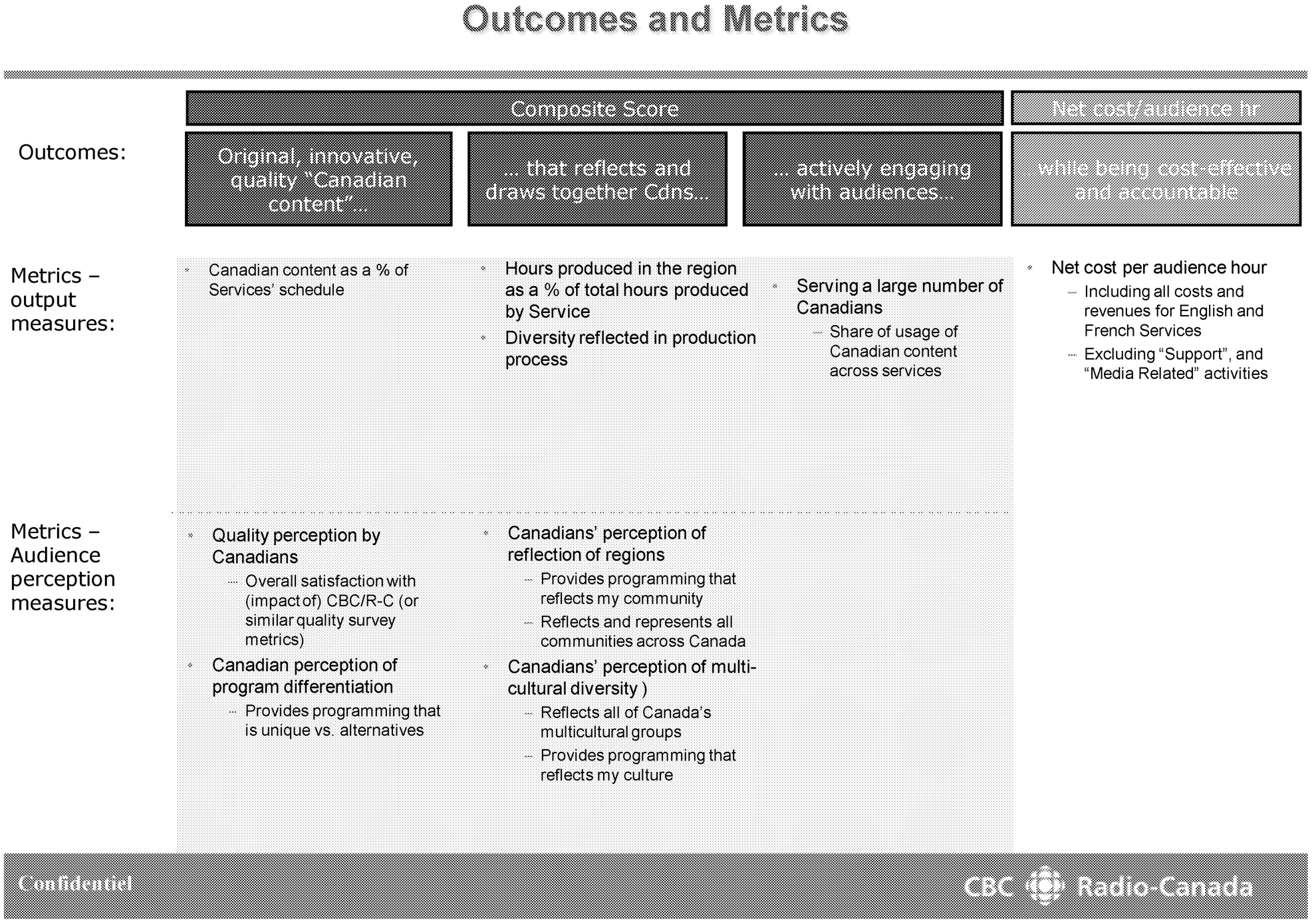
- Step up its web presence
- Strengthen its presence and integration within the CBC/Radio-Canada group
- Expand its content offering and enhance the group's international presence to increase its impact
- Consolidate and develop its broadcasting and distribution networks to reach a wider audience

2C. KEY PERFORMANCE MEASURES 2011–2012

Approval of our strategic plan came with the introduction of performance measures to evaluate success. We developed metrics for the four guiding principles supporting our vision:

1. The creation and delivery of **original, innovative "high-quality" Canadian content**
2. That **reflects** and **draws together** all Canadians
3. Actively **engaging audiences**
4. While being **cost-effective** and **accountable**

These metrics will be applied to the services that we offer in English and French, as well as selected TV genres. The metrics used to measure each of the four guiding principles are shown here.



Twice a year, our Board of Directors will be presented with a Report Card that will allow it to monitor the Corporation's success in achieving its goals. A Report Card will also be included in our Annual Report and metrics will be reported as they become available in our public quarterly and annual financial reports.

This will provide greater accountability and effective tracking of results over time.

As well, the company's media lines have developed new performance measures and targets reflecting the priorities of *Everyone, Every way*. These are set out in the tables below.

New Performance Indicators – English Services

You will see below that regional service expansion is a major long-term initiative under the strategic plan, *Everyone, Every Way*. While this expansion begins in 2011–12, the first significant increase in service under this five-year strategy is slated for 2012–13, at which time we will anticipate a measurable audience effect. Until that time, some Regional targets have been set to maintain performance for 2011–12.

Radio Networks		**2010–2011 Targets**	**2010–2011 Results**	**2011–2012 Targets**
Radio Share[16]	Radio One	11.1%	12.0%	12.2%
	Radio Two	3.0%	2.7%	2.7%
	Combined	14.1%	14.7%	14.9%

New Platforms / Website		**2010–2011 Targets**	**2010–2011 Results**	**2011–2012 Targets**
New Platforms[17]	CBC.ca	5.6 million	5.8 million	6.0 million
	CBC News Online	3.9 million	4.0 million[18]	4.1 million
	CBC Sports Online	1.1 million	0.9 million	1.0 million
	CBC Entertainment Online	1.3 million	1.9 million	2.0 million

Television Audience Share	**2010–2011 Targets**	**2010–2011 Results**	**2011–2012 Targets**
CBC Television[19]	8.7%	9.3%	9.3%
CBC News Network[20]	1.0%	1.4%	1.5%

[16] 12+, Fall Survey.
[17] Source: comScore (2+ comScore Monthly Avg. Unique Visitors: September 2010 through March 2011).
[18] News excludes February 2011.
[19] Conventional Television (2+ Reg. Season Prime Time, weeks 4 to 31).
[20] (2+, Reg. Season All Day, weeks 1 to 31).

Regional Service[21]		2010–2011 Targets	2010–2011 Results	2011–2012 Targets
Radio Morning Shows (Mon–Fri)	Average Weekly Hours tuned, Regular season	N/A	4.8 million	4.8 million
TV Supper and Late-Night News (Mon–Fri)	Average Weekly Hours tuned, Regular Season	N/A	3.1 million	3.1 million
Regional Web Pages	2+ Monthly average unique visitors (Sept.–March)	N/A	0.90 million	0.93 million

Specialty Television Channels		2010–2011 Targets	2010–2011 Results	2011–2012 Targets
Subscriber Count	CBC News Network	10.8 million	11.0 million	11.1 million
	bold	2.5 million	2.2 million	2.6 million
	documentary	2.3 million	2.4 million	2.5 million

Financial Indicators: Revenue		2010–2011 Targets	2010–2011 Results	2011–2012 Targets
Revenue (Conventional, Specialty and Online)	Total Revenue excluding LPIF	$328 million	$367 million	See below[22]
	Total Revenue including LPIF	Redefined for 2011–2012		$373 million

[21] Radio and TV measured using personal people meters.

[22] Revenue includes Advertising, Specialty services (CBC News Network, **bold** and *documentary*) subscriber revenues and other miscellaneous revenues (LPIF excluded from 2010–2011 target but included for 2011–2012 target).

New Performance Indicators – French Services

Radio Networks		2010–2011 Targets	2010–2011 Results	2011–2012 Targets
Radio Share[23]	Première Chaîne and Espace musique, Combined Share[24]	19.0%	19.5%	19.5%

Website		2010–2011 Targets	2010–2011 Results	2011–2012 Targets
radio-canada.ca, TOU.TV, bandeapart.ca, rci.net	Unique Visitors[25]	1.8 million	2.0 million	2.1 million (+2.5%)

Television Audience Shares	2010–2011 Targets	2010–2011 Results	2011–2012 Targets
Main Network Share [26]	18.5%	19.9%	19.3%
RDI Share[27]	N/A	2.9%	4.5% Combined
ARTV Share[28]	N/A	1.6%	

[23] (12+ Fall Survey).
[24] Source: BBM Canada (Survey Fall 2010, All Persons 12+).
[25] Source: comScore (Monthly Average, September to March, 2+, Hybrid).
[26] Source: BBM Canada (Fall/Winter Season, Prime Time, September 6, 2010 to April 3, 2011, All Persons 2+).
[27] Source: BBM Canada (Full Day, August 30, 2010 to April 3, 2011, All Persons 2+).
[28] Source: BBM Canada (Full Day, August 30, 2010 to April 3, 2011, All Persons 2+).

Regional Service[29]		2010–2011 Targets	2010–2011 Results	2011–2012 Targets
Radio	6–9 a.m. Franco Share (Diaries), 6–9 a.m. Mon.–Fri., BBM, Fall 2010	N/A	19%	19%
6 p.m. *Téléjournal*[30]	Average viewers per minute 6–6:30 p.m. Mon.–Fri.	N/A	317,000	323,000
Regional Web	Unique Visitors[31]	N/A	447,000	458,000 (+2.5%)

Specialty Television Channels		2010–2011 Targets	2010–2011 Results	2011–2012 Targets
Subscriber Count	RDI	10.8 million	11.0 million	11 million
	ARTV	N/A	2.1 million	2.1 million

Financial Indicators: Revenue		2010–2011 Targets	2010–2011 Results	2011–2012 Targets
Revenue (Conventional, Specialty and Online)	Total Revenue excluding LPIF	$191 million	$205 million	See below[32]
	Total Revenue including LPIF	Redefined for 2011–2012		$230 million

[29] Radio and TV measured using personal people meters.

[30] Source: BBM Canada (September 6, 2010, to April 3, 2011, Weekly Average).

[31] Source: comScore (Monthly Average, September to March, 2+, Hybrid).

[32] Revenue includes Advertising, Specialty services (RDI and ARTV) subscriber revenues and other miscellaneous revenues (LPIF excluded from 2010–2011 target but included for 2011–2012 target).

3. CAPABILITY TO DELIVER RESULTS

3A. LEADERSHIP AND PEOPLE

Changes to the Board of Directors

On April, 2010, the Honourable James Moore, Minister of Canadian Heritage and Official Languages, appointed Mr. Edward W. Boyd to the Board of Directors for a five-year term.

On February 7, 2011, the Minister appointed Pierre Gingras to the Board of Directors for a five-year term.

Further information on all Board of Directors is found in that section of this report.

Changes to the Senior Management Team

On August 10, 2010, CBC/Radio-Canada announced the departure of Richard Stursberg, Executive Vice-President, English Services. Kirstine Stewart replaced him on January 10, 2011. Ms. Stewart had been acting as Interim Executive Vice-President of English Services since August 2010.

On October 21, 2010, veteran journalist Kirk LaPointe was appointed as CBC's new ombudsman, effective November 1, 2010. He succeeded Vince Carlin, whose mandate officially expired on December 31, 2010.

Engaging Our People

Employee Survey

In September 2010, the Corporation kicked off a corporate-wide employee survey called "Dialogue". Sixty-seven per cent of employees responded to the survey. The results show employee engagement is high, as are passion, pride and belief in our mission. Eighty-five per cent of employees see the connection between their work and the Corporation's success. Two areas identified as needing improvement were non-monetary recognition and professional development.

Following the analysis of the survey, a National Advisory Committee has recommended to the Senior Executive Team that efforts be focused on these areas as the top two national priorities. Specific action plans are being developed and are expected to be announced and rolled-out in 2011–2012.

Diversity

Significant effort was invested in putting CBC/Radio-Canada's 2009–2012 Corporate Diversity and Equity Plan into action. Executive, national and regional committees were strategically created to ensure both the broadcaster's programming and workforce reflect Canada and its regions, as well as the country's multicultural and multiracial nature. Managers across the Corporation began to be trained on inclusion and diversity in the workplace, a step towards becoming an open, inclusive and progressive organization. Workforce recruitment processes were also enhanced to attract a wider range of Canadians and ensure different viewpoints are reflected in our programming.

Progress has been made. In 2010, women composed 68 per cent of Marketing, Sales, Public Relations and Communications, compared to the industry standard of 46 per cent. We reached 48 and 61 per cent for Production and Finance, compared to industry standards of 37 and 49 percent. And the number of executives who are womean has increased from 29 percent in 2006 to 42 per cent in October 2010.

Labour Relations

During the year, Collective agreements were reached with the Syndicat canadien de la fonction publique (SCFP) and the Alliance of Canadian Cinema, Television and Radio Artists (ACTRA). As always, a great deal of effort was invested in maintaining healthy and open labour relations.

Investment in Training

Investments in training and development helped leaders to perfect their skills and enrich their competencies. This year was the third year in which managers were asked to participate in an eight-day training program called *Ready to Lead,* bringing the number of course graduates close to 500. Going forward, new modules on leadership style, managing change and diversity will enhance the program.

Leaders' Forum

CBC/Radio-Canada held a Leaders' Forum in the Fall of 2010 to solicit input and feedback on its five-year strategic plan from more than one hundred leaders across the country. Discussions and debates helped bring clarity to vision and principles, and helped to identify risks and opportunities with respect to implementation of the main thrusts – network, regional and digital programming – prior to bringing the Corporation's five-year strategic plan *Everyone, Every way* forward to the Board of Directors for approval.

The President's Awards

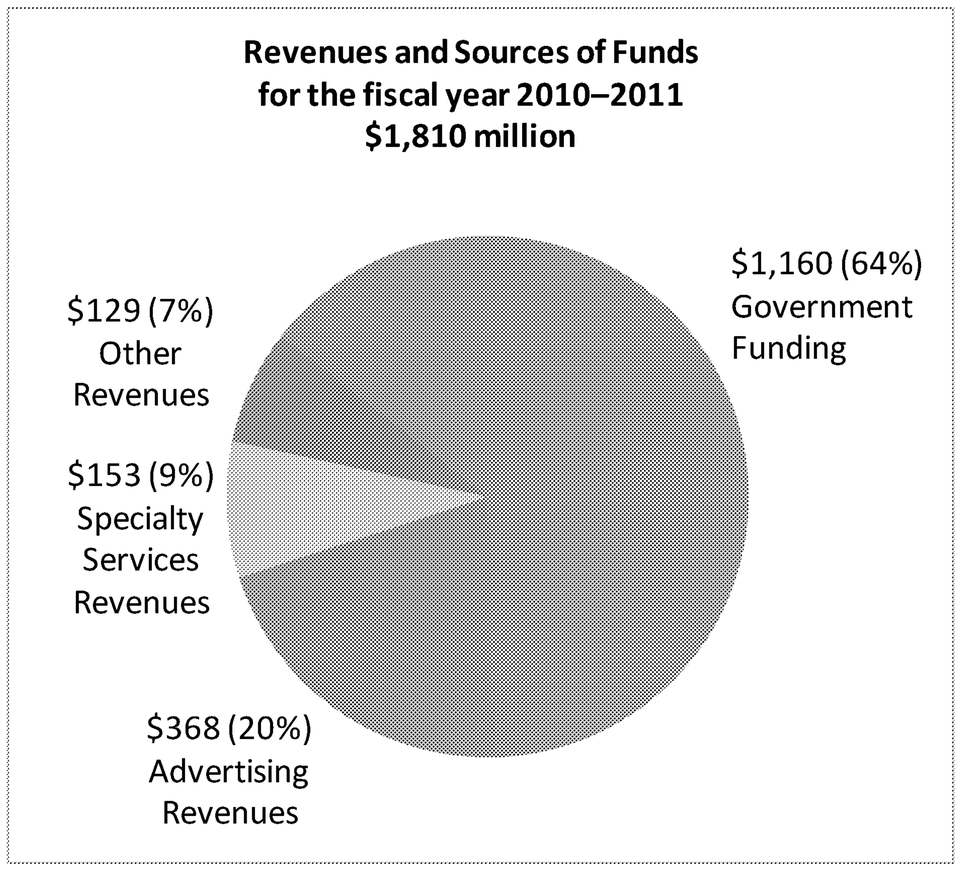
The President's Awards were launched in the fall of 2009 to recognize and salute employees for their outstanding contributions and accomplishments. They are based on the President and CEO's three priorities: People, Programs and Pushing Forward. Awards supporting each priority

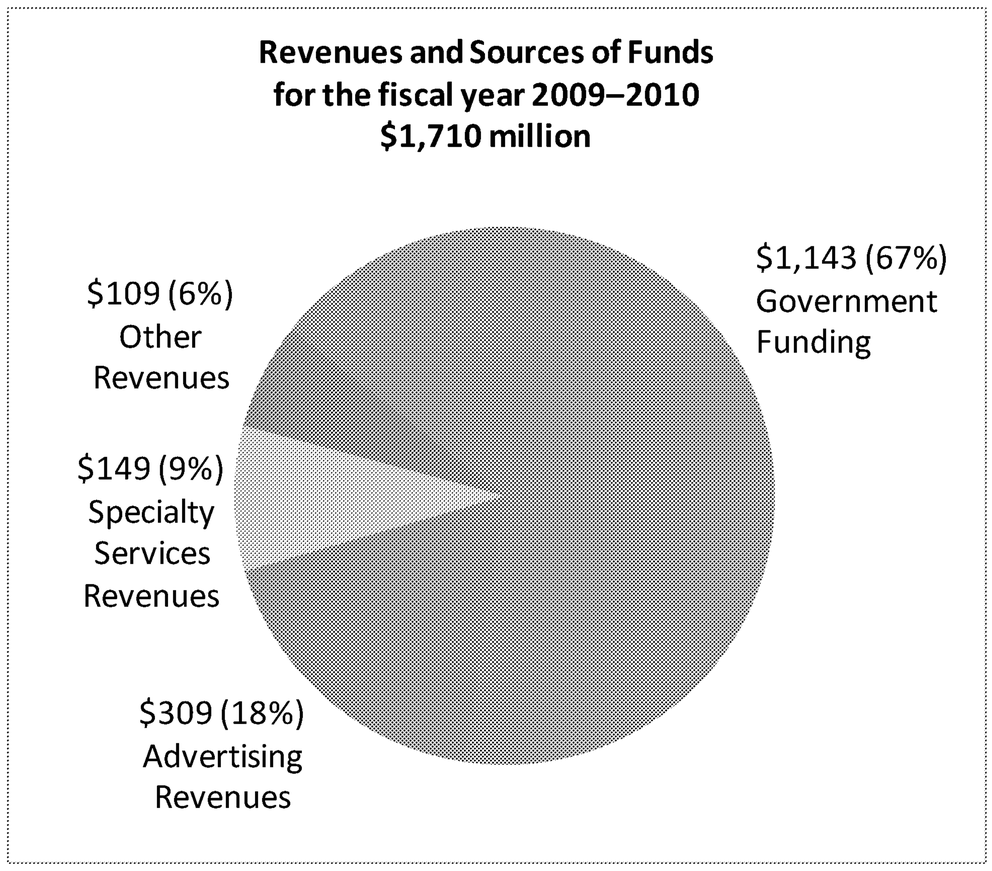
are given out, such as the Leadership award, the Multi-Platform Content award and the Smart Solutions award. A total of nine awards in three categories are presented.

For its 2010 edition, the President's Awards received 150 nominations.

3B. RESOURCE CAPACITY

Revenues and Sources of Funds





CBC/Radio-Canada relies on four sources of funding: Government Funding, Advertising Revenues, Specialty Services Revenues and Other Revenues.

Total revenues and sources of funds increased by $100.5 million (5.8 per cent) to $1,810 million in 2010–2011 as described below.

Government Funding

CBC/Radio-Canada's total Government funding recognized as income for 2010–2011 is $1,160 million. This includes an amount of $60 million in one-time additional funding for programming that the Corporation has received in each of the previous nine years. The government has not committed to this additional funding beyond March 31, 2012.

The Corporation's strategic plan, *Everyone, Every way,* was developed on the assumption that CBC/Radio-Canada will have stable funding within the five-year planning period. While a Government funding reduction would not change the path of the new strategy, it could force the Corporation to make adjustments.

Advertising Revenues

Advertising is a vital source of revenue for CBC/Radio-Canada, accounting for approximately 20 per cent of CBC/Radio-Canada's total sources of funds. As a result of strong program schedules, increased audiences and the economic recovery, conventional television and digital advertising revenues increased by $58.5 million (18.9 per cent) to $367.7 million in 2010–2011. A portion of this increase is related to the FIFA 2010 World Cup; however, these revenues are largely offset by additional rights and programming costs.

Specialty Services Revenues

CBC/Radio-Canada generates subscription and advertising revenues from its specialty services, CBC News Network, **bold**, *documentary*, and Réseau de l'information de Radio-Canada (RDI). In 2010–2011, these revenues remained constant relative to the previous year. Subscription revenues, unlike advertising revenues, are relatively steady and were not adversely affected by the economic downturn. Following the acquisition of additional shares in ARTV in July 2010, ARTV revenues are now presented as specialty services revenues in 2010–2011. The increase generated by the inclusion of ARTV revenues under Specialty Services Revenues is partly offset by a reduction in subscription revenues from the Corporation's former pay audio service Galaxie. Overall, specialty services revenues increased by $4.3 million (2.9 per cent) to $153.0 million in 2010–2011.

Other Revenues

CBC/Radio-Canada continually looks for ways to leverage its assets to generate revenue that can be reinvested in programming. Self-generated revenues come from across the Corporation. For example, media operations generate revenue through program sales, facilities rentals, and CBC News/RDI Express, which are our news and information services available in six Canadian airports. Other revenues are generated from the sale and the rental of real estate assets, merchandising, building and parking fees, leasing space at our transmission sites, and rent charged to external clients for the use of our mobile broadcasting vehicles.

CBC/Radio-Canada's self-generated revenues increased in 2010–2011 by $20.4 million (18.8 per cent) to $129.3 million, compared to the prior year despite the fact that revenues no longer include income from the Corporation's former pay audio service Galaxie or lease and interest income from third parties following the monetization of long-term receivables. The Corporation sold these receivables in 2009 as part of its Recovery Plan to respond to the global economic slowdown and stagnant television advertising revenues.

With the creation of the Local Programming Improvement Fund (LPIF), CBC/Radio-Canada, along with Canada's private conventional television broadcasters, gained access to a significant additional source of funds. The LPIF was created by the CRTC to improve the quality and quantity of local programming in non-metropolitan television markets. As of March 2011, 19 CBC/Radio-Canada stations were eligible for LPIF support and have contributed to the overall objectives of the LPIF as follows: ensuring that viewers in smaller Canadian markets

continue to receive a diversity of local programming, particularly local news programming; improving the quality and diversity of local programming; and ensuring that viewers in French-language markets are not disadvantaged by the smaller size of those markets. LPIF contributions amounted to $36.7 million in 2010–2011, compared to $19.8 million in 2009–2010. LPIF contributions commenced in September of 2009.

The continuation of this fund has not been confirmed by the CRTC beyond August 31, 2012.

Capital Budget

The Corporation has a base capital appropriation from the Government of Canada of approximately $92 million per year. For 2010–2011, self-generated revenues supplemented this capital appropriation for a total capital budget of approximately $135 million. As required by subsection 54(4) of the *Broadcasting Act*, CBC/Radio-Canada presents its capital budget to the Minister of Canadian Heritage and Official Languages in its Corporate Plan and then submits it to the Treasury Board for approval.

As of March 31, 2011, the Corporation employs $2.6 billion (cost) of assets in operation. CBC/Radio-Canada owns and operates one of the world's largest broadcast transmission and distribution systems, with 989 transmission sites located throughout Canada. In addition to these transmission and distribution-related structures, CBC/Radio-Canada is responsible for a real estate portfolio of more than four million square feet, including 27 buildings owned across Canada. The Corporation is also highly dependent on technology and technology-based assets in the production and delivery of its services.

Accordingly, CBC/Radio-Canada uses the majority of its capital budget in any given year to maintain its assets, address obsolescence and undertake strategic projects. In all instances, the capital spending plan supports the attainment of the Corporation's priorities and strategies.

Major Activity in the Year

The following capital activities were substantially completed during the year.

Next Generation Converged Network (NGCN)

The Next Generation Converged Network (NGCN) is necessary to support the greatly increased traffic from file transfers and streaming, replacing various conventional telecommunications, broadcast and data networks. We are implementing one of Canada's largest high-speed networks capable of handling real-time and non-real time broadcast and data traffic. The NGCN infrastructure will be capable of supporting current traffic requirements and is scalable such that it will support future traffic growth associated with the evolution of television from standard definition (SD) to high definition (HD) production and presentation. The NGCN will generate significant operational savings.

Upgrade of the HD DTV Presentation Outputs (English and French Services)

This project upgraded the current standard definition (SD) infrastructure in the Toronto and Montreal Network Operations Centres to support the delivery of high definition (HD) digital television (DTV) signals.

Centre de l'information (CDI) in Montreal

Phase 2 of this initiative replaced the obsolete newsroom video server system with the current CBC/Radio-Canada standard, which supports the HD format. The project also involved upgrading the facilities to support its various production technologies to HD-compatible formats (control rooms, editing suites, computer graphics, cameras, and so on).

Upgrade of the TV Network Operation Centre in Toronto

This project refreshed and expanded the CBC/Radio-Canada TV Network Operations Centre in Toronto, re-designing the space to support the co-location with Radio master control, Traffic and cbc.ca control areas. Obsolete infrastructure, automation and video server systems were replaced to accommodate all current TV presentation needs and provide capacity for future requirements.

Centralized Radio Presentation and Satellite Distribution

We centralized aging English and French Radio presentation and distribution infrastructure in regional facilities to consolidated systems in Toronto and Montreal, to maximize our flexibility to move content and transmission/streams for shifting audience needs.

Regional Disaffiliation in Quebec

Further to its disaffiliation from COGECO, Radio-Canada decided to establish and operate its own multimedia regional stations to serve Centre-du-Québec, Estrie and Saguenay–Lac-Saint-Jean, with the goal of enhancing its regional presence and fostering synergy within services (TV, Radio and Internet).

Replace Field Equipment (English and French Services)

This was a joint English and French Services program to replace the obsolete standard definition (SD) cameras with new cameras that support workflow in either SD or high definition (HD). In 2010–2011, the focus of work has been to provide this technology to support the HD conversion for Toronto News and Current Affairs, and CBC in Montreal. For French Services, the first phase of the replacement focused on Montreal.

Mount Royal Safety Code

The objective was to make the Mount Royal site compliant with safety codes and ensure viability of on-going operations, including revenue generation from the site and final transition to digital television for Montreal.

Sale of Brossard Property

CBC/Radio-Canada negotiated an agreement to sell a property in Brossard, Quebec. The transaction requires Governor-in-Council approval, which is expected to be completed in 2011–2012.

As the area around the Brossard property is undergoing significant residential development, sale of the land at this time allows the Corporation to optimize revenues, which will be re-invested in the Corporation's capital budget.

Borrowing Plan

The *Broadcasting Act,* section 46.1, confers on CBC/Radio-Canada the authority to borrow up to $220 million, or such greater amount as may be authorized by Parliament, subject to approval of the Minister of Finance. Section 54 (3.1) of the Act requires that the Corporation's borrowing plan be included in its corporate plan for the approval of the Minister of Finance.

When the Corporation sold long-term accounts receivable in 2009 as part of its Recovery Plan to address the impact of the global economic slowdown and stagnant television advertising revenues, it provided a guarantee to the investors in order to obtain the best possible value for the sale. This guarantee was deemed to be borrowing. The outstanding amounts against the borrowing authority are:

(in thousands of dollars)

Total borrowing authority available:	220,000
Authority used as at March 31, 2011:	
Guarantee on accounts receivable monetization	(193,811)
Remaining authority in 2011–2012	26,189

Under the *Broadcasting Act*, section 47 (1), the Corporation is an agent of the Crown and therefore has the constitutional immunities, privileges and prerogatives that are enjoyed by the Crown. The Crown is also fully liable and financially exposed for all actions and decisions by CBC/Radio-Canada while the corporation is operating within its mandate. In other words, the Corporation's assets and liabilities are the assets and liabilities of the Government.

4. RESULTS AND OUTLOOK

4A. ANALYSIS OF FINANCIAL RESULTS

Performance Review

(in thousands of dollars)	2010–2011	2009–2010	$ change	% change
Revenues	649,948	566,714	83,234	14.7%
Expenses	(1,839,546)	(1,789,353)	(50,193)	2.8%
Government funding	1,159,938	1,142,673	17,265	1.5%
Non-operating revenues	-	21,566	(21,566)	(100.0%)
Taxes	-	101	(101)	(100.0%)
Net results for the year	**(29,660)**	**(58,299)**	**28,639**	**(49.1%)**
Other comprehensive income	5,000	-	5,000	n/a
Total comprehensive income (loss) for the year	**(24,660)**	**(58,299)**	**33,639**	**(57.7%)**

In 2009–2010, the Corporation embarked on a two-year Recovery Plan to address a budget shortfall of $171 million resulting from the economic recession and continuing increases in programming and other costs. Cost reduction and revenue improvement measures were put in place to manage these pressures.

Among the actions taken by the Corporation to fund the Recovery Plan, the Corporation sold $153 million of long-term receivables. The proceeds from these sales did not increase the Net Results for the year 2009–2010, as the related gain had been recognized as income in previous years.

As the economy recovered in 2010–2011, total revenues increased by $83.2 million (14.7 per cent) to $649.9 million mainly due to advertising revenue growth of $58.5 million and increased Local Programming Improvement Fund (LPIF) contributions of $17 million.

The higher revenues were partially offset by expenditure growth of $50.2 million (2.8 per cent), and the following table details this expenditure growth. Expenditures increased due to new programming expenditures funded by incremental revenues. For example, enhanced local television programming was funded by increased LPIF contributions.

Expenses Comparison

(in millions of dollars)

March 31, 2010 expenditures	**1,789**
Recovery Plan reductions (year 2)	(30)
Unavoidable cost increases (salary, rights, and other unavoidable cost increases)	22
Programming cost increases funded by incremental revenues (including FIFA advertising and LPIF)	66
Other (ARTV consolidation, increased amortization, pension plan expense accrual decrease, loss from investments in entities subject to significant influence)	(7)
March 31, 2011 expenditures	**1,840**

Total government appropriations received in 2010–2011 actually decreased by $2.4 million. However, the amount of government funding recognized for accounting purposes increased by $17.3 million (1.5 per cent) due to higher transfers between the operating and capital appropriations in 2009–2010, as well as variations in the amortization of deferred capital funding.

Non-operating revenue of $21.6 million in 2009–2010, mainly from the recognition of deferred revenue from the sale of the Galaxie pay audio assets, was no longer generated in 2010–2011.

Total Comprehensive Income (Loss) for 2010–2011 was $24.7 million, an improvement of $33.6 million (57.7 per cent) compared to last year. The losses were funded by the proceeds from the disposition of the long-term receivables in 2009–2010, consistent with our two-year Recovery Plan.

Revenues

In 2010–2011, revenues increased by $83.2 million (14.7 per cent) compared to 2009–2010. The main contributors to this increase were a recovery in advertising revenues following the economic recession and a full year of contributions from the Local Programming Improvement Fund (LPIF).

(in thousands of dollars)	**2010–2011**	**2009–2010**	**$ change**	**% change**
Advertising				
English services	244,736	195,505	49,231	25.2%
French services	122,964	113,729	9,235	8.1%
Sub-total	367,700	309,234	58,466	18.9%
Specialty services				
CBC News Network	81,655	84,616	(2,961)	(3.5%)
RDI	54,773	52,034	2,739	5.3%
bold	4,146	4,217	(71)	(1.7%)
Galaxie	-	3,485	(3,485)	(100.0%)
documentary	4,464	4,283	181	4.2%
ARTV	7,933	-	7,933	N/A
Sub-total	152,971	148,635	4,336	2.9%
Other and financing income				
English services	46,575	30,081	16,494	54.8%
French services	47,034	35,697	11,337	31.8%
Corporate services	35,668	43,067	(7,399)	(17.2%)
Sub-total	129,277	108,845	20,432	18.8%
Total	**649,948**	**566,714**	**83,234**	**14.7%**

Advertising

English and French Services delivered strong advertising revenue performance in 2010–2011 with growth of $49.2 million (25.2 per cent) and $9.2 million (8.1 per cent) respectively. Advertising revenues improved primarily because of the economic recovery. However, growth outpaced other Canadian broadcasters due to a strong TV schedule and audience performance, advertising revenues generated during the FIFA World Cup, an extended play-off series for hockey, increased sales effectiveness and the continuing expansion of digital activities (TOU.TV, FIFA and *Hockey Night in Canada*).

Specialty Services

A one-time increase in subscriber revenue recognized in 2009–2010 explains the year-over-year decrease in CBC News Network's revenues of $3.0 million (3.5 per cent).

RDI’s increase in revenues is attributable to an increase in both advertising and subscriber revenues.

The CBC/Radio-Canada Galaxie pay audio service ceased in 2009, as all the remaining Broadcast Distribution Undertaking (BDU) contracts were assigned to the acquirer, Stingray Digital Media Group.

Following the acquisition of additional shares in ARTV in July 2010, the ARTV results are now consolidated into CBC/Radio-Canada’s financial results and ARTV revenues are presented as specialty services revenues.

Financing and Other Income

Financing and other income for the fiscal year ending March 31, 2011 increased by $16.5 million (54.8 per cent) and $11.4 million (31.8 per cent) for English and French Services respectively.

Most of this increase is explained by the contributions from the Local Programming Improvement Fund (LPIF), which were higher by $17.0 million in 2010–2011 because they included 12 months of eligibility compared to seven months in 2009–2010.

The revenue variances for English and French Services are also explained by an increase in host broadcasting activities, program sales, sports sponsorship agreements, and business development initiatives (FIFA wireless and sublicensing, *Hockey Night in Canada* wireless and 3D, Rogers and Netflix Video-on-Demand and News Express).

The sale of long-term receivables in 2009 largely explains the year-over-year decrease of $7.4 million (17.2 per cent) in Corporate Services revenues for the fiscal year ending March 31, 2011. Prior to the sale, the interest portion of these receivables was recorded as financing income.

Operating Expenses

Operating expenses increased by $50.2 million, which represents a 2.8 per cent increase over 2009–2010. A large portion of the increase, 56.9 per cent, was incurred in English and French Services. The consolidation of ARTV results with CBC/Radio-Canada's results accounts for $9.1 million, or 18.1 per cent, of the total expenditure increase.

(in thousands of dollars)	2010–2011	2009–2010	$ change	% change
Television, radio and new media services				
English Services	876,537	854,482	22,055	2.6%
French Services	600,241	593,721	6,520	1.1%
Sub-total	1,476,778	1,448,203	28,575	2.0%
Specialty services				
CBC News Network	73,397	65,778	7,619	11.6%
RDI	44,327	44,494	(167)	(0.4%)
bold	3,845	3,544	301	8.5%
Galaxie	-	4,515	(4,515)	(100.0%)
documentary	2,643	2,663	(20)	(0.8%)
ARTV	9,061	-	9,061	N/A
Sub-total	133,273	120,994	12,279	10.1%
Amortization of property and equipment	112,656	110,063	2,593	2.4%
Amortization of intangible assets	17,887	17,617	270	1.5%
Transmission, distribution and collection	54,573	52,368	2,205	4.2%
Corporate management	12,804	12,216	588	4.8%
Payments to private stations	3,018	3,697	(679)	(18.4%)
Finance costs	23,557	24,195	(638)	(2.6%)
Loss from investments in entities subject to significant influence	5,000	-	5,000	N/A
Total	**1,839,546**	**1,789,353**	**50,193**	**2.8%**

English Services' operating expenses increased by $22.1 million (2.6 per cent) while French Services were up by $6.5 million (1.1 per cent). These increases are due to higher programming rights and production costs as a result of the enhancement of the programming schedule and increased digital activities (TOU.TV, FIFA wireless, *Hockey Night in Canada* wireless, Rogers Video-on-Demand and News Express), host broadcasting activities and increased sport sponsorship agreements. Additional regional programming initiatives that were funded by the Local Programming Improvement Fund (LPIF) also explain a higher level of local programming costs. In addition, rights costs were higher due to the FIFA World Cup held in the summer of 2010. The aforementioned cost increases were partially offset by a decrease in accrued pension costs.

Within specialty services, CBC News Network costs increased by $7.6 million (11.6 per cent) in 2010–2011 compared to the previous fiscal year as a result of programming schedule enhancements and a revised news cost allocation model implemented in October 2009. As previously noted, ARTV results are now consolidated into CBC/Radio-Canada's financial results and expenses are presented under specialty services operating expenses. The Corporation's Galaxie pay audio service ceased operations in 2009 and there are no longer any operating costs related to this service.

The loss from investments in entities subject to significant influence reflects a loss of $5.0 million on the Sirius Class A shares. This is offset by the $5.0 million unrealized gain on Sirius Class C shares recorded in Other Comprehensive Income.

Government Funding

(in thousands of dollars)	**2010–2011**	**2009–2010**	**$ change**	**% change**
Parliamentary appropriations for operating expenditures	1,031,581	1,017,587	13,994	1.4%
Parliamentary appropriations for working capital	4,000	4,000	-	-
Amortization of deferred capital funding	124,357	121,086	3,271	2.7%
Total	**1,159,938**	**1,142,673**	**17,265**	**1.5%**

Due to revenue recognition accounting practices, government funding in 2010–2011 reflects an increase of $17.3 million. However, total government appropriations actually declined by $2.4 million, due to the absence of salary inflation funding and a funding reduction related to cost-containment measures announced in the 2007 Federal Budget.

Parliamentary appropriations used for operating expenditures increased by $14.0 million (1.4 per cent) in 2010–2011 compared to the previous fiscal year. This variance is explained by higher transfers ($16.4 million) from the Corporation's operating appropriation to the capital appropriation in 2009–2010, offset by the budget reduction of $2.4 million described above.

Amortization of deferred capital funding is recognized as revenue, in relation to the amortization of property and equipment.

Other

(in thousands of dollars)	2010–2011	2009–2010	$ change	% change
Non-operating revenues	-	21,566	(21,566)	(100.0%)
Taxes	-	101	(101)	(100.0%)
Other comprehensive income	5,000	-	5,000	n/a
Total	**5,000**	**21,667**	**(16,667)**	**(76.9%)**

Non-operating revenues in 2009–2010 arose from the net gain resulting from the monetization of long-term accounts receivable and a portion of the deferred revenues relating to the sale of assets of Galaxie, the Corporation's former pay audio programming specialty service.

Other Comprehensive Income includes a net unrealized gain of $5.0 million on Sirius' Class C shares as a result of the upcoming merger of Sirius Canada and Canadian Satellite Radio (CSR) Holdings Inc. (the parent company of XM Canada).

4B. FINANCIAL CONDITION CASH FLOW AND LIQUIDITY

The Corporation's cash flows from operating, investing and financing activities are summarized in the following table:

(in thousands of dollars)	**2010–2011**	**2009–2010**	**$ change**	**% change**
Cash – beginning of year	**50,003**	**33,160**	**16,843**	**50.8%**
Cash from (used in) operating activities	44,783	(126,767)	171,550	135.3%
Cash from financing activities	81,841	119,575	(37,734)	(31.6%)
Cash (used in) from investing activities	(117,626)	24,035	(141,661)	(589.4%)
Change in cash	**8,998**	**16,843**	**(7,845)**	**(46.6%)**
Cash – end of year	**59,001**	**50,003**	**8,998**	**18.0%**

As shown, the Corporation's cash balances increased by $9.0 million to $59.0 million as at March 31, 2011. This increase is attributable to the following activities.

Operating Activities

In 2010–2011, cash generated from the Corporation's normal broadcasting and ancillary business activities was $44.8 million, compared to cash required by these activities in 2009–2010 of $126.8 million. This improvement in cash flow is primarily the result of improved operating results of $28.6 million combined with an improvement of $144.2 million in working capital balances.

The $144.2 million improvement in working capital balances is primarily the result of year-over-year reduced funds used for prepaid sports and other programming rights of $100.2 million. The balance of the improvement is mainly attributable to an increase of cash flow provided by accounts receivable outstanding of $64.7 million and an increase in pension plans and employee-related liabilities of $43.1 million, offset by a decrease in cash flow used for accounts payable and accrued liabilities of $60.7 million in 2010–2011. The reduced accrued liabilities included retroactive payments in lieu of taxes of $26.3 million made in 2010–2011 to the cities of Montreal and Toronto following a Supreme Court of Canada ruling.

Financing Activities

CBC's financing activities consist mostly of the parliamentary appropriations received to fund capital assets (property, equipment and software) offset by the semi-annual payments made for the Toronto Broadcasting Centre bond repayment. Overall, these activities provided the Corporation with $81.8 million in cash in 2010–2011, compared to $119.6 million in 2009–2010.

The Corporation's capital appropriation decreased by $16.4 million, due to a transfer from the operating appropriation to the capital appropriation in 2009–2010.

In addition, a $10 million long-term liability in 2009–2010 is now classified in Operating Activities due to its short-term nature. The liability relates to the monetization of some of the Corporation's receivables. While this change is offset in Operating Activities, it results in a year-over-year decrease in cash received from Financing Activities of $20.4 million.

Investing Activities

Investing activities consist of the acquisitions and disposal of capital assets and investments, such as property, equipment, software and shares in other corporations. These activities either provide or use the Corporation's cash. In 2010–2011, $117.6 million was used in investing activities, compared to $24.0 million provided by such transactions in the previous year.

The primary explanation for this variation is that in 2009–2010, $133.6 million of additional cash was received through the sale of receivables as part of the two-year Recovery Plan.

4C. OUTLOOK

Having completed the Recovery Plan, the Corporation will focus on its five-year strategic plan, launched on February 1, 2011. *Everyone, Every way* responds to a rapidly evolving broadcast and media environment, demographic shifts, new technologies, platforms and content choices, all of which impact revenues, operating costs and capital requirements. Having developed a comprehensive financial plan, the Corporation is confident that it can achieve its objectives provided that it has stable long-term funding, including parliamentary appropriations, availability of the $60 million for Canadian programming received since 2001-2002, and continued access to the Local Programming Improvement Fund (LPIF) and the Canada Media Fund (CMF).

Since 2001–2002, the Government has provided CBC/Radio-Canada with $60 million annually for investment in programming. This much-appreciated funding has been used to strengthen the drama, children's, documentary, and arts and cultural programming offered by our radio and television services.

Further cost containment measures announced in the 2010 Federal Budget included the elimination of salary inflation funding from 2010–2011 through to 2012–2013, representing $13.8 million per year to the Corporation. Additionally, the Government announced a government-wide Strategic and Operating Review in 2011–2012. As of the publishing of this Annual Report, it is unknown if or how the review will affect CBC/Radio-Canada's funding.

Similar to other broadcasters, the Corporation relies on the CMF to help fund Canadian programs produced by independent production companies that are licensed by broadcasters at a reduced cost. The Government provides $100 million annually and Broadcast Distribution Undertakings (BDUs) contribute the balance to support the CMF. Continued funding and access to CMF independent productions is a critical component of CBC/Radio-Canada's financial plan.

Another critical element to CBC/Radio-Canada's financial plan is the continuation of the LPIF. This fund contributed $36.7 million to the corporation in 2010–2011, which helped fund local television program improvements in smaller population centres.

In addition, we need to continue to grow our self-generated revenues and increase operating efficiencies. By 2015, the Corporation's goal is to be more financially flexible and agile to fund the core elements that will translate its new strategy into action. *Everyone, Every way* commits us to:

- Balance the overall financial plan and enhance the level of service that we provide to Canadians, without abandoning our existing audiences
- Pursue revenue growth initiatives, cost improvements and resource redirections, and to examine our assets to extract as much value as possible
- Further trim operating costs. We have undertaken a corporate general and administrative cost review, and a review of our overall procurement spending for goods and services.
- Review our network production methods and use of technology to increase our efficiency
- Explore potential partnership opportunities
- Challenge our priorities in a rapidly evolving environment

Examples of our commitments include a continued move to integrated revenue management (exploring all options available to the Corporation to maximize revenues from its content), a more enterprise-wide approach to procurement and merchandising, and further development of online advertising capabilities as digital opportunities grow and are increasingly linked to traditional media transactions.

5. RISK

Risk Management

As Canada's national public broadcaster, CBC/Radio-Canada occupies an important place in the Canadian broadcasting system and faces a unique set of risks to its plans and operations. Like all broadcasters, the Corporation must adapt to technological changes, shifts in demographics and evolving consumer demands, as well as structural changes in the industry. As a public broadcaster with a statutory mandate to serve all Canadians, CBC/Radio-Canada also faces unique financial challenges and risks.

CBC/Radio-Canada's Risk Management Program is part of an enterprise-wide framework integrated into business processes. Responsibility for risk management is shared amongst the following groups: CBC/Radio-Canada's Board of Directors; the Board's Audit Committee; the Senior Executive Team; Internal Audit; and operational units.

The Board oversees CBC/Radio-Canada's key risks at a governing level, approves major policies and ensures that the processes and systems required to manage risks are in place.

The Audit Committee of the Board monitors key risks by discussing their status with management at quarterly Audit Committee meetings, and by ensuring that management has programs for evaluating the effectiveness of internal controls.

The Senior Executive Team identifies and manages risks, reports on CBC/Radio-Canada's key risks to the Audit Committee and the Board, recommends policies, and oversees financial reporting and internal control systems.

Internal Audit plans its audits in accordance with the results of the risk assessment process, ensuring that major risks are covered on a rotational basis by the annual audit plan.

Media and support business units identify and assess risks through the annual business plan process, and develop and execute detailed plans to manage risks. Risks are prioritized based on their potential impacts and their likelihood of occurring, and they are reported to the Board of Director's Audit Committee quarterly.

Legend

Risk Trend: ▼ Decreasing ▶ Stable ▲ Increasing

The following table discusses the key risks faced by CBC/Radio-Canada during fiscal 2010–2011.

Key Risk	Risk Mitigation	Risk Trend 2010–11	Future Impact
Government Funding Government fiscal pressures may affect CBC/Radio-Canada funding in 2011–2012 and beyond. $60 million in one-time funding for programming has been renewed every year since 2001–2002 but there is no commitment beyond 2011–2012. The Government froze operating appropriations as part of the March 4, 2010 Federal Budget and announced that salary inflation would not be funded for three years ending March 31, 2013, for a cumulative impact of $41.3 million. Budget 2011, tabled on June 6, 2011, announced a review of direct program spending with an objective of ongoing annual savings by 2014–2015 of five per cent of the government's review base.	 Conducted scenario planning for potential outcomes. Incorporated the salary inflation impacts into CBC/Radio-Canada's five-year strategic plan *2015: Everyone, Every way*	▶	The impact of the 2011 Federal Budget on the Corporation is: $60 million funding renewed for 2011–2012 The Strategic and Operating Review announced in the budget to reduce program spending may affect future funding.

Key Risk	Risk Mitigation	Risk Trend 2010–11	Future Impact
Regulatory Issues ***Value for Signal*** On March 1, 2011, the Federal Court of Appeal cleared the way for private broadcasters to charge cable and satellite providers for carrying their programs. The Federal Court ruled 2-1 that the CRTC had the right to establish a regime whereby private broadcasters could attach value to their signals. Opposition by some Broadcast Distribution Undertakings (BDUs) to this decision continues. However, following the finalization of the BCE acquisition of CTV on April 1, 2011, BCE announced that it now supports CRTC's fee for carriage regime and LPIF.	Monitor the situation and adjust plans accordingly.		The CRTC's decision to exclude CBC/Radio-Canada from Value for Signal leaves CBC/Radio-Canada reliant on two less predictable sources of funding (conventional television advertising and government funding).
Local Programming Improvement Fund (LPIF) LPIF funding received by CBC/Radio-Canada for the fiscal year ending March 31, 2011 was $37 million. The LPIF is slated for review by August 31, 2012. The review could result in a change to the amount CBC/Radio-Canada receives from the fund.	Maximize LPIF eligibility while maintaining budget flexibility.		LPIF funding for the broadcast year ending August 31, 2012 is estimated to be $39.7 million and has been incorporated in CBC/Radio-Canada plans. Continuation of LPIF funding after August 31, 2012 is uncertain.
Licence Renewal Renewals for all CBC/Radio-Canada licences, including for specialty services, are scheduled for September 2011. The outcome of this hearing will set the terms and conditions of our CRTC licence over the next five years and determine whether we are able to meet the objectives of *Everyone, Every way*.	CBC/Radio-Canada's licence renewal application is seeking a streamlined regulatory framework to enable the Corporation to operate efficiently and effectively in an evolving multiplatform environment. Will work with CRTC to reach mutually acceptable conditions of license.		Licence renewal hearings are scheduled for September 2011. On March 29, 2011, the CRTC administratively renewed CBC/Radio-Canada's television programming undertakings until August 31, 2012.

Key Risk	Risk Mitigation	Risk Trend 2010–11	Future Impact
CRTC Vertical Integration Hearing CBC/Radio-Canada is the only major broadcaster in Canada without distribution affiliations. There is a risk that BDUs will drop optional television services and/or there will be downward pressure on wholesale rates for the Corporation's specialty services, thereby resulting in decreased revenues.	Protect the broad availability of our services to Canadians across regulated platforms by arguing for stronger regulatory rules and better dispute resolution processes.		The CRTC has announced a moratorium on exclusive deals for TV content on mobile services until the vertical integration hearings are finished.
Government Policy Government policies on the broadcasting and communications industries such as foreign ownership rules may affect the business model of broadcasters, including CBC/Radio-Canada.	Discussed issues with Government officials. Participated in committees and studies. Will monitor the situation and adjust plans accordingly.		Changes to how foreign ownership rules are applied could dramatically impact the broadcasting landscape as more foreign competition could enter the marketplace.
Strategy, Budget and Planning Structural changes in the conventional broadcasting sector prompted by technological advances, vertical integration and shifting consumption habits require long-term strategy reformulation. Limited financial flexibility.	Developed and implementing *Everyone, Every way*. Objective is to set longer-term strategic objectives for the Corporation. This exercise will impact the 2011–2012 planning cycle and beyond. Improved transparency to stakeholders by increasing the volume and frequency of financial information made public. Reviewed areas where the Corporation needs additional financial flexibility and engaged key government department players to achieve		*Everyone, Every way* was announced in February 2011. Business plans have been developed and budgets allocated in support of strategic objectives. Key Performance Indicators (KPIs) have been developed to monitor attainment of the strategic objectives. Continued regular communication to staff and stakeholders on status of *Everyone, Every way*. The first public quarterly financial report as at June 30, 2011 is expected to be issued in late summer. Will continue to pursue increased

Key Risk	Risk Mitigation	Risk Trend 2010–11	Future Impact
	increased flexibility.		financial flexibility to more effectively respond to CBC/Radio-Canada's operating environment.
Infrastructure Replacements and Optimization Limited resources to meet capital asset needs for			
Building repairs and renovations.	Scheduled and prioritized maintenance, with emphasis on health and safety and business continuation.		Additional budgets over the next two years have been allocated to priority building maintenance projects. A multi-disciplinary Critical Space Committee is currently proceeding with the selection and hiring of outside experts to assist in establishing standards for critical space management.
Replacement of aging broadcasting equipment and transition to high definition (HD) production.	Replacement will continue with available resources on a prioritized basis. Majority of production facilities in Montreal and Toronto network centres have been converted to HD.		Transition of aging production equipment in regional locations to HD is planned for future years, at a pace that budgets allow.
Radio transmitters across the country are nearing the end of their useful life.	A new transmitter asset strategy has been developed to reduce the size and investment requirements of the current system while maintaining coverage.		Incremental capital funding for radio Accelerated Coverage Plan (ACP) transmitters has been identified in the multi-year capital budget commencing in 2012–2013.
Real estate assets must be exploited to reduce excess space and costs.	A complete Real Estate strategy has now been developed and approved to maximize proceeds from portfolio and reduce operational costs.		Portfolio strategic plans will be implemented by CBC/Radio-Canada's Real Estate Services during the coming years.

Key Risk	Risk Mitigation	Risk Trend 2010–11	Future Impact
DTV Transition In March 2010, the CRTC reaffirmed the deadline for transition to digital television (DTV) over-the-air transmission as August 31, 2011. The Corporation is making every effort to install 27 transmitters across the country, one for every one of its originating television stations, by August 31, 2011. For CBC/Radio-Canada, going digital in all of the CRTC's "mandatory markets" would require the replacement of 51 transmitters. The Corporation does not have the capital spending capacity to achieve that. The result is that some markets are facing the prospect of no longer receiving an over-the-air signal from CBC or Radio-Canada.	As of March 2011, the total number of digital television transmitters on air is eight. DTV implementation and funding plans have been accelerated to implement 14 English DTV and 13 French DTV transmitters by August 31, 2011.		On March 18, 2011, the CRTC issued its expectations for Public Service Announcements (PSAs) related to conversion to digital television on August 31, 2011. These PSAs began airing on May 1, 2011. On March 23, 2011, the CRTC rejected CBC/Radio-Canada's application for a new digital transmitter for Fredericton. CBC/Radio-Canada will be re-filing its application with more detailed information to support its application. The Corporation will also seek CRTC authority to continue operating in analogue in a number of markets across Canada.
Advertising Revenue Softening advertising market due to change in economic conditions. Shift from conventional television advertising to specialty channel and broadband advertising.	Sales strategies are evolving to offer integrated packages (ad spots, product placement, online) to move away from traditional-only buying.		The strong performance of the schedule, a strengthening economy, better pricing strategies and improved relationships with agencies have all contributed to an increase in advertising revenue in 2010–2011. These conditions are expected to continue to be favourable in 2011–2012.
CMF Challenges New Canada Media Fund (CMF) funding allocation rules could result in reduced support for CBC/Radio-Canada.	Proactively advanced the Corporation's position with the CMF, including participation in the CMF National Focus Group.		CBC/Radio-Canada's 2011–2012 CMF allocation is virtually the same as last year's allocation.

Key Risk	Risk Mitigation	Risk Trend 2010–11	Future Impact
Workforce Challenges Challenges to Recruiting, Training, Retaining and Empowering a Skilled Workforce	Continue employee communication strategy. Examples include: The Engagement Survey results were communicated between February and April 2011. A National Advisory Committee was announced. *Everyone, Every way* was communicated to staff in a variety of ways: live presentations, interactive on-line presentations, webcasts and iO! intranet site dedicated to the strategy. Continue to implement the 2009–2012 Corporate Diversity and Equity Action Plan. Continue to implement the talent management strategy.		Ensure appropriate workforce planning and training are in place to plan for redirection of operations in line with *Everyone, Every way* and ensure employees are appropriately skilled.
Impact of Emerging Platforms Loss of conventional broadcast audiences to emerging platforms.	Developed enhanced emerging platform strategies and began implementation. Increased budgets have been allocated to the digital spend over the next five years.		The transition to emerging platforms is a major component of *Everyone, Every way.*

Key Risk	Risk Mitigation	Risk Trend 2010–11	Future Impact
Business Interruption Unforeseen event could affect the Corporation's ability to deliver services.	Undertook a self-assessment of the maturity level of business continuity plan (BCP) processes and also evaluated what is currently in place across CBC/Radio-Canada. This will enable the organization to identify critical process improvement opportunities. Continued investment in IT Disaster Recovery Plans (DRPs) on all mission-critical systems.		Based on the self-assessment of the maturity level of BCP processes, corrective measures will be established where needed. The IT DRPs will be reviewed and aligned with business strategy and recovery plans. The self assessment on the existing business continuity program will be used to establish corrective measures where needed.
Access to Information Office of the Information Commissioner's release of its special examination report analyzing CBC/Radio-Canada's Access to Information (ATI) performance.	Launched the Proactive Disclosure website in December 2010. Continued to invest in improving the management and processing of ATI requests.		On March 11, 2011, the Office of the Information Commissioner issued its special report, *Open Outlook, Open Access 2009–2010 Report Card*. CBC/Radio-Canada was rated an "F", which means unsatisfactory, for its management of ATI requests in 2009–2010. The following improvements have been introduced: Improvements to ATI performance results have been built into senior management objectives. Dedicating more resources to processing requests Developing better internal procedures Working collaboratively with the Commissioner to respond to formal requests in a way that is prioritized, open and transparent Voluntarily posting to CBC/Radio-Canada's website over 24,000 pages of documents

Key Risk	Risk Mitigation	Risk Trend 2010–11	Future Impact
			that have been released under ATI.

6. FINANCIAL REPORTING DISCLOSURE

6A. ACCOUNTING DISCLOSURES

For a description of the Corporation's significant accounting policies, see note 2 of the consolidated financial statements.

6B. CHANGES IN ACCOUNTING POLICIES

The Corporation is currently assessing the potential impact on its consolidated financial statements of the following changes in accounting policy.

International Financial Reporting Standards (IFRS)

In February 2008, the Canadian Accounting Standards Board of the Canadian Institute of Chartered Accountants (CICA) announced that all publicly accountable Canadian reporting entities will adopt International Financial Reporting Standards (IFRS) as Canadian generally accepted accounting principles for years beginning on or after January 1, 2011. The changeover date for full adoption of IFRS is April 1, 2011 for the Corporation. The Corporation's 2011–2012 consolidated financial statements will need to comply with IFRS. The standards also require that the Corporation present complete comparative figures based on IFRS methodology in the 2011–2012 consolidated financial statements.

IFRS Transition Plan

To meet the IFRS transition requirements, CBC/Radio-Canada established an enterprise-wide multidisciplinary IFRS project team governed by a Steering Committee. As part of the IFRS changeover plan and governance model, the project provided regular progress reporting to the Audit Committee of the Board of Directors.

The transition plan comprised three phases: IFRS diagnostic assessment and planning; detailed evaluation and implementation; and completion and integration of all system process changes.

To date, CBC/Radio-Canada has completed the analysis of the impact of IFRS on financial reporting and has successfully implemented the parallel reporting solution to be used for the 2010–2011 reporting year. In addition, the Corporation has completed a business impacts analysis, identifying the potential impacts to the people and processes involved in transacting and monitoring our business. Appropriate training has been provided to those affected, and processes and systems have been modified to ensure readiness for the 2011–2012 fiscal year.

IFRS Transition Impact

The required changes to our accounting policies are expected to have a material impact on our financial statements. There will be adjustments to our opening equity upon implementation of these standards in addition to changes to the Corporation's consolidated financial statements

and notes. These adjustments are currently being audited by the Corporation's external auditor, who will issue a report as part of the 2012 audit.

The first-time adoption of IFRS requires that the Corporation adjust its accounting policies to meet the requirements of IFRS in effect at the transition date (April 1, 2010). These policies will form the ongoing basis of accounting for the Corporation. First-time adoption also requires that, upon initial application, these policies are retrospectively applied subject to some elective or prescribed areas.

While IFRS represents a principle-based framework similar to Canadian generally accepted accounting principles (GAAP) in many aspects, there are significant requirement differences in some areas with respect to recognition, measurement and disclosure. The Corporation has identified major impacts relating to:

- First time adoption of IFRS
- Property, plant and equipment
- Employee benefits
- Consolidated and separate financial statements – special purpose entities
- Leases

IFRS 1 – First-Time Adoption of IFRS

IFRS 1 *First-time Adoption of IFRS* ("IFRS 1") is applicable when an entity adopts IFRS for the first time in its financial statements. Although the adoption of the IFRS standards is to be presented retrospectively, IFRS 1 provides elective exemptions that provide an alternative implementation basis.

CBC/Radio-Canada expects to exercise elective exemptions in the following areas:

- Business combinations (application date)
- Property and equipment (fair value on transition for selected assets)
- Leases (IFRIC 4 "Determining whether an arrangement contains a lease")
- Assets and liabilities of subsidiaries and associates (adoption of CBC/Radio-Canada's transition date)
- Decommissioning liabilities (included in the cost of property, plant and equipment)
- Borrowing costs (capitalization, where appropriate from date of transition)
- Employee benefits, "fresh start" election

IAS 16 – Property, Plant and Equipment

IAS 16 *Property, Plant and Equipment* ("IAS 16") permits a choice between the revaluation basis and cost basis for the Corporation's property, plant and equipment. Consistent with its current policy, CBC/Radio-Canada is expected to use the cost basis. The Corporation is expected to apply the Deemed Cost Election under IFRS 1 to revalue its real estate property and plant assets to their fair market value at the transition date of April 1, 2010. The difference between the carrying amount and the fair value of these assets will be reflected as an adjustment to our opening retained earnings. The Corporation currently expects the impact of this election to result in an increase of $218 million in real estate property and plant asset values.

All other property and equipment are expected to be transitioned at their current cost.

IAS 19 – Employee Benefits

The application of IAS 19 *Employee Benefits* ("IAS 19") primarily affects the accounting for the Corporation's pension costs and obligations. CBC/Radio-Canada is expected to elect to adopt the "fresh start" exemption permitted under IFRS 1. Under the "fresh start" exemption, any unrecognized amounts at March 31, 2010 under CICA 3461 (Employee future benefits) are immediately recognized at April 1, 2010 as a transition adjustment to retained earnings. The Corporation expects the transition adjustment to increase retained earnings and decrease the book value of the employee benefits liability by $83 million for all CBC/Radio-Canada benefit plans.

The methodology for the calculation of the discount rate used to determine the accrued benefit obligation under CICA 3461 is no longer permitted under IAS 19. Accordingly, the Corporation will no longer be using the rate inherent in the amount at which the accrued benefit could be settled but will use a discount rate based on market yields for high-quality debt instruments using the methodology recommended by the Canadian Institute of Actuaries. CBC/Radio-Canada expects this change in methodology to result in additional volatility in the pension obligation and related expenses.

IAS 27 – Consolidated and Separate Financial Statements and SIC – 12 Consolidation Special Purpose Entities

In 2009, CBC/Radio-Canada entered into an agreement whereby the CBC Monetization Trust (the "Trust") was created with the purpose of acquiring CBC/Radio-Canada's interest in certain long-term receivables. SIC 12 *Special Purpose Entities* ("SIC 12") considers the Trust to be a special purpose entity requiring consolidation under IAS 27 *Consolidated and Separate Financial Statements* ("IAS 27"). The Corporation expects that, at the transition date, the net book value of the asset consolidated from the Trust to be $124 million, the liabilities for the Trust to be $129 million and the adjustment to the opening retained earnings to be $5 million.

IAS 17 – Leases

Lease contracts in effect as of the date of transition were analyzed for their classification as operating or finance leases under IAS 17 *Leases* ("IAS 17"). Under the parameters of IAS 17, the current agreement in place for the lease of satellite transponders from Telesat is expected to be classified as a finance lease retroactive to the date of inception of the lease. The Corporation expects the net book value of the assets under finance lease to be $56 million, the liability for the lease to be $73 million and the adjustment to the opening retained earnings to be $17 million.

Impact on Information Technology and Other Systems

No significant changes to the financial systems were necessary to support the IFRS transition. A strategy was, however, developed and implemented for dual reporting as of April 1, 2010 under Canadian GAAP and IFRS.

Internal Controls

The Corporation assessed the impact of the conversion to IFRS on internal control and business processes. The Corporation does not expect that the IFRS transition will have a significant impact on internal controls. However, some additional controls will be required in regard to recording transitional adjustments and the application of new standards.

Financial Statement Disclosures

Draft IFRS financial statements and disclosures have been prepared, based on most recent determination of accounting policies and optional exemptions available under IFRS 1. These statements and disclosures will be used in future reporting periods.

6C. TRANSACTIONS WITH RELATED PARTIES

The Corporation, through the normal course of business, is involved in transactions with other related parties. Details are provided in note 26 of the Consolidated Financial Statements.

7. MANAGEMENT'S RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements and all other information presented in this Annual Report are the responsibility of management and have been reviewed and approved by the Board of Directors of the Corporation. These consolidated financial statements, which include amounts based on management's best estimates as determined through experience and judgment, have been properly prepared within reasonable limits of materiality and are in accordance with Canadian generally accepted accounting principles.

Management of the Corporation maintains books of account, records, financial and management controls, and information systems, which are designed to provide reliable and accurate financial information on a timely basis. The controls provide reasonable assurance that assets are safeguarded, that resources are managed economically and efficiently in the attainment of corporate objectives, that the operations of the Corporation are carried out effectively and that transactions are in accordance with the applicable provisions of part X of the *Financial Administration Act*, part III of the *Broadcasting Act* and the by-laws of the Corporation.

The Corporation's Internal Auditor has the responsibility for assessing the Corporation's systems, procedures and practices. The Auditor General of Canada conducts an independent audit of the annual consolidated financial statements and reports on his audit to the Minister of Canadian Heritage and Official Languages.

The Board of Directors' Audit Committee, which consists of five members, none of whom is an officer of the Corporation, reviews and advises the Board on the consolidated financial statements and the Auditor General's report thereto. The Audit Committee oversees the activities of Internal Audit and meets with management, the Internal Auditor and the Auditor General on a regular basis to discuss the financial reporting process as well as auditing, accounting and reporting issues.

Ottawa, Canada
June 22, 2011

President and Chief Executive Officer	Vice-President and Chief Financial Officer

8. INDEPENDENT AUDITOR'S REPORT

To the Minister of Canadian Heritage and Official Languages

Report on the Consolidated Financial Statements

I have audited the accompanying consolidated financial statements of the Canadian Broadcasting Corporation and its subsidiary, which comprise the consolidated balance sheet as at 31 March 2011, and the consolidated statement of operations and comprehensive income (loss), consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these consolidated financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Canadian Broadcasting Corporation and its subsidiary as at 31 March 2011, and the results of their operations and cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Report on Other Legal and Regulatory Requirements

As required by the *Financial Administration Act*, I report that, in my opinion, Canadian generally accepted accounting principles have been applied on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the Canadian Broadcasting Corporation that have come to my notice during my audit of the consolidated financial statements have, in all significant respects, been in accordance with the applicable provisions of Part X of the *Financial Administration Act* and regulations, Part III of the *Broadcasting Act* and the by-laws of the Canadian Broadcasting Corporation.

John Wiersema, FCA
Interim Auditor General of Canada

22 June 2011
Ottawa, Canada

Consolidated Balance Sheet

As at March 31

	2011	2010
	(thousands	*of dollars)*
ASSETS		
Current		
Cash	59,001	50,003
Accounts receivable	173,390	194,512
Programming (NOTE 4)	163,658	178,243
Merchandising inventory	1,089	1,703
Prepaid expenses	138,361	148,215
Asset held for sale (NOTE 5)	154	-
	535,653	**572,676**
Long-term		
Property and equipment (NOTE 5)	925,775	925,812
Intangible assets (NOTE 6)	39,687	47,725
Long-term receivables	-	10,090
Equipment under capital lease (NOTE 7)	7,704	-
Deferred charges and other long-term assets	3,003	16,467
Long-term investments (NOTE 8)	17	7,260
	976,186	**1,007,354**
TOTAL ASSETS	**1,511,839**	**1,580,030**
LIABILITIES		
Current		
Accounts payable and accrued liabilities (NOTE 9)	151,220	176,497
Pension plans and employee-related liabilities (NOTE 10)	144,703	130,899
Bonds payable (NOTE 13)	19,642	19,223
Financial guarantee (NOTE 14)	9,811	10,419
Financial liability related to the monetization of receivables (NOTE 15)	10,337	10,174
Obligation under capital lease (NOTE 16)	1,540	-
Deferred revenues	3,825	2,185
Derivative financial instruments (NOTE 27)	715	297
	341,793	**349,694**
Long-term		
Long-term investments (NOTE 8)	1,417	1,417
Deferred revenues	2,726	2,303
Pension plans and employee-related liabilities (NOTE 10)	411,350	412,732
Bonds payable (NOTE 13)	299,237	309,179
Financial liability related to the monetization of receivables (NOTE 15)	-	10,221
Obligation under capital lease (NOTE 16)	6,263	-
Deferred capital funding (NOTE 17)	609,428	632,221
	1,330,421	**1,368,073**
Equity		
Equity attributable to the Corporation	(162,638)	(138,017)
Non-controlling interests	2,263	280
	(160,375)	**(137,737)**
TOTAL LIABILITIES AND EQUITY	**1,511,839**	**1,580,030**

Commitments and contingencies (NOTES 19 and 20)

The accompanying notes form an integral part of the consolidated financial statements.

APPROVED BY THE
BOARD OF DIRECTORS:

DIRECTOR DIRECTOR

Consolidated Statement of Operations and Comprehensive Income (Loss)

For the year ended March 31

	2011	2010
	(thousands	*of dollars)*
REVENUES		
Advertising	367,700	309,234
Specialty services (NOTE 21)	152,971	148,635
Other income (NOTE 22)	127,771	101,792
Financing income	1,506	7,053
	649,948	**566,714**
EXPENSES		
Television, radio and new media services costs	1,476,778	1,448,203
Specialty services (NOTE 21)	133,273	120,994
Amortization of property and equipment	112,656	110,063
Amortization of intangible assets	17,887	17,617
Transmission, distribution and collection	54,573	52,368
Corporate management	12,804	12,216
Payments to private stations	3,018	3,697
Finance costs	23,557	24,195
Loss from investments in entities subject to significant influence	5,000	-
	1,839,546	**1,789,353**
Operating loss before Government funding, non-operating revenues and taxes	**(1,189,598)**	**(1,222,639)**
GOVERNMENT FUNDING		
Parliamentary appropriation for operating expenditures (NOTE 23)	1,031,581	1,017,587
Parliamentary appropriation for working capital (NOTE 23)	4,000	4,000
Amortisation of deferred capital funding (NOTE 17)	124,357	121,086
	1,159,938	**1,142,673**
Net results before non-operating revenues and taxes	**(29,660)**	**(79,966)**
NON-OPERATING REVENUES		
Gain on the sale of receivables	-	5,240
Galaxie non-operating revenues	-	16,326
	-	**21,566**
Net results before taxes	**(29,660)**	**(58,400)**
TAXES		
Recovery of income and large corporations taxes (NOTE 24)	-	101
	-	**101**
Net results for the year	**(29,660)**	**(58,299)**
Other comprehensive income		
Net unrealized gain on available-for-sale financial assets	5,000	-
Total comprehensive income (loss) for the year	**(24,660)**	**(58,299)**
Net results attributable to:		
The Corporation	(29,621)	(58,260)
Non-controlling interests	(39)	(39)
	(29,660)	(58,299)
Total comprehensive income (loss) attributable to:		
The Corporation	(24,621)	(58,260)
Non-controlling interests	(39)	(39)
	(24,660)	(58,299)

The accompanying notes form an integral part of the consolidated financial statements.

Consolidated Statement of Changes in Equity
For the year ended March 31

	2011	2010
	(thousands of dollars)	
Retained earnings (deficit)		
Balance, beginning of the year	(138,017)	(79,757)
Net results for the year attributable to the Corporation	(29,621)	(58,260)
Retained earnings (deficit), end of the year (NOTE 18)	**(167,638)**	**(138,017)**
Accumulated other comprehensive income		
Accumulated other comprehensive income, beginning of the year	-	-
Other comprehensive income for the year	5,000	-
Accumulated other comprehensive income, end of the year	**5,000**	**-**
Equity attributable to the Corporation	**(162,638)**	**(138,017)**
Non-controlling interests	**2,263**	**280**
Total equity	**(160,375)**	**(137,737)**

The accompanying notes form an integral part of the consolidated financial statements.

Consolidated Statement of Cash Flows

For the year ended March 31

	2011	2010
	(thousands	*of dollars)*
CASH FLOWS FROM (USED IN)		
OPERATING ACTIVITIES		
Net results for the year	(29,660)	(58,299)
Items not involving cash:		
Loss (gain) on disposal of property and equipment	2,754	(1,355)
Gain on the sale of receivables	-	(5,240)
Change from fair value of financial instruments	(190)	4,689
Amortization of property and equipment	113,024	110,063
Amortization of intangible assets	17,887	17,617
Loss (gain) on investments in entities subject to significant influence	4,808	(440)
Amortization of deferred charges	13,464	12,145
Amortization of deferred capital funding	(124,357)	(121,086)
Change in deferred revenues [long-term]	423	(8,180)
Change in long-term receivables	(410)	(669)
Change in pension plans and employee-related liabilities [current]	(2,878)	108
Change in pension plans and employee-related liabilities [long-term]	(1,382)	18,758
Change in non-controlling interests	2,022	40
Net change in non-cash working capital balances (NOTE 25)	49,278	(94,918)
	44,783	**(126,767)**
FINANCING ACTIVITIES		
Parliamentary appropriations (NOTE 23):		
Capital funding	101,564	117,929
Issuance and repayment of financial liability related to the monetization of receivables	(10,221)	10,221
Repayment of obligation under capital lease	(269)	-
Repayment of bonds payable	(9,233)	(8,575)
	81,841	**119,575**
INVESTING ACTIVITIES		
Acquisition of property and equipment	(116,794)	(105,178)
Acquisition of intangible assets	(9,849)	(4,620)
Purchase of long-term investments	(2,750)	(255)
Capital recovery from notes receivable	-	1,193
Capital recovery from net investment in sales-type leases	-	1,265
Capital recovery sale of Galaxie	10,500	10,500
Deferred charges relating to programming rights	-	(14,393)
Proceeds from disposal of property and equipment	1,267	1,911
Proceeds from sale of receivables	-	133,612
	(117,626)	**24,035**
Change in cash	**8,998**	**16,843**
Cash, beginning of year	**50,003**	**33,160**
Cash, end of year	**59,001**	**50,003**

Supplementary information:		
Interest paid	23,828	24,464
Income tax paid (received)	-	(101)
Acquisition of equipment by means of a capital lease	8,052	-

The accompanying notes form an integral part of the consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2011

1. AUTHORITY AND OBJECTIVE

CBC/Radio-Canada (the Corporation) was first established by the 1936 *Canadian Broadcasting Act* and continued by the 1958, 1968 and 1991 *Broadcasting Acts*. The Corporation is an agent of Her Majesty and all assets and liabilities are those of the Government.

As the national public broadcaster, the Corporation provides radio, television and new media services in both official languages incorporating predominantly and distinctively Canadian programs to reflect Canada and its regions to national and regional audiences.

The Corporation is accountable to Parliament through the Minister of Canadian Heritage and Official Languages and in accordance with section 85(1.1) of the *Financial Administration Act*, the Corporation is exempt from Divisions I to IV of Part X of this *Act*, except for subsection 105(2) and sections 113.1, 119, 131 to 148 and 154.01.

The Corporation is a federal Crown Corporation subject to federal corporate income tax by virtue of the *Income Tax Act* (Canada) and the Regulations thereto. The Corporation is not subject to any provincial corporate income taxes but is subject to sales taxes at both the federal and provincial levels.

2. SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statements of the Corporation have been prepared in accordance with Canadian generally accepted accounting principles (GAAP) and include the following significant accounting policies.

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CONFIDENTIAL DRAFT

2. SIGNIFICANT ACCOUNTING POLICIES *(CONTINUED)*

A. BASIS OF CONSOLIDATION

The consolidated financial statements include the accounts of the Corporation and its subsidiary, as well as its two variable interest entities (VIEs) for which the Corporation is the primary beneficiary: the Broadcast Centre Trust and The Documentary Channel (*documentary*). During the year, the Corporation acquired control of ARTV. The results of ARTV are included in the Consolidated Statement of Operations and Comprehensive Income (Loss), as part of specialty services, from the effective date of acquisition. For more information on the acquisition of ARTV, refer to Note 12. All intercompany transactions, balances, income and expenses are eliminated in full on consolidation.

B. MEASUREMENT UNCERTAINTY

The preparation of consolidated financial statements in accordance with Canadian GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses for the year. Pension plans and employee-related liabilities, estimated useful lives of property and equipment and intangibles, estimated useful lives of programming, contingent liabilities, and fair value measurement of derivatives are the most significant items where estimates are used. Actual results could significantly differ from those estimated.

C. PARLIAMENTARY APPROPRIATIONS

The Corporation receives a substantial portion of its funding from the Government of Canada. Parliamentary appropriations for operating expenditures and Parliamentary appropriations for working capital are recognized in the Consolidated Statement of Operations and Comprehensive Income (Loss) in the fiscal year for which the appropriations were approved. Parliamentary appropriations for property and equipment, intangible assets and equipment under capital lease subject to amortization are recorded as deferred capital funding on the Consolidated Balance Sheet, and are amortized on the same basis and over the same periods as the related property and equipment, intangible assets and equipment under capital lease. The Parliamentary appropriations for the purchase of land are recorded in the Consolidated Statement of Changes in Equity.

D. REVENUE RECOGNITION

i. Advertising Revenues

Revenues from the sale of advertising airtime are recognized when the advertisement has been broadcast, the Corporation has no remaining obligations and collectability is reasonably assured.

2. SIGNIFICANT ACCOUNTING POLICIES *(CONTINUED)*

ii. Specialty Services

Revenues from specialty services include the sale of advertising airtime, subscriber revenues and the sale of programs by the specialty channels to third-party broadcasters. Revenues from the sale of advertising airtime are recognized when the advertisement has been broadcast. Revenues from program sales and subscriber fees are recognized when the delivery has occurred, or when services have been provided and the Corporation has no remaining obligations and collectability is reasonably assured.

iii. Other Income

Other income includes revenues from the leasing of space, facilities and services; program sales; commercial production sales; program sponsorship; retransmission rights; host broadcaster's activities; and net gain or loss from disposal of property and equipment. These are recognized when the delivery has occurred, or when services have been provided and the Corporation has no remaining obligations and collectability is reasonably assured.

Other income also includes net gains from derivatives.

Contributions from the Local Programming Improvement Fund are also included in other income and are recognized when earned.

iv. Financing Income

Financing income includes interest revenues from bank accounts. Interest is recognized in the year it is earned.

E. TELEVISION, RADIO AND NEW MEDIA SERVICES COSTS

Television, radio and new media services costs include all costs related to the production of programs, including direct out-of-pocket expenditures, departmental and administration expenses and the cost of activities related to technical labour and facilities. A portion of the costs of operational support provided by services such as Human Resources, Finance and Administration, Building Management and other shared services are also included in the related costs. Television, radio and new media services costs also include programming-related activities such as Marketing and Sales, Merchandising, New Media and Communications.

2. SIGNIFICANT ACCOUNTING POLICIES *(CONTINUED)*

F. PROGRAMMING

Programming consists of internally produced television programs, externally produced television programs which require the Corporation's involvement during the production and acquired licence agreements for programming material.

Programming completed and in process of production (excluding acquired licence agreements) is recorded at cost less accumulated amortization and accumulated impairment losses, on an individual basis. Cost includes the cost of materials and services, labour and other direct expenses applicable to programming. Programming costs are recognized as television, radio and new media services costs in the Consolidated Statement of Operations and Comprehensive Income (Loss), according to the expense recognition schedule, or when deemed unusable or when sold.

The payments made under the terms of each acquired licence agreement are recorded as prepaid expenses and recorded as programming when the following criteria are met: cost is determined, material is accepted and the program is available for broadcast. Costs are charged to operations according to the expense recognition schedule, or when deemed unusable or when sold.

Programming is reviewed for impairment on an annual basis. Any impairment loss is recognized when the net carrying amount is not recoverable and exceeds its fair value.

The expense recognition schedule is based on past broadcast experiences, audience results and future telecast plans. For programs with multiple telecasts, management uses the following recognition basis:

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2. SIGNIFICANT ACCOUNTING POLICIES *(CONTINUED)*

Category	Expense recognition schedule by telecast
Movies	50%/30%/20%
Dramatic series, comedy series, animated programs, mini-series (excluding strips[1])	70%/30%
Family drama series telecast as strips	50%/30%/20%
Other drama series telecast as strips	Evenly over telecast up to a maximum of five telecasts
Arts, music and variety (excluding strips)	70%/30%
Arts, music and variety series telecast as strips	50%/30%/20%
Documentaries	CBC Television: 70%/30% Télévision de Radio-Canada: 100%
Documentaries telecast as strips	Evenly over telecast up to a maximum of five telecasts
Factual, information education and game shows (excluding strips)	70%/30%
Factual, information education and game shows telecast as strips	Evenly over telecast up to a maximum of five telecasts
Children – animated and pre-school programs	Evenly over telecast up to a maximum of five telecasts
Youth and children drama programs	70%/30%
Other youth programs	33%/33%/34%

1 Method of broadcasting consecutive episodes.

G.PROPERTY AND EQUIPMENT AND EQUIPMENT UNDER CAPITAL LEASE

Property and equipment and equipment under capital lease are recorded at cost less accumulated amortization and accumulated impairment losses. The cost of assets constructed by the Corporation includes material, direct labour and related overheads. Amounts included in capital projects in progress are transferred to the appropriate property and equipment classification upon completion, and are amortized once available for production or service.

Property and equipment and equipment under capital lease are reviewed for impairment whenever events or changes in circumstances indicate that their net carrying value is not recoverable and exceeds their fair value The impairment loss is equal to the amount by which the net carrying value exceeds its fair value.

2. SIGNIFICANT ACCOUNTING POLICIES *(CONTINUED)*

Amortization is calculated on the straight-line method using rates based on the estimated useful life of the property and equipment, as follows:

Buildings	33 years
Technical equipment	
Transmitters and towers	20 years
Electrical equipment	16 years
Other	8 years
Furnishings and office equipment	10 years
Computers (hardware)	
Servers	5 years
Microcomputers	3 years
Automotive	
Specialized vehicles	20 years
Television and radio news trucks, 5-ton and 10-ton heavy trucks	12 years
Snowmobiles, all-terrain vehicles	10 years
Utility vehicles, vans	8 years
Automobiles and minivans	5 years

Leasehold improvements are capitalized and amortized over the shorter of the lease term and the asset's useful economic life.

The equipment under capital lease is amortized on a straight-line basis over eight years for technical equipment and over twenty years for the automotive portion of the lease.

H. INTANGIBLE ASSETS

The Corporation's intangible assets comprise software acquired separately and internally developed software for internal use.

Software acquired separately is recorded at cost at the acquisition date. Subsequently, it is carried at cost less accumulated amortization and accumulated impairment losses. Amortization is recognized on a straight-line basis over the estimated useful lives (three to five years). The estimated useful life and amortization method are reviewed at the end of each fiscal year, with the effect of any changes in estimate being accounted for on a prospective basis.

2. SIGNIFICANT ACCOUNTING POLICIES *(CONTINUED)*

Expenditures relating to internally developed computer software applications are capitalized to the extent that the project is technically feasible, sufficient resources exist to complete its development and it is probable that the asset will generate future economic benefits.

The amount initially recognized for internally developed software is the sum of the expenditure incurred from the date the intangible asset first meets the recognition criteria listed above. Amortization is recognized on a straight-line basis over the estimated useful lives (three to five years). Where no internally developed software can be recognized, development expenditure is recognized in the Consolidated Statement of Operations and Comprehensive Income (Loss) in the period in which it is incurred.

Subsequent to initial recognition, internally developed software is reported at cost less accumulated amortization and accumulated impairment losses. The estimated useful life and amortization method are reviewed at the end of each fiscal year, with the effect of any changes in estimate being accounted for on a prospective basis.

Intangible assets are assessed for indications of impairment during the annual review of intangible assets' useful lives. Any impairment loss is recognized when the net carrying amount is not recoverable and exceeds its fair value.

I.FINANCIAL INSTRUMENTS

i. Financial Instruments — Recognition and Measurement

Financial assets are classified either as held-to-maturity, held for trading, available-for-sale or loans and receivables, while financial liabilities are classified as either held for trading or other financial liabilities.

Held-to-maturity (HTM) – Financial assets classified as HTM are measured at amortized cost using the effective interest rate method. Interest income, calculated using the effective interest rate method, is recorded in financing income.

Held for trading (HFT) – Financial assets and financial liabilities classified as HFT are measured at fair value, with gains or losses and transaction costs recorded in the net results in the year in which they arise.

Available-for-sale (AFS) – Financial assets classified as AFS are measured at fair value. Unrealized gains or losses are recognized in other comprehensive income (OCI), except for other than temporary impairment losses, which are recognized in net results. Upon derecognition of a financial asset or when other than temporary loss is incurred, the cumulative gains or losses, previously recognized in accumulated other comprehensive income (AOCI) are reclassified to net results.

2. SIGNIFICANT ACCOUNTING POLICIES *(CONTINUED)*

Loans and receivables (L&R) – Financial assets classified as L&R are measured at fair value upon initial recognition and are subsequently measured at amortized cost using the effective interest rate method. Interest income, calculated using the effective interest rate method, is recorded in financing income.

Other financial liabilities (OFL) – Financial liabilities classified as OFL are measured at amortized cost using the effective interest rate method. Interest expenses, calculated using the effective interest rate method, are recorded in expenses.

The Corporation's financial assets and financial liabilities are classified and measured as follows:

Asset/Liability	Classification	Measurement
Cash	Held for trading	Fair value
Accounts receivable	Loans and receivables	Amortized cost
Long-term investments[1]	Available-for-sale	Fair value
Long-term receivables	Loans and receivables	Amortized cost
Accounts payable and accrued liabilities	Other liabilities	Amortized cost
Pension plans and employee-related liabilities [current]	Other liabilities	Amortized cost
Financial guarantee	Held for trading	Fair value
Financial liability related to the monetization of receivables	Other liabilities	Amortized cost
Bonds payable	Other liabilities	Amortized cost
Derivatives	Held for trading	Fair value

1 Only investments in which the Corporation does not exercise significant influence.

For disclosure purposes, all financial instruments measured at fair value need to be categorized into one of the three hierarchy levels described below. Each level is based on the transparency of the inputs used to measure the fair values of assets and liabilities:

Level 1 – inputs are unadjusted quoted prices of identical instruments in active markets;

Level 2 – inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly;

Level 3 – one or more significant inputs used in a valuation technique are unobservable in determining fair values of the instruments.

2. SIGNIFICANT ACCOUNTING POLICIES *(CONTINUED)*

ii. Derivatives — Forward Contracts

The Corporation uses derivative financial instruments to manage the risk of loss due to movements in foreign exchange rates. The Corporation's policy is not to utilize derivative financial instruments for speculative purposes.

Forward exchange contracts are contractual obligations in which two counterparties agree to exchange one currency for another at a specified price for settlement at a predetermined future date. Forward exchange contracts are used by the Corporation to manage the risk of loss due to movements in foreign exchange rates, relating to future contractual payments and to minimize the currency risk related to its foreign bureau operations. Since these payments are denominated in foreign currency, the Corporation is exposed to fluctuations in cash flows resulting from changes in exchange rates.

The Corporation does not apply hedge accounting for its forward exchange contracts. The fair values of these forward exchange contracts are presented in the Consolidated Balance Sheet; positive fair values are reported as derivative financial instruments as a component of total assets and negative fair values are reported as a component of total liabilities. The change in fair value is recorded in the Consolidated Statement of Operations and Comprehensive Income (Loss) as other income (net gain or loss from fair value of financial instruments).

J. PENSION COST AND OBLIGATION

The Corporation provides pensions based on the length of service and final average earnings of its employees, as classified under defined benefit retirement pension arrangements.

The cost of pension benefits earned by employees is determined on an actuarial basis using the projected benefit method pro-rated on service and management's best assumptions, such as the expected long-term rate of return on plan assets, rate of compensation, inflation, retirement ages of employees, and mortality of members.

The pension costs are determined using the cost of employee pension benefits for the current year's service, the interest cost on the accrued benefit obligation, the expected investment return on the actuarial value of plan assets, the amortization of the transitional asset, the amortization of net actuarial gains and losses, and the amortization of past service costs. The market-related value of plan assets is used for the purpose of calculating the expected return on plan assets. The method used to determine the market-related value consists of spreading a given year's realized and unrealized capital gains and losses uniformly over that year and the three subsequent years.

2. SIGNIFICANT ACCOUNTING POLICIES *(CONTINUED)*

The discount rate used to determine the accrued benefit obligation is based on the interest rate inherent in the amount at which the accrued benefit obligation could be settled.

Actuarial gains (losses) on plan assets arise from the difference between the actual return on plan assets for a period and the expected return on plan assets for that period. Actuarial gains (losses) on the accrued benefit obligation arise from differences between actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation. The net accumulated actuarial gains (losses) are amortized over the average remaining service period of active employees. The average remaining service period of the active employees covered by the pension plans is between 6.0 and 13.5 years (2010 – between 6.0 and 13.5 years).

On April 1, 2000, the Corporation adopted the new accounting standard on employee future benefits using the prospective application method. The Corporation is amortizing the transitional pension asset on a straight-line basis over 13.5 years, which was the average remaining service period of the active employees expected to receive benefits under the Pension Plan as of April 1, 2000.

Past service costs arising from plan amendments are deferred and amortized on a straight-line basis over the average remaining service period of employees active at the date of amendment.

K. EMPLOYEE FUTURE BENEFITS OTHER THAN PENSIONS

The Corporation provides employee future benefits such as termination benefits and other benefits, including continuation of benefits coverage for employees on long-term disability, post-retirement life insurance, health and dental benefits, and workers' compensation.

The cost of these benefits is determined on an actuarial basis using the projected benefit method pro-rated on service and management's best assumptions, such as salary increases, inflation, retirement ages of employees, mortality of members, and expected health care costs.

For employee termination benefits and post-retirement life insurance, the transitional obligation and the net actuarial gains or losses are amortized over the average remaining service period of the employee group. The transitional obligation and the net actuarial gains or losses for continuation of benefits for employees on long-term disability and workers' compensation are amortized over the expected average remaining duration of payments. The amortization periods used for these plans are between 7.0 and 15.7 years (2010 – between 7.0 and 15.7 years).

2. SIGNIFICANT ACCOUNTING POLICIES *(CONTINUED)*

L. ASSET HELD FOR SALE

An asset is classified as held for sale if its carrying amount will be recovered principally through a sale transaction rather than through continuing use. This condition is met only when the sale is probable and the asset is available for immediate sale in its present condition. Management must be committed to the sale, which should be expected to qualify for recognition as a completed sale within one year from the date of classification. An asset held for sale is measured at the lower of its previous carrying amount and fair value less costs to sell.

M. LONG-TERM INVESTMENTS

Investments in entities over which the Corporation does not exercise significant influence are classified as AFS and recorded at fair value. Investments in entities over which the Corporation exercises significant influence are accounted for using the equity method. Under this method, the Corporation's investment is initially recorded at cost and adjusted thereafter to include the Corporation's pro-rata share of earnings of the investee. Gains from investments in entities subject to significant influence are recorded in other income, while losses are recorded as loss from investments in entities subject to significant influence. When net losses from an equity accounted for investment exceed its carrying amount, the investment balance is reduced to zero and additional losses are not provided for, unless the Corporation is committed to providing financial support to the investee.

Investments are reviewed for impairment when events or changes in circumstances indicate that there is a loss in value. If there is evidence that the loss is due to circumstances other than a temporary decline, the investment will be written down to recognize the loss, which is recorded as a loss from investments in entities subject to significant influence in the Consolidated Statement of Operations and Comprehensive Income (Loss).

N. FINANCIAL LIABILITY RELATED TO THE MONETIZATION OF RECEIVABLES

The Corporation accounts for the transfer of accounts receivable to unrelated parties as a sale, provided that control over the receivables has been surrendered and consideration other than beneficial interests in the transferred receivables has been received in exchange. If these criteria are not satisfied, the transfer is treated as a secured borrowing.

When treated as a secured borrowing, the Corporation continues to account for transferred receivables after the transaction on the same basis as beforehand, and accounts for the secured borrowing in accordance with its accounting policies for liabilities of a similar nature.

O. OBLIGATION UNDER CAPITAL LEASE

A lease that transfer substantially all of the risks and benefits of ownership to the Corporation is accounted for as a capital lease. An obligation under a capital lease is initially recorded at the present value of minimum lease payments at the inception of the lease.

2. SIGNIFICANT ACCOUNTING POLICIES *(CONTINUED)*

P. DEFERRED CHARGES

Deferred charges are primarily composed of services paid in advance that will be received in a period that exceeds twelve months from the balance sheet date.

Q. FOREIGN CURRENCY TRANSLATION

Monetary assets and liabilities denominated in foreign currencies are translated to Canadian dollars at the exchange rates in effect at the balance sheet date and non-monetary items are translated at rates in effect when the assets were acquired or obligations incurred unless such items are carried at market value, in which case they are translated at the exchange rate in effect at the balance sheet date. Revenues and expenses are translated at monthly average exchange rates during the year. All exchange gains or losses are included in determining net results for the year.

R. INCOME TAXES

The Corporation follows the asset and liability method of accounting for income taxes. Future income tax assets and liabilities are recognized for the estimated future tax consequences attributable to differences between the consolidated financial statements carrying amounts of existing assets and liabilities and their respective tax bases. The rates used to calculate the future income tax assets and liabilities are the enacted or substantively enacted tax rates in effect for the year in which those temporary differences are expected to be recovered or settled. If realization of future income tax assets is considered more unlikely than likely, a valuation allowance is provided.

3. ACCOUNTING STANDARDS

A. CHANGES IN ACCOUNTING STANDARDS

In January 2009, the Canadian Institute of Chartered Accountants (CICA) issued three new accounting standards, Section 1582 *Business Combinations*, Section 1601 *Consolidated Financial Statements* and Section 1602 *Non-controlling Interests*.

Section 1582, which replaces Section 1581 *Business Combinations*, establishes standards for the measurement of a business combination and the recognition and measurement of assets acquired and liabilities assumed. It requires the acquiring entity in a business combination to recognize most of the assets acquired and liabilities assumed in the transaction at their acquisition-date fair values including non-controlling interests and contingent considerations. Subsequent changes in the fair value of contingent considerations classified as liabilities are to be recognized in earnings. Acquisition-related costs and restructuring costs are also to be expensed as incurred rather than capitalized as a component of the business combination.

3. ACCOUNTING STANDARDS *(CONTINUED)*

Section 1601, which replaces Section 1600 *Consolidated Financial Statements*, establishes standards for preparing consolidated financial statements after the acquisition date.

Section 1602 establishes guidance for the accounting and presentation of non-controlling interests. These standards must be adopted concurrently with Section 1582.

These new standards will be applicable for acquisitions completed on or after January 1, 2011 although early adoption is permitted. The Corporation has chosen to adopt these standards effective April 1, 2010 to facilitate the transition to International Financial Reporting Standards (IFRS) in 2011 and its early adoption affected the presentation of non-controlling interests on its Consolidated Balance Sheet, Consolidated Statement of Changes in Equity and Consolidated Statement of Operations and Comprehensive Income (Loss).

B. FUTURE ACCOUNTING CHANGES

In February 2008, the Canadian Accounting Standards Board of the CICA announced that all publicly accountable Canadian reporting entities will adopt IFRS as Canadian GAAP for years beginning on or after January 1, 2011.

In September 2009, the Public Sector Accounting Board approved amendment to “Introduction to Public Sector Accounting Standards”. Following these amendments, the Corporation is now classified as other government organization (OGO). As an OGO, the Corporation is required to assess the most appropriate basis of accounting. After assessing various factors, the Corporation has determined that IFRS constitutes the most appropriate basis of accounting. The changeover date for full adoption of IFRS will be April 1, 2011 for the Corporation. The Corporation’s 2011-2012 consolidated financial statements will comply with IFRS. The standards also require that the Corporation present complete comparative figures in its 2011-2012 consolidated financial statements.

The Corporation has completed the analysis and design of accounting policies phase. The transition from current Canadian GAAP to IFRS is a significant undertaking that will materially affect the Corporation’s reported financial position and results of operations. During 2010-2011, the Corporation implemented the action plan developed in the analysis and design phase, resulting in the creation of new accounts, financial statement model, systems and process changes.

4. PROGRAMMING

A. PROGRAMMING

	2011	2010
	(thousands of dollars)	
Programs completed	91,496	95,905
Programs in process of production	34,905	49,274
Broadcast rights available for broadcast	37,257	33,064
	163,658	**178,243**

The programming write-offs represent $7.2 million in 2011 ($17.7 million in 2010) and are recorded in the Consolidated Statement of Operations and Comprehensive Income (Loss) as part of television, radio and new media services costs. The main reasons for programming write-offs are the expiry of broadcasting rights and the development of programs not proceeding to production.

B. COLLECTION

The Corporation owns a collection of audio and video material, costumes and puppets, which have historical and cultural significance to Canadians. Part of the collection is also used from time to time, when needed. The value of the collection is not reflected as an asset in the consolidated financial statements of the Corporation.

5. PROPERTY AND EQUIPMENT

A. COST AND ACCUMULATED AMORTIZATION

	2011			2010
	Cost	Accumulated amortization	Net book value	
	(thousands of dollars)			
Land	20,385	-	20,385	20,467
Buildings	988,242	(562,156)	426,086	435,356
Technical equipment	1,315,093	(984,408)	330,685	353,049
Computers, furnishings and office equipment	94,612	(64,782)	29,830	27,239
Automotive	46,546	(36,584)	9,962	10,010
Leasehold improvements	44,800	(18,609)	26,191	38,090
Capital projects in progress	82,636	-	82,636	41,601
	2,592,314	**(1,666,539)**	**925,775**	**925,812** [1]

1 Costs and accumulated amortization of property and equipment as at March 31, 2010, amounted to $2,575.9 million and $1,650.1 million, respectively.

B. IMPAIRMENT

There were no indicators of impairment as of March 31, 2011; therefore no impairment expense was recorded (2010 - nil).

C. ASSET HELD FOR SALE

The Corporation intends to dispose of a parcel of land it no longer utilizes in Brossard (Quebec) within the next twelve months. The property was previously used for its AM broadcasting transmitter; but, with the conversion from AM to FM in the Montreal market, AM broadcasting at this site ceased.

D. LONG-LIVED ASSETS TO BE DISPOSED OF OTHER THAN BY SALE

The switch from analog transmission to digital over-the-air television is scheduled for August 31, 2011 for mandatory sites identified by the Canadian Radio-television and Telecommunications Commission (CRTC), in decision 2010-16. In markets where digital transmitters will be rolled out, the Corporation has the obligation to cease analog transmission.

Depreciation estimates for analog transmitter equipment affected by the August 31, 2011 changeover date have been revised to reflect the use of the asset over its shortened useful life. The impact of the revised estimates represents an additional amortization expense of $7.3 million recorded in the Consolidated Statement of Operations and Comprehensive Income (Loss) in 2010-2011.

6. INTANGIBLE ASSETS

A. COST AND ACCUMULATED AMORTIZATION

	2011			2010
	Cost	Accumulated amortization	Net book value	
	(thousands of dollars)			
Software	138,788	(105,500)	33,288	45,588
Software development in progress	6,399	-	6,399	2,137
	145,187	**(105,500)**	**39,687**	**47,725** [1]

1 Costs and accumulated amortization of intangible assets as at March 31, 2010, amounted to $135.6 million and $87.9 million, respectively.

The aggregate amount of intangible assets that were acquired during the year represented $7.7 million (2010 – $0.4 million), while those that were developed during the year amounted to $2.1 million (2010 – $4.2 million).

B. IMPAIRMENT

There were no indicators of impairment as of March 31, 2011; therefore no impairment expense was recorded (2010 - nil).

7. EQUIPMENT UNDER CAPITAL LEASE

	2011	2010
	(thousands of dollars)	
Automotive (cost)	619	-
Technical equipment (cost)	7,434	-
Accumulated amortization – automotive	(23)	-
Accumulated amortization – technical equipment	(326)	-
Net book value	**7,704**	**-**

The equipment under capital lease has a lease term of five years with no renewal options and a cost of $8.1 million. For more information, refer to Note 16.

8. LONG-TERM INVESTMENTS

	2011			2010		
	Significant influence	**Other**	**Total**	**Significant influence**	**Other**	**Total**
			(thousands of dollars)			
Assets						
ARTV Inc. [1]	-	-	-	7,243	-	7,243
Portfolio investments	-	17	17	-	17	17
	-	**17**	**17**	**7,243**	**17**	**7,260**
Liabilities						
Sirius Canada Inc.	**(18,417) [2-3]**	**17,000 [4]**	**(1,417)**	**(13,417) [2-3]**	**12,000 [4]**	**(1,417)**

1 ARTV Inc. is a French-language arts and entertainment specialty channel. On July 12, 2010, the Corporation acquired additional shares of ARTV for an amount of $2.75 million. The Corporation now owns 85 per cent of ARTV and is therefore consolidating ARTV in the accounts of the Corporation (Note 12).

2 The Corporation has invested $25.05 in class A shares of Sirius Canada Inc., which represents a 40.0 per cent voting interest and 25.05 per cent participation. These shares are entitled to receive dividends equal to their participation rate.

3 The Corporation committed to invest an additional $1.4 million in class C non-voting shares of Sirius Canada Inc. The Corporation has not committed to assume any further financial risk. The Corporation's proportionate share of the unrecognized loss is $5.4 million (2010 — $14.9 million).

4 The Corporation invested $12 million in class C non-voting shares of Sirius Canada Inc., which are entitled to a preferential cumulative dividend of eight per cent per annum on the redemption price. These shares may be redeemed at any time by Sirius Canada Inc and have a fair value of $17.0 million as at March 31, 2011. During 2010-2011, following an assessment of Sirius Class C non-voting shares, the Corporation changed its valuation methodology from cost to fair value. Before 2010-2011, the fair value of Sirius Class C non-voting shares could not be reliably estimated.

9. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2011	**2010**
	(thousands of dollars)	
Trade payables	52,194	57,278
Accruals	97,703	117,309
Other	1,323	1,910
	151,220	**176,497**

10. PENSION PLANS AND EMPLOYEE-RELATED LIABILITIES

Employee-related liabilities are as follows:

	2011	2010	2011	2010
	Current		Long-term	
	(thousands of dollars)			
Accrued pension benefit liability	-	-	254,153	255,749
Employee future benefits other than pensions	-	-	157,007	156,775
Vacation pay	57,416	58,845	-	-
Workforce reduction and other	12,956	12,308	-	-
Salary-related liabilities	74,331	59,746	190	208
	144,703	**130,899**	**411,350**	**412,732**

A. THE CORPORATION PENSION PLANS AND OTHER EMPLOYEE FUTURE BENEFITS

The Corporation maintains a contributory defined benefit pension plan, the CBC/Radio-Canada Pension Plan, covering substantially all employees of the Corporation. Retirement benefits are based on the length of pensionable service and on the average of the best five consecutive years of pensionable salary in the last 10 years of employment. Employees are required to contribute a percentage of their pensionable salary to the plan, with the Corporation providing the balance of the funding, as required, based on actuarial valuations. The Corporation also maintains unfunded non-contributory defined benefit pension arrangements. All plans are subject to an actuarial valuation, which is made at least on a triennial basis. The latest valuation available was made in December 2008. The next valuation will be performed as at December 31, 2011.

The Corporation also provides employee future benefits such as termination benefits and other benefits, including continuation of benefits coverage for employees on long-term disability, post-retirement life insurance, health and dental benefits, and workers' compensation. The last actuarial valuations for employee termination benefits and for post-retirement life insurance benefits were made in December 2009. The next valuation will be performed as at December 31, 2012.

The measurement date for the pension plan assets and the accrued benefit obligation is March 31.

10. PENSION PLANS AND EMPLOYEE-RELATED LIABILITIES

(CONTINUED)

Assumptions – annual rates	**2011**	**2010**
Expected long-term rate of return on plan assets	6.50%	6.25%
Discount rate used for the calculation of the benefit costs	5.00%	5.75%
Discount rate used for the calculation of the obligation	4.75%	5.00%
Long-term rate of compensation increase, excluding merit and promotion	2.75%	3.25%
Health care cost trend rate	7.0% until 2019; 4.5% thereafter	7.5% until 2019; 4.5% thereafter
Indexation of pensions in payment	1.65%	1.9%

	2011	**2010**
	(thousands of dollars)	
Annual amount		
Employee contributions – pension plans	37,630	38,503
Benefit payments for the year – pension plans	235,835	226,831
Benefit payments for the year – other employee future benefits	12,694	18,147

10. PENSION PLANS AND EMPLOYEE-RELATED LIABILITIES

(CONTINUED)

	2011		2010	
	The Corporation pension plans	**Other employee future benefits**	**The Corporation pension plans**	**Other employee future benefits**
	(thousands of dollars)			
Fair value of plan assets, end of year	4,563,210	-	4,199,746	-
Accrued benefit obligation, end of year	(4,775,683)	(141,277)	(4,526,346)	(137,413)
Surplus (deficit), end of year	**(212,473)**	**(141,277)**	**(326,600)**	**(137,413)**
Unamortized past service costs	24,293	(2,092)	34,041	(2,511)
Unamortized net actuarial losses (gains)	166,990	(22,183)	362,958	(27,273)
Unamortized transitional (asset) obligation	(232,963)	8,545	(326,148)	10,422
Accrued benefit liability, end of year	**(254,153)**	**(157,007)**	**(255,749)**	**(156,775)**
Accrued benefit liability, beginning of year	**(255,749)**	**(156,775)**	**(232,767)**	**(160,999)**
Employee future benefits costs				
Current service cost	(70,838)	(6,761)	(64,701)	(6,544)
Interest on accrued benefit obligation	(223,134)	(6,888)	(231,362)	(7,984)
Expected return on actuarial value of assets	261,613	-	230,304	-
Amortization of past service costs	(9,748)	419	(9,748)	419
Amortization of transitional asset (obligation)	93,185	(1,877)	93,128	(1,877)
Amortization of actuarial losses	(105,234)	2,181	(97,519)	2,063
Employee future benefits costs for the year	**(54,156)**	**(12,926)**	**(79,898)**	**(13,923)**
Corporation pension plan contributions	53,735	-	54,914	-
Benefit payments for unfunded plans	2,017	12,694	2,002	18,147
Total cash payments	**55,752**	**12,694**	**56,916**	**18,147**
Accrued benefit liability, end of year	**(254,153)**	**(157,007)**	**(255,749)**	**(156,775)**

10. PENSION PLANS AND EMPLOYEE-RELATED LIABILITIES

(CONTINUED)

As at March 31, 2011, the accrued benefit obligation for the CBC/Radio-Canada Pension Plan and for the unfunded benefit pension arrangements represented respectively $4,703.1 million (2010 – $4,459.1 million) and $72.6 million (2010 – $ 67.2 million).

Plan assets are invested in the following securities:

	2011	2010
Asset category	**Percentage of plan assets**	
Fixed income	50%	49%
Canadian equities	15%	12%
Global equities	20%	25%
Strategic[1]	15%	14%
	100%	**100%**

1 Strategic investments include real estate, private placements, hedge funds and infrastructure funds.

The Corporation's asset mix is within the target distribution levels.

11. VARIABLE INTEREST ENTITIES

Under the CICA Accounting Guideline 15 (AcG-15), Variable Interest Entities (VIE) are defined as entities that do not have sufficient equity at risk to finance their activities without additional subordinated financial support, or where the equity holders lack the overall characteristics of a controlling financial interest. The guideline requires that a VIE be consolidated with the financial results of the entity deemed to be the primary beneficiary of the majority of the VIEs' expected losses and its expected residual returns, or both. The Corporation holds interest in three VIEs.

11. VARIABLE INTEREST ENTITIES *(CONTINUED)*

A. BROADCAST CENTRE TRUST

The Broadcast Centre Trust (the Trust) is a charitable trust that is a lessee under a long-term lease with the Corporation for the land on which the Canadian Broadcasting Centre (the building) is located in Toronto. The rent during the term is the sum of one dollar, paid on October 1, 1988. The Trust is also a lessor under a long-term sub-lease with the Corporation for the Canadian Broadcasting Centre. In order to finance the construction of the building, the Trust issued $400 million of bonds on January 30, 1997, which are guaranteed by the rent payments for the premises occupied by the Corporation. The rent payable by the Corporation to the Trust covers all interest and principal on the bonds, all other payments on the bonds and all operating expenses and liabilities of the Trust. The Corporation is deemed to be the primary beneficiary of the Trust and, accordingly, the financial results of the Trust are consolidated in the Corporation's books.

B. THE DOCUMENTARY CHANNEL (*DOCUMENTARY*)

The Corporation owns 82 per cent partnership interest in The Documentary Channel (*documentary*), a specialty service broadcasting documentaries. The Corporation is deemed the primary beneficiary, since it holds variable interest that would cause the Corporation to absorb a majority of the expected losses or residual returns of the partnership. Accordingly, The Documentary Channel (*documentary*) financial results are consolidated in the Corporation's books.

C. SIRIUS

The Corporation holds a variable interest in Sirius Canada Inc., a provider of satellite radio in Canada, offering over 160 satellite radio channels, since August 2005. Sirius Canada Inc. broadcasts its signal through proprietary satellite network and uplink, and subscribers receive a radio signal through satellite radios which are sold at consumer retailers. The Corporation's maximum exposure to losses includes its investment of $12 million in class C non-voting shares plus a commitment to invest an additional $1.4 million.

The Corporation is not deemed to be the primary beneficiary of Sirius Canada Inc. This investment is accounted for using the equity method for class A shares. For class C non-voting shares, these are designated as available-for-sale investments and are measured at fair value (Note 8).

11. VARIABLE INTEREST ENTITIES *(CONTINUED)*

On November 24, 2010, Sirius Canada Inc. (of which CBC/Radio-Canada is part owner) and Canadian Satellite Radio Holdings Inc. (the parent company of XM Canada) announced a merger of the two companies, subject to regulatory and governmental approvals. CBC/Radio-Canada currently owns a 25.05 per cent equity interest in Sirius Canada Inc. Upon approval of the merger, CBC/Radio-Canada will dispose of its shares in Sirius Canada Inc. in exchange for issued shares in the merged company. The Corporation's interest in the new entity will be 14.56 per cent. Its voting share will be 19.92 per cent, and the Corporation will have a seat on the Board of the merged company. As part of the deal, CBC/Radio Canada's programming agreement has been extended by an additional five years, to 2022. The merger remains subject to the satisfaction of certain closing conditions and is scheduled to close in 2011-2012.

12. SUBSIDIARY

ARTV is a French-language arts and entertainment specialty channel that has been broadcasting since September 2001 via cable and satellite. The Corporation completed the acquisition on July 12, 2010, through the purchase of 2,750,000 shares of ARTV from Télé-Québec for a cash consideration of $1 per share increasing its equity interest from 62 per cent to 85 per cent. Even though the Corporation owned 62 per cent in ARTV before this acquisition, it did not control ARTV activities as 66 2/3 per cent of the voting shares were required to assume control. With this purchase, the Corporation now holds control of ARTV which is consolidated in the Corporation's financial statements since the date of acquisition. The business was acquired to participate fully in a channel largely broadcasting Radio-Canada's content.

Paragraph subject to change if transaction occurs before June 30, 2011. Will be replaced by a susbsequent event note.

12. SUBSIDIARY *(CONTINUED)*

The following table summarizes the fair value of the assets acquired and liabilities assumed as of July 12, 2010:

	Fair value
	(thousands of dollars)
Cash	(376)
Accounts receivable	2,630
Programming	9,106
Prepaid expenses and other current assets	133
Current assets	11,493
Computer hardware and other property	189
Programming	1,679
Deferred tax asset	179
Non-current assets	2,047
Total assets acquired	13,540
Payables, accruals and provisions	(2,320)
Current liabilities	(2,320)
Total liabilities assumed	(2,320)
Net assets acquired	**11,220**

At the acquisition date, the book values and fair values of the assets and liabilities acquired were identical and the amount of non-controlling interests measured at the proportionate share of ARTV's recognized net assets was of $1.7 million. The Corporation recorded ARTV's share of the net results, which represents $0.3 million (net loss) for the period between the date of acquisition and March 31, 2011.

If the acquisition had occurred on April 1st, 2010, management estimates that the Corporation's revenues would be $3.6 million higher at $653.5 million. ARTV's contribution to the Corporation's net results attributable to the Corporation would have been $1.5 million (net loss), giving rise to net loss before taxes of $31.2 million. This information takes into account the net results recognized while the investment was a long-term investment and should not be viewed as indicative of the results of operations that would have occurred if the acquisitions had actually been completed on April 1st, 2010.

13. BONDS PAYABLE

The Corporation, through its relationship with the Broadcast Centre Trust (Note 11), guarantees the bonds payable with its rent payments for the premises occupied by the Corporation in Toronto. The Trust issued $400 million in secured bonds on January 30, 1997. These bonds bear a fixed interest rate of 7.53 per cent annually and require blended semi-annual payments of $16.5 million, which will retire the following principal amounts:

	(thousands of dollars)
2012 (including accrued interest of $9.7 million)	19,642
2013	10,704
2014	11,525
2015	12,409
2016	13,361
2017 to 2027	251,238
	318,879
Less: current portion	(19,642)
	299,237

Interest expense included in current year's expenses and presented as finance costs, is $23.5 million (2010 – $24.2 million).

14. FINANCIAL GUARANTEE

The Corporation provided an absolute and unconditional guarantee, as part of a sale of receivables that occurred in 2010, of the full payment and timely payments of receivables by the ultimate debtors until 2027. The fair value of the financial guarantee is determined by comparing the fair value of the receivables with guarantee to the fair value of the receivables absent of a guarantee. The fees for this guarantee of $10.6 million were paid upfront. The fair value of the guarantee as of March 31, 2011, as presented in the balance sheet, is $9.8 million ($10.4 million in 2010).

The maximum amount the Corporation could be required to settle under the financial guarantee contract if the fully guaranteed amount is claimed by the counterparty to the guarantee is $187.8 million (2010 - $199.4 million). Based on expectations at the end of the reporting period, the Corporation considers that it is more likely than not that no amount will be payable under the arrangement.

15. FINANCIAL LIABILITY RELATED TO THE MONETIZATION OF RECEIVABLES

The Corporation recognized a financial liability for the transfer of receivables for which the control of receivables has not been surrendered at the reporting date. The carrying value of the receivables as at March 31, 2011, is $10.3 million ($20.4 million in 2010) and an equal amount is recognized as a current liability.

The liability bears a fixed interest rate of 4.5 per cent and will be fully amortized in 2011-2012.

16. OBLIGATION UNDER CAPITAL LEASE

The Corporation has an option to purchase the equipment for a nominal amount at the end of the lease term.

The interest rate underlying the obligation under capital lease is a floating rate based on a rate spread plus Canadian Dealer Offered Rate (CDOR). At the contract date, the rate was 2.95 per cent per annum.

The following is a schedule of future minimum lease payments under the capital lease expiring January 28, 2016 together with the balance of the obligation under capital lease.

	(thousands of dollars)
2012	1,749
2013	1,730
2014	1,730
2015	1,730
2016	1,442
	8,381
Less: Amount Representing Interest (2.95%)	(578)
Less: current portion	(1,540)
	6,263

Interest expense included in current year's expenses, as finance costs, is $0.02 million.

17. DEFERRED CAPITAL FUNDING

	2011	2010
	(thousands of dollars)	
Balance, beginning of year	632,221	635,378
Capital funding received (NOTE 23)	101,564	117,929
Amortization of deferred capital funding	(124,357)	(121,086)
Balance, end of year	**609,428**	**632,221**

18. RETAINED EARNINGS (DEFICIT)

The deficit represents liabilities incurred by the Corporation that have not yet been funded through Parliamentary appropriations or other sources of revenue. A significant component of the deficit is a result of unfunded employee future benefits that will be paid by the Corporation.

The deficit incorporates working capital appropriations received since 1958, which have accumulated to $171 million as at March 31, 2011 (2010 – $167 million). The working capital appropriation is provided to fund working capital investments required by the Corporation. The Corporation must maintain a working capital that is higher than the accumulated working capital appropriations. For the purpose of this calculation, the working capital represents the excess of current assets over current liabilities, excluding the liabilities relating to annual leave and time off in lieu that will not result in a cash outflow.

19. COMMITMENTS

A. PROGRAM-RELATED AND OTHER

As at March 31, 2011, commitments for sports rights amounted to $280.3 million (2010 – $379.8 million); procured programs, film rights and co-productions amounted to $68.5 million (2010 – $89.6 million); property and equipment amounted to $14.3 million (2010 – $9.4 million); and other commitments amounted to $432.4 million (2010 – $436.7 million), for total commitments of $795.5 million (2010 – $915.5 million).

19. COMMITMENTS *(CONTINUED)*

Future annual payments as of March 31, 2011, are as follows:

	(thousands of dollars)
2012	192,751
2013	163,325
2014	150,203
2015	73,250
2016	43,102
2017 to 2020	172,846
Total future payments	**795,477**

B. OPERATING LEASES

The operating leases consist mainly of property leases, network distribution leases and equipment leases. Future annual payments related to operating leases as of March 31, 2011, are as follows:

	(thousands of dollars)
2012	33,059
2013	31,108
2014	29,917
2015	29,081
2016	27,726
2017 to 2024	110,128
Total future payments	**261,019**

20. CONTINGENCIES

A. CLAIMS AND LITIGATIONS

Various claims and legal proceedings have been asserted or instituted against the Corporation. Some of these claims demand large monetary damages or other form of relief and could result in significant expenditures. Litigations are subject to many uncertainties and the outcome of individual matters is not always predictable. Contingent liabilities are potential liabilities, which may become actual liabilities when one or more future events occur or fail to occur. To the extent that it is likely that the future event will result in a loss and the amount of such loss can be reasonably estimated, a liability has been accrued and an expense recorded.

20. CONTINGENCIES *(CONTINUED)*

B. ENVIRONMENTAL CONTINGENCIES

Polychlorinated Biphenyls (PCBs) concentrations which exceed the Ministère du Développement durable, de l'Environnement et des Parcs (MDDEP) industrial site criterion were identified in the soil at the former Corporation AM transmission site in Rimouski.

During the year ended March 31, 2011 the Corporation conducted an ecological risk assessment of the different options available to address the clean up of the contaminated soil. The study, which was completed in the Fall of 2010, produced a viable solution for the site with an estimated cost of $0.3 million. As a result, PCBs decontamination costs, which were disclosed as a contingent liability in 2010 are now recorded as a liability. The clean up is expected to start in the second quarter of 2011-2012.

21. SPECIALTY SERVICES

The Corporation operates CBC News Network (CBC NN) and the Réseau de l'information de Radio-Canada (RDI), under CRTC licence conditions that require the reporting of incremental costs and revenues. Galaxie and **bold** are also reported on an incremental cost basis. On an incremental basis, only expenses that are charged directly to the specialty services are reported. Indirect costs for support services are not allocated to specialty services and expenses relating to long-term employee future benefits are recognized only when the related benefits are paid by the specialty services. In accordance with Canadian GAAP, however, the Corporation has included in the financial results of the specialty services the portion of earned long-term employee future benefits relating to their respective employees.

21. SPECIALTY SERVICES *(CONTINUED)*

	2011					
	CBC NN	**RDI**	**bold**	**Documentary Channel[1]**	**ARTV[1]**	**Total**
	(thousands of dollars)					
Revenues	81,655	54,773	4,146	4,464	7,933	**152,971**
Expenses including employee future benefits expenses	(73,397)	(44,327)	(3,845)	(2,643)	(9,061)	**(133,273)**
Total	**8,258**	**10,446**	**301**	**1,821**	**(1,128)**	**19,698**
Repayments for capital acquisitions[2]	(2,500)	(2,043)	-			
Employee future benefits expenses	(25)	(19)	(1)			
Total on an incremental costs basis	**5,733**	**8,384**	**300**			

1 Consolidated entities

2 Capital expenditures for the acquisition of equipment and software to introduce, maintain and expand the specialty services are made by the Corporation from its capital appropriation with an approved corporate repayment plan for recovery from the specialty services' revenues. Those repayments are funded from the accumulated excess revenues over expenses.

21. SPECIALTY SERVICES *(CONTINUED)*

	2010						
	CBC NN	**RDI**	**Galaxie[1]**	**bold**	**Documentary Channel[2]**	**ARTV[2]**	**Total**
	(thousands of dollars)						
Revenues	84,616	52,034	3,485	4,217	4,283	-	**148,635**
Expenses including employee future benefits expenses	(65,778)	(44,494)	(4,515)	(3,544)	(2,663)	-	**(120,994)**
Total	**18,838**	**7,540**	**(1,030)**	**673**	**1,620**	**-**	**27,641**
Repayments for capital acquisitions[3]	(2,500)	(2,169)		-	-		
Employee future benefits expenses	351	266		2	6		
Total on an incremental costs basis	**16,689**	**5,637**		**(1,028)**	**679**		

1 Since the last broadcasting distribution undertaking (BDU) revenue contract was transferred to Stingray Digital Group Inc. on October 2009, the Galaxie results cover the operations from April 1, 2009, to October 30, 2009.

2 Consolidated entities

3 Capital expenditures for the acquisition of equipment and software to introduce, maintain and expand the specialty services are made by the Corporation from its capital appropriation with an approved corporate repayment plan for recovery from the specialty services' revenues. Those repayments are funded from the accumulated excess revenues over expenses.

The monthly subscriber rates of CBC NN and RDI are subject to regulations imposed by the CRTC. The maximum monthly subscriber rates are approved through the licence renewal process. For CBC NN and RDI, the monthly subscriber rates cannot exceed, respectively, $0.63 and $1.00. These regulations are effective until August 31, 2011. Revenues subject to regulations represent 82 per cent and 80 per cent respectively (2010 – 82 percent respectively) of the total revenues of CBC NN and RDI.

22. OTHER INCOME

Other income consists of:

	2011	2010
	(thousands of dollars)	
Revenue type		
Building, tower, facility and service rentals	48,167	45,927
Contribution from the Local Programming Improvement Fund (LPIF)	36,718	19,763
Program sales, commercial sales and merchandising	17,359	19,313
Digital programming	8,376	3,293
Retransmission rights	6,468	5,929
Program sponsorship	4,928	4,329
Contra revenues other than advertising	2,750	2,382
Loss from fair value of financial instruments	(418)	(4,855)
Loss on disposal of property and equipment	(2,754)	(1,080)
Gain on foreign exchange rates	-	2,945
Other	6,177	3,846
	127,771	**101,792**

23. PARLIAMENTARY APPROPRIATIONS

Parliamentary appropriations approved and the amounts received by the Corporation during the year are as follows:

	2011	2010
	(thousands of dollars)	
Operating funding		
Base funding	980,814	983,185
Additional non-recurring funding for programming initiatives	60,000	60,000
Transfer to capital funding	(9,233)	(25,598)
Operating funding received	**1,031,581**	**1,017,587**
Capital funding		
Base funding	92,331	92,331
Transfer from operating funding	9,233	25,598
Capital funding received	**101,564**	**117,929**
Working capital funding	**4,000**	**4,000**
	1,137,145 [1]	**1,139,516**

1 Total funding approved and received by the Corporation for the year is not the same as the total government funding presented in the Consolidated Statement of Operations and Comprehensive Income (loss). Capital Funding received is recorded as Deferred Capital Funding in the Consolidated Balance Sheet and is amortized and recognized on the same basis and over the same periods as the related property, equipment, intangible assets and equipment under capital lease.

24. RECOVERY OF INCOME AND LARGE CORPORATIONS TAXES

The Corporation is a prescribed Federal Crown Corporation under Part LXXI of the Income Tax Regulations and is subject to the provisions of the *Income Tax Act* (Canada). The Corporation's activities are not subject to provincial income taxes. The recovery of income and large corporations taxes of $0.1 million in 2010 consists solely of large corporation taxes.

	2011	2010
	(thousands of dollars)	
Recovery of income and large corporations taxes	-	101
	-	**101**

24. RECOVERY OF INCOME AND LARGE CORPORATIONS TAXES

(CONTINUED)

The recovery of income and large corporations taxes differs from the amount that would be computed by applying the federal statutory income tax rate of 27.63 per cent (2010 – 28.75 per cent) to net results before taxes. The reasons for the differences are as follows:

	2011	2010
	(thousands of dollars)	
Income tax recovery at federal statutory rate	6,814	16,779
Increase (decrease) resulting from:		
Non-taxable portion of capital gains	44	314
Other net amounts	(2,593)	(3,563)
Adjustment for changes in income tax rates	(406)	(1,765)
Change in valuation allowance	(3,859)	(11,765)
Large corporations tax recovery	-	101
	-	**101**

The tax effects of temporary differences that give rise to significant portions of the future tax assets and future liabilities as at March 31, 2011 and 2010 are presented below:

	2011	2010
	(thousands of dollars)	
Future tax assets		
Accrued liabilities	6,027	3,964
Pension plan liability	63,538	63,937
Employee-related liabilities	39,299	39,246
Loss carry-forward	26,223	27,089
	135,087	**134,236**
Less: valuation allowance	(93,389)	(89,530)
	41,698	**44,706**
Future tax liabilities		
Programming	156	178
Deferred revenues for taxes related to the sale of receivables	15,008	15,936
Property and equipment	26,475	25,671
Other	59	2,921
	41,698	**44,706**
Net future tax assets (liabilities)	**-**	**-**

As at March 31, 2011, the Corporation has a loss carry-forward for tax purposes of $104.9 million (2010 – $108.4 million), which expires between 2027 and 2031.

25. NET CHANGE IN NON-CASH WORKING CAPITAL BALANCES

	2011	2010
Cash flows provided by (used for):	*(thousands of dollars)*	
Accounts receivable	21,122	(43,539)
Programming	24,770	22,387
Merchandising inventory	614	4,044
Prepaid expenses	9,854	(90,310)
Net investment in sales-type leases	-	7
Accounts payable and accrued liabilities	(25,277)	35,456
Deferred revenues	1,640	(6,440)
Pension plans and employee-related liabilities	16,682	(26,428)
Bonds payable	(290)	(269)
Financial liability related to the monetization of receivables	163	10,174
	49,278	**(94,918)**

26. RELATED PARTY TRANSACTIONS

The Corporation is related in terms of common ownership to other Government departments, Agencies and Crown Corporations, subsidiaries and to private companies over which the Corporation has significant influence (Note 8). The Corporation enters into transactions with these related parties in the normal course of business, on normal trade terms applicable to all individuals and enterprises and measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

The Corporation recorded the following amounts in the consolidated financial statements for transactions with related parties:

	2011	2010	2011	2010
	Government		Private companies	
	(thousands of dollars)			
Revenues	355	968	4,449	8,501
Accounts receivable	79	42	305	614
Expenses	1,086	543	-	255
Accounts payable and accrued liabilities	4	1	-	-
Long-term investments	-	-	-	255

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26. RELATED PARTY TRANSACTIONS *(CONTINUED)*

The expenses and revenues with Government consist mainly of transactions with other Crown Corporations. The revenues and receivables relating to private companies relate mainly to the program agreement with Sirius Canada Inc.

During the year, the Corporation also received funding from the Government of Canada as described in Note 23.

27. FINANCIAL INSTRUMENTS

The Corporation's financial instruments consist of cash, accounts receivable, long-term investments in which the Corporation does not exercice significant influence, accounts payable and accrued liabilities, short-term portion of pension plans and employee-related liabilities, financial guarantee, financial liability related to the monetization of receivables, bonds payable and derivatives.

A. FAIR VALUE

The fair values of accounts receivable, accounts payable and accrued liabilities, the short-term portion of the bonds payable, pension plans and employee-related liabilities and financial liability related to the monetization of receivables approximate their carrying value due to the short-term nature of these instruments.

The carrying values and fair values of the derivatives, long-term investments carried at fair value, financial guarantee, bonds payable and financial liability related to the monetization of receivables are listed in the following table.

27. FINANCIAL INSTRUMENTS *(CONTINUED)*

	2011 Carrying values	2011 Fair values	2010 Carrying values	2010 Fair values	Method
			(millions of dollars)		
Financial instruments measured at fair value:					
					Level one - quoted prices in active markets for identical assets or liabilities instruments
Derivative financial liabilities instruments	0.7	0.7	0.3	0.3	The fair value is based on quoted forward market prices at March 31.
					Level two - directly observable market inputs other than Level 1 inputs.
Financial guarantee	9.8	9.8	10.4	10.4	The fair value is determined using the credit risk and interest rate that are observable.
Long-term investments – non-voting class C shares	17.0	17.0	12.0	-[1]	The estimated fair value is determined using discounted projected future cash flows.
Financial instruments measured at amortized cost:					
Long-term receivables	-	-	10.1	9.4	The fair value of long-term receivables is based on quoted market prices for Government bonds maturing in approximately three to five years and adjusted by a spread based on credit rating.
Bonds payable (long-term)	299.2	382.2	309.2	389.1	The fair value of the bonds payable is determined using the net present value of principal and interest to be paid. The discount rate used is based on quoted market prices for Government of Canada bonds maturing at approximately May 1, 2027, and adjusted by a spread based on the credit rating for the bonds.
Financial liability related to the monetization of receivables (long-term)	-	-	10.2	10.2	The fair value of financial liabilities related to the monetization of receivables is based on quoted market prices for Government bonds maturing in approximately two years and adjusted by a spread based on credit rating.

1 In 2010, the fair value of non-voting class C shares could not be reliably estimated (refer to Note 8).

27. FINANCIAL INSTRUMENTS *(CONTINUED)*

B. DERIVATIVE FINANCIAL INSTRUMENTS

The Corporation uses forward exchange contracts to reduce its exposure to US dollar foreign exchange fluctuations.

At March 31, the notional and fair values (expressed in Canadian dollars) of the derivative instruments are as follows:

	2011		2010	
	Notional	Fair value	Notional	Fair value
	(thousands of dollars)			
Forward exchange contracts-USD[1]	**23,251**	**(715)**	**18,651**	**(297)**

1 The forward contracts rates are between 0.99 and 1.04 for forward contracts in US dollars and the maturity dates are between April 2011 and July 2012.

For the year ended March 31, 2011, the amounts recorded in the Consolidated Statement of Operations and Comprehensive Income (Loss) resulting from the net change in fair value of the derivative instruments represent a loss of $0.4 million (2010 – loss of $4.9 million). This result is presented in the Consolidated Statement of Operations and Comprehensive Income (Loss) as other income (loss from fair value of financial instruments).

C. FINANCIAL RISK MANAGEMENT

The Corporation’s activities are exposed to a variety of financial risks: market risk, credit risk and liquidity risk. The Corporation’s overall risk management program focuses on the unpredictability of financial and economic markets and seeks to minimize potential effects on the Corporation’s financial performance. The risk management is carried out through financial management practices in conjunction with the overall Corporation’s governance. The Board of Directors is responsible for overseeing the management of financial risk.

D. MARKET RISK

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The Corporation is exposed to currency risk and interest rate risk.

The Corporation’s exposure to market risk and its objectives, policies and processes for managing market risk are unchanged since March 31, 2010.

27. FINANCIAL INSTRUMENTS *(CONTINUED)*

i. Currency Risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. The Corporation is exposed to limited foreign exchange risk on revenues and expenses denominated in a foreign currency. The majority of these transactions are denominated in US dollars, Euros and British Pounds. The Corporation's primary objective in managing currency risk is to preserve cash flows and reduce variations in performance. The policy on currency risk requires the Corporation to minimise currency risk to protect the value of foreign cash flows, both committed and anticipated, from the negative impact of exchange rate fluctuations. The Corporation mitigates this risk by entering into forward exchange contracts. Accordingly, the Corporation has limited sensitivity to changes in foreign exchange rates.

The Corporation's net foreign currency exposure as at March 31, 2011 (expressed in Canadian equivalent dollars) is as follows:

	$US	**Euros**	**GBP**
	(thousands of dollars)		
Cash	2,344	260	136
Accounts receivable	670	350	241
Accounts payable and accrued liabilities	(1,755)	(170)	(259)
Net exposure	**1,259**	**440**	**118**

Based on the net exposure as at March 31, 2011, and assuming all the other variables remain constant, a hypothetical five per cent change in the Canadian dollar against the US dollar, the Euro and the GBP would not have a significant impact on the Corporation's net results (2010 – no significant impact).

ii. Interest Rate Risk

Interest risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in market interest rates. The Corporation's bonds payable is subject to interest rate fluctuations since they bear a fixed interest rate. An increase or decrease in market rates will affect the fair value of these financial instruments.

Based on the Corporation's net exposure, and assuming all of the other variables remain constant, the impact on the net results of an hypothetical one per cent change in the interest rate as of March 31, 2011, on the fair value of the bonds payable is $28.6 million (2010 – $30.4 million).

27. FINANCIAL INSTRUMENTS *(CONTINUED)*

E. CREDIT RISK

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The Corporation is exposed to credit risk through its cash, accounts receivable, and forward exchange contracts.

The maximum exposure to credit risk of the Corporation at March 31, 2011 and 2010, is the carrying value of these assets.

i. Cash

The Corporation has deposited cash with reputable financial institutions (members of the Canadian Payments Association or local Cooperative Credit Societies that are members of a Central Cooperative Credit Society having membership in the Canadian Payments Association or subject to the approval of the Minister of Finance, any financial institutions outside Canada), from which management believes the risk of loss to be remote.

ii. Accounts Receivable

The Corporation's accounts receivable are mainly derived from the sale of advertising airtime. Credit risk concentration with respect to trade receivables is limited by following a program of credit evaluation and by limiting the amount of customer credit where deemed necessary. The Corporation does not believe that it is exposed to an unusual or significant level of credit risk. As at March 31, 2011, no single client had balances representing a significant portion of the Corporation's trade receivables.

The Corporation establishes an allowance for doubtful accounts that reflects the estimated impairment of accounts receivable. The Corporation has a specific policy on credit and collections and guidelines that provide for how the allowance should be determined. The Corporation's allowance is based on specific accounts and is determined by considering the Corporation's knowledge of the financial condition of its customers, the aging of accounts receivable, the current economic climate, customer and industry concentrations, and historical experience.

27. FINANCIAL INSTRUMENTS *(CONTINUED)*

The following table sets out details of the age of receivables and the allowance for doubtful accounts:

	2011	2010
	(thousands of dollars)	
Trade accounts receivable		
Current	63,527	54,169
31–60 days	42,647	31,007
61–90 days	15,737	19,196
Over 90 days	14,490	16,756
Allowance for doubtful accounts	(1,103)	(2,725)
Trade accounts receivable – net	**135,298**	**118,403**
Accrued receivables and other	38,092	76,109
Accounts receivable	**173,390**	**194,512**

The Corporation's allowance for doubtful accounts amounted to $1.1 million in 2011 (2010 — $2.7 million).

iii. Forward Exchange Contracts

The policy on currency risk requires the Corporation to manage derivative counterparty credit risk by contracting primarily with reputable financial institutions.

F. LIQUIDITY RISK

Liquidity risk is the risk that the Corporation will encounter difficulties in meeting its financial obligations associated with financial liabilities.

The Corporation's approach to managing liquidity risk is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions without incurring losses. The Corporation also manages liquidity risk by continuously monitoring actual and budgeted cash flows. Also, the Board of Directors reviews and approves the Corporation's operating and capital budgets, as well as large transactions.

The Corporation does not have the authority to obtain a line of credit or long-term debt without the prior approval of the Minister of Finance.

The table below presents a maturity analysis of the Corporation's financial liabilities based on the expected cash flows from the date of the balance sheet to the contractual maturity date. The amounts are the contractual undiscounted cash flows.

27. FINANCIAL INSTRUMENTS *(CONTINUED)*

	Carrying amount of liability at March 31, 2011	Contractual cash flows	Within 1 Year	2 to 5 Years	6 to 9 Years	Over 9 Years
		(thousands of dollars)				
Bonds payable	318,879	545,140	33,039	132,155	132,155	247,791
Financial liability related to the monetization of receivables	10,337	10,500	10,500	-	-	-

	Carrying amount of liability at March 31, 2010	Contractual cash flows	Within 1 Year	2 to 5 Years	6 to 9 Years	Over 9 Years
		(thousands of dollars)				
Bonds payable	328,402	578,180	33,039	132,156	132,156	280,829
Financial liability related to the monetization of receivables	20,395	21,000	10,500	10,500	-	-

There are no expected future cash flow requirements for the derivative financial instruments and the financial guarantee.

28. CAPITAL MANAGEMENT

The Corporation defines capital that it manages as the aggregate of its equity, which is comprised of retained earnings and accumulated other comprehensive income.

The Corporation is not subject to externally imposed capital requirements. The Corporation however is subject to Part III of the *Broadcasting Act*, which imposes restrictions in relation to borrowings.

28.CAPITAL MANAGEMENT *(CONTINUED)*

The Corporation's objectives in managing capital are to safeguard its ability to continue as a going concern, to fund its asset base and to fulfill its mission and objectives for the Government of Canada to the benefit of Canadians.

The Corporation manages its capital by reviewing formally, on a regular basis, the actual results against set budgets, and shares this information with its Audit Committee and Board of Directors. The Corporation's overall strategy with respect to capital management includes the balancing of its operating and capital activities with its funding on an annual basis. The Corporation makes adjustments to it in light of general economic conditions, the risk characteristics of the underlying assets and the Corporation's working capital requirements.

The Corporation's objectives, policies and processes for managing capital are unchanged since March 31, 2010.

29. COMPARATIVE FIGURES

Some of the 2010 figures have been reclassified to conform to the current's year presentation.

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CONFIDENTIAL DRAFT

GOVERNANCE MATTERS

Access to Information

CBC/Radio-Canada responded to a total of 349 requests under the *Access to Information Act* during 2010/2011, including 309 received this year and 40 others carried over from 2009/2010. These requests touched all areas of the Corporation, primarily affecting English and French Services in approximately equal numbers.

In 2010/2011, the Corporation continued to improve considerably its efficiency in dealing with requests under the *Access to Information Act*. We dedicated more resources to processing requests and developed better internal procedures. Performance monitoring, measuring, and reporting practices were put in place and applied rigorously throughout the year. Responsibilities and accountabilities were more clearly defined within the Access to Information and Privacy office.

As a result of these efforts, the average number of days to respond to an Access to Information request decreased by 63%, from 158 in 2009/2010 to 57 in 2010/2011. Similarly, our "Deemed Refusal Rate", which refers to requests not responded to within the statutory limits, decreased from 57.7% in 2009/2010 to 21.5% in 2010/2011.

These numbers show that the Corporation's efforts have borne fruit over the last year, although these results were not reflected in the Information Commissioner of Canada special report entitled Open Outlook, Open Access-2009-2010 Report Card, which was released last year. This report attributed to CBC/Radio-Canada a rating of F, which means unsatisfactory, for its management of Access to Information requests in fiscal year 2009/2010. The Corporation has publicly acknowledged that the initial large volume of requests we received when we became subject to the *Act* in September 2007 has had a long-term impact on our operations. This impact was recognized by the Commissioner herself in her report and by the courts seized with delay complaints against the Corporation.

In March 2011, the President and CEO and the Vice-President, Real Estate, Legal Services and General Counsel of CBC/Radio-Canada appeared before the Standing Committee on Access to Information, Privacy and Ethics. They presented the actions that have been taken by the Corporation to improve its management of Access to Information requests and reaffirmed our commitment towards transparency and accountability so that Canadians can have confidence that the resources invested in CBC/Radio-Canada are used effectively.

On that front, the Corporation went one step further by giving Canadians even more information about its administration. We developed an internet site where records released in answer to five categories of Access to Information requests are posted. Since the launch in November 2010, these records have been consulted approximately 4,500 times.

2010–2011 was also marked by two legal challenges.

The first one refers to the decision of the Federal Court of Appeal affirming a previous decision by the Federal Court, and dismissing David Statham's case against CBC/Radio-Canada. The case had originated from Mr. Statham's multiple access to information requests to CBC/Radio-Canada. Within the first three months that the Corporation was subject to the *Access to Information Act* in 2007, Mr. Statham had submitted almost 400 requests to CBC/Radio-Canada. He had then complained about the Corporation not meeting the 30-day deadline imposed by the *Access to Information Act* on more than 375 of those requests. The Federal Court and the Federal Court of Appeal both refused to blame CBC/Radio-Canada.

The second pertains to the question of the exclusion (Section 68.1 of the Act) granted by Parliament to CBC/Radio-Canada and is still currently before the courts. While the Act gives Canadians a right of access to records that relate to our general administration, Parliament has excluded from this Act the information that relates to our journalistic, creative or programming activities. Without this exclusion, a requester could ask for the files of our journalists, consult investigative materials and gain access to the identity of confidential sources. CBC/Radio-Canada's position is that only a judge should have the right to force disclosure of this kind of information and in carefully defined circumstances. The Commissioner argues that she should have unfettered access to such files. The Federal Court agreed with the Commissioner's contention in first instance and we are appealing this decision to the Federal Court of Appeal, given the importance of this decision for freedom of the press principles and our ability to manage our journalistic activities.

Journalistic Standards and Practices

CBC/Radio-Canada has an extensive code of Journalistic Standards and Practices and editorial control mechanisms to guide employees and to ensure that our programming remains balanced and accurate.

To address new challenges, CBC/Radio-Canada adopted an updated and modernized Journalistic Standards and Practices (JS&P) document. This latest version still holds the national public broadcaster to the highest standards of accuracy and fairness when it comes to its news and current affairs, but also takes into account many of the new situations encountered in the world of social media and the Internet. The Corporation also adopted guidelines to ensure employees consider the implications of each and every posting they make on social media sites and services, and they can act in a way that reflects CBC/Radio-Canada's values.

Complaints about news and current affairs programming from the public that are not resolved at the program level to the satisfaction of the complainants are dealt with by the Corporation's two Ombudsmen. The Ombudsmen are completely independent of CBC/Radio-Canada programming staff and programming management and report directly to the President of the Corporation and, through the President, to the Corporation's Board of Directors. The role of the

Ombudsmen is pivotal in strengthening the national public broadcaster's accountability and transparency to Canadians.

Ombudsmen

In 2010–2011, the offices of the Ombudsmen handled a total of 4,437 complaints, expressions of concern and other communications (English Services and French Services combined). Of these, 2,028 concerned English Services and 2,409 French Services, as documented in the annual reports from the Ombudsmen. For English Services, 1,204 communications fell within the mandate of the Ombudsmen (news and current affairs programming), compared to 1,131 for French Services. Communications not directly related to CBC/Radio-Canada news and current affairs programming were forwarded to the programming departments concerned.

The Ombudsmen can be reached at:

The Ombudsman, English Services, CBC/Radio-Canada. PO Box 500, Station A, Toronto ON M5W 1E6 (*ombudsman@cbc.ca)*; and, Bureau de l'ombudsman, Services français, CBC/Radio-Canada, CP 6000, Montréal QC H3C 3A8 (*ombudsman@radio-canada.ca*).

Codes of Conduct

CBC/Radio-Canada employees at all levels across the Corporation are expected to adhere to the Code of Conduct and policies governing their behaviour in such areas as conflict of interest and ethics, disclosure of wrongdoing, official languages, harassment, and political activity. The Corporation's human resources policies are available for viewing online.

Internal Controls

The Corporation uses a risk-based internal control process, based on the Committee of Sponsoring Organizations' (COSO) framework, under which the Corporation annually reviews and assesses key internal controls over financial reporting. This process is evolving towards the best practice requirements from the Proposed Certification Regime for Crown Corporations of the Treasury Board Secretariat (TBS), as well as National Instrument 52-109 of the Canadian Securities Administration (CSA), even though CBC/Radio-Canada is not subject to CSA requirements.

In 2010–2011, the Corporation assessed the effectiveness of internal controls on financial reporting. The assessment concluded that the controls are operating effectively and identified some opportunities for improvement, which will be addressed in the coming year. The assessment did not cover internal disclosure controls and procedures, which have not yet been documented and evaluated.

BOARD OF DIRECTORS

Timothy W. Casgrain
Chair, Board of Directors
Toronto

Timothy W. Casgrain was appointed Chair of the CBC/Radio-Canada Board of Directors on April 26, 2007, for a five-year term.

As Chair, Mr. Casgrain acts as the principal liaison between the Board and the President and CEO ensuring the Board is alert to its obligations under federal law and to its public responsibilities.

Hubert T. Lacroix
President and CEO
Montréal

Hubert T. Lacroix was appointed President and CEO of CBC/Radio-Canada by order-in-council dated October 31, 2007, for a five-year term. He began his mandate on January 1, 2008.

As President and CEO, Mr. Lacroix is responsible for overseeing the management of CBC/Radio-Canada in order to ensure that Canada's national public broadcaster can deliver on its mandate and continue to offer Canadians a broad spectrum of high quality programming that informs, enlightens and entertains, and that is created by, for and about Canadians.

Linda Black, Q. C.
Calgary

Linda Black was appointed to the Board of Directors of CBC/Radio-Canada effective April 21, 2008, for a five-year term.

Edward W. Boyd
Chief Executive Officer
58Ninety Inc.
Toronto

Edward W. Boyd was appointed to the Board of Directors of CBC/Radio-Canada effective June 1, 2010 for a five-year term.

Peter D. Charbonneau
General Partner
Skypoint Capital Corporation
Ottawa

Peter D. Charbonneau was appointed to the Board of Directors of CBC/Radio-Canada effective December 19, 2008, for a five-year term.

George Cooper
Senior Partner
McInnes Cooper
Halifax

George Cooper was appointed to the Board of Directors of CBC/Radio-Canada effective May 9, 2008, for a four-year term.

Patricia A. McIver, CA
Chartered Accountant
Richardson Partners Financial Limited
Vancouver

Patricia A. McIver was appointed to the Board of Directors of CBC/Radio-Canada effective June 18, 2008, for a five-year term.

Brian R. Mitchell
Managing Partner, Mitchell Gattuso
Montreal

Brian R. Mitchell was appointed to the Board of Directors of CBC/Radio-Canada for a five-year term, effective April 21, 2008.

Rémi Racine
Chair of the Board
CEO and Executive Producer
Artificial Mind & Movement (A2M)
Montréal

Rémi Racine was appointed to the CBC/Radio-Canada Board of Directors effective October 12, 2007, for a four-year term.

Edna Turpin
St. John's

Edna Turpin was appointed to the CBC/Radio-Canada Board of Directors effective December 6, 2006, for a five-year term.

John Fitzgerald Young
Prince George

John Fitzgerald Young was appointed to the CBC/Radio-Canada Board of Directors effective September 9, 2009, for a five-year term.

Pierre Gingras
Blainville

Pierre Gingras was appointed to the CBC/Radio-Canada Board of Directors effective February 3, 2011, for a five-year term.

BOARD COMMITTEES

Standing Committees on English and French – Language Broadcasting

These committees are established pursuant to Section 45 of the *Broadcasting Act*. Their mandate is directed to monitoring the fulfillment by the Corporation of its English and French language broadcasting responsibilities and its overall mandate.

Standing Committees on English and French language broadcasting comprise Timothy Casgrain, Hubert Lacroix, Linda Black, Edward Boyd, Peter Charbonneau, George Cooper, Pierre Gingras, Patricia McIver, Brian Mitchell, Rémi Racine, Edna Turpin and John Young.

Audit Committee

The Audit Committee mandate includes oversight of the integrity of the Corporation's financial information and reporting, the framework of internal controls and risk management, and the audit process.

Audit Committee membership comprises Peter Charbonneau, Edward Boyd, Patricia McIver, Brian Mitchell and Edna Turpin.

Governance and Nominating Committee

The Governance and Nominating Committee mandate centres on the Board's governance framework and the conduct of the Board's affairs. Topics covered include terms of reference for the Board, the Board Chair, the President and CEO, individual directors, and board committees; the process for Board assessment; Board succession; Board orientation and training; and Code of Conduct and Conflict of Interest rules for directors.

The Governance and Nominating Committee comprises Edna Turpin, Linda Black, Edward Boyd, Pierre Gingras and John Young.

Human Resources and Compensation Committee

The Human Resources and Compensation Committee has oversight responsibility with respect to all aspects of the Corporation's human resources compensation, succession planning, industrial relations, health and safety, and other related matters.

The Human Resources and Compensation Committee comprises Rémi Racine, Timothy Casgrain, Linda Black and George Cooper.

Real Estate Committee

The Real Estate Committee has oversight responsibility with respect to real estate strategic directions, policies and significant real estate projects, transactions and related initiatives involving CBC/Radio-Canada facilities.

The Real Estate Committee comprises Rémi Racine, Timothy Casgrain, Patricia McIver and Brian Mitchell.

Strategic Planning Committee

The Strategic Planning Committee has oversight responsibility with respect to overall strategic direction of the Corporation, with specific reference to the 2010 long-term strategic planning process.

The Strategic Planning Committee comprises Peter Charbonneau, Linda Black, Timothy Casgrain, George Cooper and Rémi Racine.

Director Compensation

The rules for director compensation are as follows:

The Chair of the Board is compensated in accordance with the terms of the Order-in-Council appointing him/her.

Directors (excluding the Chair of the Board and the President and CEO) receive meeting fees for attendance (in person) at the Board and Committee meetings in accordance with the following fee schedule:

- Board $2,000 per meeting (to a maximum of six meetings per year)
- Audit Committee $1,300 per meeting (to a maximum of six meetings per year)
- All other Committees $1,000 per meeting (to a maximum of four meetings per year)

For additional meetings of the Board or a Committee over and above the maximum number indicated above, the meeting fee is $625 per meeting.

For conference call meetings of the Board or a Committee, the meeting fee is $250.

Directors are entitled to receive only one meeting fee for each day (24 hours) even if they attend more than one meeting during that period.

Directors do not receive an annual retainer for serving as a Board member of CBC/Radio-Canada.

For 2010–2011, the total amount paid in Director compensation, excluding CEO remuneration, was $248,611.

BOARD OF DIRECTORS ATTENDANCE

The following table outlines the attendance of Board members at meetings during the 2010–2011 fiscal year.

Board Member	Board Meetings 6 meetings, 5 conference calls	Governance and Nominating Committee 4 meetings	Human Resources and Compensation Committee 4 meetings, 4 conference calls	Audit Committee 5 meetings	Broadcasting Committee 6 meetings	Real Estate Committee 3 meetings, 1 conference call	Strategic Planning Committee 4 meetings, 3 conference calls
Timoth Casgrain	10/11		8/8		6/6	4/4	7/7
Hubert Lacroix	11/11				6/6		
Linda Black	10/11	4/4	7/8		6/6		7/7
Edward Boyd[1]	9/10	1/2		2/2	4/5		
Peter Charbonneau	11/11			5/5	6/6		7/7
George Cooper	9/11		8/8		4/6		6/7
Pierre Gingras[2]	1/1				2/2		
Patricia McIver	10/11			5/5	6/6	4/4	
Brian Mitchell	10/11			5/5	5/6	4/4	
Rémi Racine	9/11		8/8		5/6	4/4	6/7
Edna Turpin	11/11	4/4		5/5	6/6		
John Young	8/11	4/4			5/6		

[1] Edward Boyd was appointed April 26, 2010.
[2] Pierre Gingras was appointed February 7, 2011.

SENIOR EXECUTIVE TEAM

The Senior Executive Team, lead by the President and CEO, manages CBC/Radio-Canada's day-to-day operations.

Hubert T. Lacroix
President and CEO

Maryse Bertrand
Vice-President, Real Estate, Legal Services and General Counsel
Interim Vice-President, People and Culture

William B. Chambers
Vice-President, Brand, Communications and Corporate Affairs

Steven Guiton
Vice-President and Chief Regulatory Officer

Sylvain Lafrance
Executive Vice-President, French Services

Suzanne Morris
Vice-President and Chief Financial Officer

Kirstine Stewart
Executive Vice-President, English Services

Michel Tremblay
Senior Vice-President, Corporate Strategy and Business Partnerships

Board of Directors

June 21, 2011

Subject matter

International Financial Reporting Standards (IFRS)

Background

CBC/Radio Canada is currently migrating to the International Financial Reporting Standards (IFRS) and will be required to issue public quarterly financial reporting commencing for the quarter ending June 30, 2011.

Information on the matter

The presentation will provide a status update of the IFRS Conversion Project.

For decision [X] **For information** [ ]

Prepared by

Name: Christopher Flann and Vince Siemens
Date: June 21, 2011

Management recommendation

That, in relation to the IFRS accounting policies and disclosures, the Committee recommend to the Board the ratification of all previously made policy and disclosure decisions.

Last discussed at the Board

Date: February 23, 2011
Decision: Disclosure Decision – that a single statement of comprehensive income be used (instead of the current presentation under GAAP of two separate statements).

Next steps

Preparation of first Quarterly report using IFRS standards for the quarter ending June 30, 2011.

CBC Radio-Canada

IFRS Project Update
Ratification of Decisions Taken

Extract from report to the Audit Committee -
June 21, 2011

IFRS – Policy and Disclosure Decisions

BACKGROUND

- On September 16, 2009, it was noted that policy decisions made by the Audit Committee would be considered preliminary to allow the IFRS project to progress and determine transition adjustments.

DECISION RATIFICATION

- Decisions made to date have not resulted and are not expected to result in adverse impacts to the Corporation nor have they been challenged during the audit of the opening balance sheet by the OAG.
- Accordingly, Audit Committee recommends the Board approval to consider the IFRS policy and disclosure decisions final for the transition to IFRS.
  - A summary of the decisions are on slides 3 and 4

CBC Radio-Canada

IFRS – Policy Decision Summary

Previously Approved by the Audit Committee

Standard	Date	Description	Decision Made
IFRS 1	16-Sep-09	PP&E: Deemed Cost Election	Deemed cost election on real estate land and buildings True IFRS cost on all other assets
IFRS 1	16-Sep-09	Decommissioning costs election	Estimate the obligation at the transition date
IFRS 1	16-Sep-09	Borrowing costs election	Apply IAS 23 from the transition date
IFRS 1	16-Sep-09	Application of IFRIC 4	Apply from the transition date (with assessment of pre-2005 leases)
IFRS 1	16-Sep-09	Business combinations	Apply from the transition date
IFRS 1	12-Nov-09	Election for different transition date subsidiaries	Adopt CBC's transition date
IFRS 1	10-Mar-10	Financial instruments – designation	No changes in designation from current Canadian GAAP
IFRS 1	10-Nov-10	Employee benefits - transition approach	Fresh start approach
IAS 2	12-Nov-09	Inventory valuation methodology	Value at average cost
IAS 16	16-Sep-09	PP&E post transition valuation methodology	All asset classes on the cost basis
IAS 19	10-Nov-10	Accounting for actuarial gains and losses	Use the Other Comprehensive Income (OCI) Approach
IAS 39	10-Mar-10	Financial instruments: Available-for-sale designation	No changes in designation from current Canadian GAAP
IAS 39	10-Mar-10	Financial instruments: Fair Value designation	No changes in designation from current Canadian GAAP
IAS 40	12-Nov-09	Investment property valuation	Value using the cost basis

IFRS – Disclosure Decision Summary

Previously Approved by the Audit Committee

Disclosure Type	Standard	Date	Decision Made
Cash flow statement	IAS 7	12-Nov-09	Net cash flow from operating activities determined by adjusting net profit
Cash flow statement	IAS 7	12-Nov-09	Interest and dividends received to be shown as an investing cash flow
Cash flow statement	IAS 7	12-Nov-09	Interest paid to be shown as a financing cash flow
Note Disclosure	IAS 12	12-Nov-09	Tax – Reconciliation between tax expense and the product of accounting profit multiplied by the applicable tax rate
Note disclosure	IAS 20	12-Nov-09	Grant income – Deferred capital funding will be disclosed gross from the capital asset to which it was provided
Note disclosure	IAS 20	12-Nov-09	Grant income – Income funding will be disclosed as a credit to the income statement
Note disclosure	IAS 21	12-Nov-09	The financial report will be reported in Canadian Dollars
Note disclosure	IAS 1	10-Mar-10	Expenses classified by function
Cash flow statement	IAS 7	10-Mar-10	The Indirect method will be used
Income statement	IAS 1	23-Feb-11	Single statement of comprehensive income

Opening Balance Sheet

Please see Appendix A for the Opening Balance Sheet at April 1, 2010 and related explanatory notes

There are four major areas of impact on the Balance Sheet:

A. Property, Plant and Equipment

B. Pension Plans and Employee-Related Liabilities

C. The Consolidation of the CBC Monetization Trust

D. The Partial Capitalization of Telesat Satellite Lease Payments

Appendix A

CBC/Radio-Canada
International Financial Reporting Standards
Consolidated Opening Balance Sheet
at April 1, 2010

	Notes	GAAP March 31, 2010	IFRS Adjustment	IFRS April 1, 2010
ASSETS		*(thousands of dollars)*		
Current				
Cash	Note C	50,003	3,167	53,170
Accounts receivable	Notes C & E	194,512	1,763	196,275
Programming	No change	178,243	-	178,243
Merchandising inventory	No change	1,703	-	1,703
Prepaid expenses	Note C	148,215	349	148,564
Promissory notes receivable	Note C	-	2,047	2,047
Net investment in sales-type leases	Note C	-	2,182	2,182
Derivative financial instruments	No change	-	-	-
		572,676	**9,508**	**582,184**
Long-term				
Property and equipment	Note A	925,812	217,968	1,143,780
Intangible assets	No change	47,725	-	47,725
Long-term receivables	No change	11,794	-	11,794
Promissory notes	Note C	-	53,638	53,638
Net investment in sales-type leases	Note C	-	58,960	58,960
Deferred charges	No change	14,763	-	14,763
Long-term investments	No change	7,260	-	7,260
		1,580,030	**340,074**	**1,920,104**
LIABILITIES				
Current				
Accounts payable and accrued liabilities	Note C	176,497	1,735	178,232
Finance leases payable	Note D		7,300	7,300
Pension plans and employee-related liabilities	No change	130,899	-	130,899
Bonds payable	No change	19,223	-	19,223
Financial guarantee	Note C	10,419	(10,419)	-
Financial liability related to the monetisation of receivables	No change	10,174	-	10,174
Notes payable	Note C	-	4,897	4,897
Deferred revenues	No change	2,185	-	2,185
Derivative financial instruments	No change	297	-	297
		349,694	**3,513**	**353,207**
Long-term				
Long-term investments	No change	1,417	-	1,417
Deferred revenues	No change	2,303	-	2,303
Pension plans and employee-related liabilities	Note B	412,732	(82,825)	329,907
Finance leases payable	Note D		65,676	65,676
Bonds payable	No change	309,179	-	309,179
Financial liability related to the monetisation of receivables	No change	10,221	-	10,221
Deferred capital funding	No change	632,221	-	632,221
Notes payable	Note C	-	129,649	129,649
		1,368,073	**112,500**	**1,480,573**
EQUITY				
Non-controlling interests	No Change	319	-	319
Retained earnings (deficit)		(138,056)		(138,056)
Transitional IFRS adjustments [1]	Note F	-	224,061	224,061
		(137,737)	**224,061**	**86,324**
		1,580,030	**340,074**	**1,920,104**

[1] The disclosure if transitional IFRS adjustments would be made in the Notes to the financial statements. The adjustment is shown separate in this document for internal discussion purposes only.

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IFRS
Consolidated Opening Balance Sheet
at April 1, 2010
Transition Notes

A Property and Equipment (PPE)

(thousands of dollars)

The deemed cost election was made on all real-estate land and buildings. This resulted in the 'cost' value of each of the properties being adjusted to reflect the fair market value (or municipal valuation proxy for those properties not valuated by the Altus Group) for each of the land and buildings. In addition, the accumulated depreciation was reset to zero for each of the adjusted buildings.

IFRS 1 Deemed Cost Election - Buildings		
Deemed cost adjustment	415,090	
CICA Cost adjustment	(895,491)	
CICA Accumulated depreciation adjustment	483,180	
Net PPE adjustment from deemed cost election for buildings		2,779
IFRS 1 Deemed Cost Election - Land		
Deemed cost adjustment	173,782	
CICA Cost adjustment	(14,184)	
Net PPE adjustment from deemed cost election for land		159,598
Net PPE adjustment from deemed cost election		162,377
Assets under finance lease (see Note D)		55,591
Proposed net adjustment to PPE		217,968

B Pension plans and employee related liabilities

The actuarial adjustment reflects the net liability under IFRS for the following plans:
- CBC Pension Plan and Supplemental Executive Retirement Plan (SERP)
- Schedule J (Special Retirement Allowance Program for Corporate Executives)
- Employee Termination Benefits
- Post-retirement life benefits
- Post-employment benefits (Life, health and dental for employees on LTD)
- Self-insured workers' compensation benefits.

CICA accrued asset (liability)		(412,524)
IFRS funded status - surplus (deficit)	(329,241)	
Unamortized past service cost	(458)	
Impact of IFRIC 14	-	
IFRS Net asset (liability)		(329,699)
Net adjustment to pension plans and employee-related liabilities		82,825

IFRS
Consolidated Opening Balance Sheet
at April 1, 2010
Transition Notes

			(thousands of dollars)
C	**Consolidation of Ontrea Monetization Trust Assets and Liabilities**		
	Cash		3,167
	Accounts receivable		63
	Prepaid expenses		349
	Promissory notes receivable		2,047
	Net-investment in sales-type leases		2,182
	Net-investment in sales-type leases		58,960
	Promissory notes		53,638
	Accounts payable and accrued liabilities		(1,735)
	Notes payable		(4,897)
	Financial guarantee		10,419
	Notes payable		(129,649)
	Retained earnings		5,456
D	**Assets Under Finance Lease**		
	The lease of the satellite transponders from Telesat is accounted for as a finance lease under IFRS whereas under Canadian GAAP it was being accounted for as a service contract.		
	Assets under finance lease (satellite leases):		
	Initial asset capitalization	119,897	
	Accumulated depreciation	(64,306)	
	Net assets under finance lease		55,591
	Liabilities under finance lease		
	Short term		(7,300)
	Long term		(65,676)
	Adjustment to retained earnings		17,385
E	**Allowance for Doubtful Accounts**		
	The methodology for the calculation of the allowance for doubtful accounts changed under IFRS thereby resulting in a reduction from the previous provision.		
	Allowance for doubtful accounts		1,700
F	**Retained earnings reconciliation**		
	Closing retained earnings at March 31, 2010 per Canadian GAAP statements		(138,056)
	IFRS transition adjustments		
	Real estate buildings and land deemed cost election	162,377	
	Pension plan and employee-related liabilities	82,825	
	Gain realized on Monetization Trust	(5,456)	
	Allowance for doubtful accounts	1,700	
	Satellite finance lease	(17,385)	
	Net retained earnings adjustments on transition to IFRS		224,061
	Opening retained earnings at April 1, 2010 per IFRS		86,005

Internal Memo
Note de service

CBC Radio-Canada

TO/À:
CBC/Radio-Canada Board

CC:
Hubert T. Lacroix
Kirstine Stewart
Sylvain Lafrance
Bill Chambers
Marie-Philippe Bouchard
Neil McEneaney
Stan Staple

Date ➢ June 9, 2011

From/De ➢ Michel Tremblay, Senior Vice-President
Corporate Strategy & Business Partnerships

Subject/Objet ➢ ***Everyone, Every way*: Reporting at the June Board**

The June Board meeting represents the first opportunity for the Board to get a sense of our progress in rolling-out *Everyone, Every way*. As such, we have prepared an update on the following areas relating to the roll-out of the Plan:

1. Communications Activities
2. Strategic Initiatives Underway
3. The June Report Card
4. What is on the Horizon
5. Strategic and Operational Risks

1. Communication Activities

Communication has been very effective since the February 1st launch, exceeding expectations on every front. Headlines in major daily newspapers were positive, and the important elements of the *Everyone, Every way* stood out clearly. Reporters showed a lot of interest for our strategy, and well over a dozen interviews were conducted in the weeks after launch. Key messages came across well, and there is broad enthusiasm for the way ahead. Employee and stakeholder communications also suggest that the strategy has been exceptionally well received so far. In the months since launch, we have continued to promote the strategy at every opportunity: keynote speeches to the ACCT, CMPA, Empire Clubs in Toronto, Calgary, and Saskatoon; a CEO's tour on the East Coast and in the Prairies; a VP roadshow, myriad social media activities (blog posts, Facebook, Twitter, LinkedIn); and ongoing internal communications, stakeholder relations and government relations activities.

We are now seeking to build on the momentum we've gained, and shift into a second wave of communications activity. Our focus is primarily two-fold: to reinforce key elements of the plan, and to demonstrate progress against it with a view to growing support for the future of public broadcasting in Canada. Most recently on May 26th, CBC/Radio-Canada announced the first details of its plans with respect to local service extension, which was well-received in targeted markets. And, other such announcements will follow. The start of licence renewal process is another important opportunity to continue to raise awareness of our plan with stakeholders, employees, media and the public. Our communications plan is firmly rooted in the context of our strategic plan, as we look to the CRTC to help us pave the way for implementation through appropriate measures.

A0046622_1-000347

2. Strategic Initiatives Underway

French Services

Since the CBC Board has approved Strategy 2015, French Services has moved forward on its **Digital/Platform Strategy** initiatives by:

- Launching a number of apps, including the very successful TOU.TV iphone/ipad app;
- Completely revamping and relaunching the main radio-canada.ca site (in February 2011);
- Relaunching a remodeled m.radio-canada.ca mobile site, and
-

On the **Programming strategy** front, our Canadian Dramas and Variety programming, which constitute the cornerstone of our entertainment programs was incredibly successful during the 2011 Winter season, pushing the prime time share of the network to 20.8 per cent, 1.2 share points higher than in the Fall.

On the **Regional Strategy** front, the regionalization of Espace musique began in the Fall of 2010 and we are now moving forward with the planning for the Rimouski integrated multimedia production center. Regional Television BBM ratings for all our regional stations east of Manitoba have improved this Spring, and the supper hour news of CBOFT Ottawa **s.18(b)**

English Services

Since the CBC Board has approved Strategy 2015, English Services has moved forward on several of its **strategic initiatives**:

- A re-launched CBC News Website, including new mobile apps;
- Implemented a news Alert desk to streamline information flow and "be first";
- The launching of a CBC Television iPad app;
- Secured International Figure Skating Rights for the next five years in line with the Sports strategy;
- The announcement of a coproduction agreement between CBC TV and CBC Radio One that would ensure that *Q* and *The Debaters* were produced for both radio and TV, and
- A partnership agreement with Télévision de Radio-Canada to jointly produce *Ben City/ Pérusse Cité*.

On the **Programming strategy** front, our Television, Radio and online services continue to be incredibly successful with Canadians, pushing ratings and usage to record levels.

A significant level of activity is underway on the **Regional Strategy** front:

- We increased resources in a number of regional locations to ensure regional operations are properly resourced before we expand and add additional services. We call this **"revitalization"** in the Strategy 2015 summary attached.
- Announced the first details of our increased local focus to introduce and improve service to more than six million Canadians over the next four years.
    - New radio and online services will be established in Kamloops;
    - CBC Kelowna will expand its current service to include a new afternoon radio program focused on serving the BC interior, while CBC Victoria's existing programming will be enhanced to better serve the specific needs of Vancouver Island audiences, and
    - New weekend news programs on television and expanded weekend news programs on radio and online will be launched in Toronto and Calgary

To better align our resources and meet the challenges of *Everyone, Every Way*, English services recently introduced a **new organizational structure** of senior management, which immediately began to focus on the preparatory work required to move ahead on our strategic priorities, which included:

- Hiring people to fill key leadership roles, and
- Establishing management committees with clear roles and responsibilities for content planning, content areas, revenues and strategy and business development.

3. The June Report Card

The June report card sets the benchmarks for all the variables that are measured in the Report Card. It provides the starting point by which all future progress on the following metrics will be measured and trended:

- An overall measure of the extent to which Canadians believe that the programming offered by CBC/Radio-Canada's English and French Radio and Television services is **informative**, **enlightening**, **entertaining** and **available on new platforms** based on surveys conducted in November 2010 and March 2011;
    - While data is available for two measurement periods, **comparisons should be made with caution**, as differences may be the result of seasonality.
- The status of the mission delivery of the portfolio of English and French services offered (the **bubble** charts);
- **Key performance indicators** and **targets** taken from the Media's Budgets as approved by the Board in March;
- Measures of the performance of **key genres** on CBC Television and Télévision de Radio-Canada, and
- **Financial indicators**.

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s.68(3).1

Report Cards for CBC/Radio-Canada's English and French services are provided as separate documents.

4. What is on the Horizon

The key initiatives that will be launched by Media over the next 6-12 months are outlined in **Appendix A**. Both Media Lines will be implementing a wide range of projects relating to the key thrusts of *Everyone, Every* way – Network programming, the Regions and new Platforms throughout the remainder of 2011-2012 fiscal year.

5. Strategic and Operational Risks

The status of the key corporate risks is reported to the Audit Committee of the Board and to the full Board on a quarterly basis. The key corporate risks that may directly or indirectly impact the achievement of our strategy *Everyone, Every way* are shown in the table below.

Key Strategic and Operational Risks

Government & Regulatory	Market	Internal
• LPIF sunsets in 2012 and not replaced by other source of local production incentive • Parliamentary Appropriation Reduction – Budget 2011 announced a government-wide Strategic and Operating Review of direct program spending with an objective of achieving ongoing annual savings by 2014-2015 of 5%. • DTV Conversion - CBC/Radio-Canada's plan of 27 transmitters versus 91 CRTC mandated markets • CRTC license renewals in Sept 2011 - Conditions of license and impact elements of strategy and/or service levels • CMF Fund – Changes to the $100 million Government commitment under the funding allocation formula may impact the quantity and/or the quality of licensed independent productions	**Economic** • Economic downturn • Inflation/Deflation • Vertical integration in the Canadian broadcasting industry **English Services** • Audience response to replacement programming of US programs • Ability to negotiate digital and platform partnerships consistent to strategies set • Ability to achieve successful renegotiation of NHL contract expiring in 2014 • Ability to protect CMF funding for kids as programming moves to new-timer **French Services**	• Ability to achieve multimedia integration of production (news and regional) due to limited flexibility in collective agreements • Change management • Ability to achieve balanced plan through internal restructure without affecting strategy or increasing costs • Coordination of cost efficiency measures across the Corporation

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More detail on the key strategic and operational risks of our new strategy, *Everyone, Every way,* is provided in the Risk Management Report dated June 21, 2011.

We look forward to updating the Board on our progress in rolling-out *Everyone, Every way*.

Michel Tremblay

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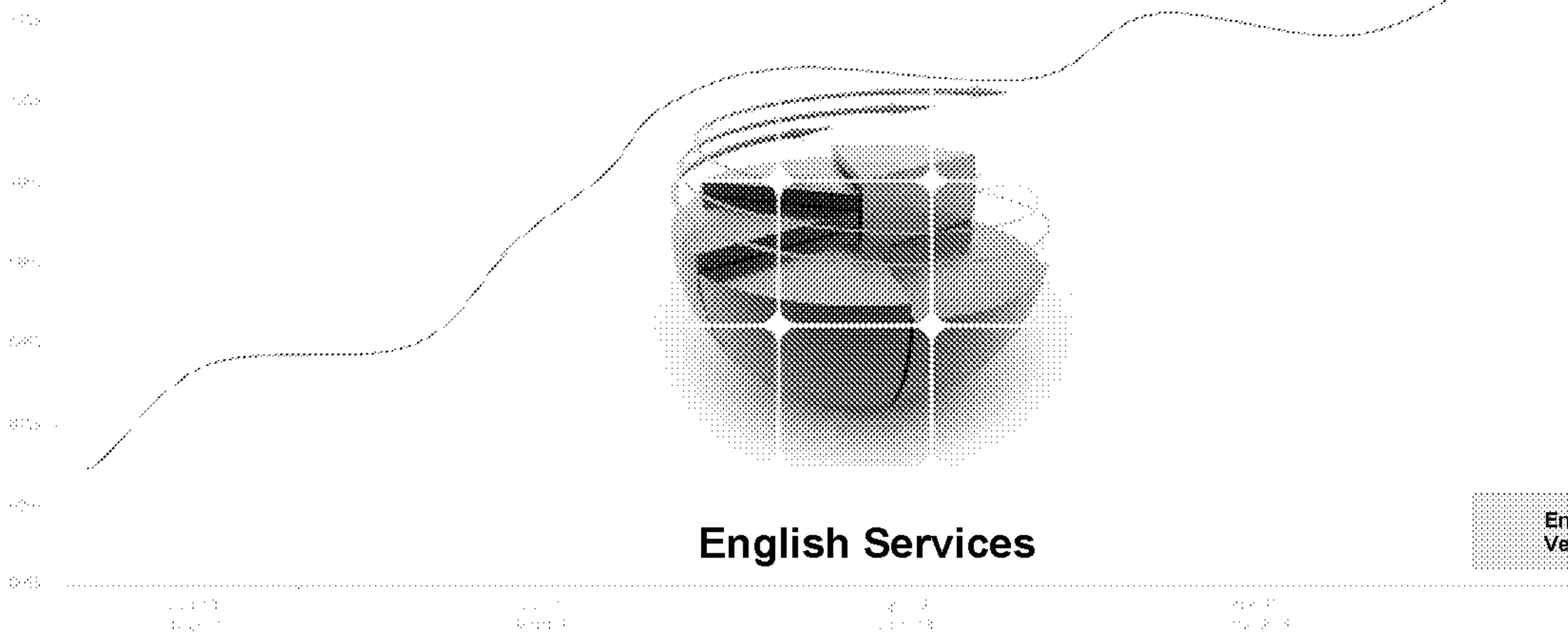
Everyone, Every way

Biannual Performance Report:



English Services

English Version

CONFIDENTIAL

June 21-22, 2011
CBC/Radio-Canada Board of Directors

Table of Contents

**The June report card sets the benchmarks for all the variables that are measured in the Biannual Performance Report.
It provides the starting point by which all future progress will be measured.**

**While data is available for two measurement periods, <u>comparisons should be made with caution,</u>
as differences may be the result of seasonality.**

		Page
Part 1	OVERALL **CBC's Radio and Television Programming is:** **Informative, Enlightening, Entertaining & Available on New Platforms**	**3**
Part 2	SERVICES **English Services Overall Mission Delivery - Portfolio**	**4-5**
Part 3	KEY PERFORMANCE INDICATORS AND TARGETS	**6-7**
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Part 6	MISSION DELIVERY UNDERLYING DATA BY SERVICE	**11-19**

A0046622_7-000353

Part 1 — CBC's Radio and Television Programming is: Informative, Enlightening, Entertaining and Available on New Platforms

English Services

CBC's English-language Radio and Television Programming is...	For the year 2010-2011	November 2010	March 2011	Source of Data and Management's Comments
Informative				**Source of Data** Results presented on this page are based on telephone tracking surveys conducted in November 2010 and March 2011 with samples of 1,200 Anglophones, respectively (TNS Canadian Facts). The full year scores are an average of the scores obtained in November and March. Statistical differences are indicated as follows: ◌ = statistically significant decrease ◌ = statistically significant increase **Management's Comments**
Enlightening				
Entertaining				
Available on new platforms				

Percentage of respondents who "strongly agree" = Percentage of respondents who gave a score of **8, 9 or 10 on a 10 point scale where 10 means "strongly agree".**

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s.68.1

Part 2 — Overall Mission Delivery Scores By Service — English Services

Services	For the year 2010-2011	Source of Data and Management's Comments
CBC Television		**Source of Data** The overall mission delivery score (y-axis) is a composite weighted score of the first three pillars of the guiding principles: **Pillar 1:** Original, Innovative, Quality Canadian Content **Pillar 2:** Reflects/Draws Canadians Together, and **Pillar 3:** Engaging Audiences
CBC News Network		
bold		
documentary		
CBC Radio One		
CBC Radio 2		
CBC Radio 3		
CBC.ca		

Notes:

s.18(b)
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Part 3. Key Performance Indicators and Targets

English Services

		For the year 2010-2011		For the year 2011-2012
		Targets	Results	Targets
Television Audience Share	CBC Television[1]	8.7%	9.3%	9.3%
	CBC News Network[2]	1.0%	1.4%	1.4%
Radio Audience Share	CBC Radio One[3]	11.1%	12.0%	12.0%
	CBC Radio 2[3]	3.0%	2.7%	2.7%
	CBC Radio One & CBC Radio 2 Combined[3]	14.1%	14.7%	14.7%
Advertising Revenues by Source[4]	Main channel	$211 m	$226 m	
	CBC News Network	$11 m	$14 m	
	Other (e.g. Barter, bold & Doc)	$9 m	$17 m	
Self-generated Revenues[5 6]	Total Revenues (excluding LPIF): 2010-11 KPI	$328 m	$367 m	--
	Total Revenues (including LPIF): 2011-12 KPI	--	$384 m	$373 m

Legend:	Results Under Expectations		Results in Line with	Results Over Expectations		*Indicators' results are compared to year targets*
	Decrease of 5% or more	Decrease of 3% to 4%	+/- 2%	Increase of 3% to 4%	Increase of 5% or more	

Source of Data and Management's Comments

Source of Data
The key performance indicators come from the English Services' Business Plan that was approved by the Board in March 2011 or subsequently emerged from discussions with the Board.

New performance indicators were developed to ensure that the three priorities of *Everyone, Every way* are being monitored.

2011-2012 targets have been added since the Board approved the Business Plans in March 2011.

Management's Comments
In 2010-2011, English Services exceeded all of their targets except in the following areas:
1. CBC Radio 2
2. CBC Sports Online (next page)
3. **bold** (next page)

Notes:
1. 2+, regular season (weeks 4 to 31), prime time (7pm to 11pm) (Source: BBM Canada).
2. 2+, regular season (weeks 1 to 31), all day (Source: BBM Canada).
3. 12+, Fall survey (Source: BBM Canada).
4. Advertising revenue is based on fiscal year and includes FIFA for 2010-11 (Source: English Services Budget 2010-11).
5. Total revenue is based on fiscal year and includes advertising, specialty services (CBC News Network, **bold** and documentary) subscriber revenues and other miscellaneous revenues (excludes LPIF for 2010-11 and includes LPIF for 2011-12). (Source: English Services Budget 2010-11).
6. The 2011-12 self-generated revenue target is lower than the 2010-11 result due to FIFA, as a one-time revenue that was included in 2010-11 fiscal year.

		For the year 2010-2011		For the year 2011-2012
		Targets	Results	Targets
Key Regional Indicators	**TV Supper/Late-night News**			
	Average weekly hours tuned ('000s)[1]	*No Target*	3,115 hrs	3,115 hrs
	Radio Morning Shows			
	Average weekly hours tuned ('000s)[2]	*No Target*	4,765 hrs	4,765 hrs
	Regional Web Pages			
	Monthly Average Unique Visitors ('000s)[3]	*No Target*	899[4]	930
New Platforms[3] (Monthly average unique visitors)	*CBC.ca*	5.6 m	5.8 m	6.0 m
	CBC News Online	3.9 m	4.0 m[5]	4.1 m
	CBC Sports Online	1.1 m	0.9 m	1.0 m
	CBC Entertainment Online	1.3 m	1.9 m	2.0 m
Specialty Channel Subscriber Count[6]	CBC News Network	10.8 m	11.0 m	11.1 m
	bold	2.5 m	2.2 m	2.6 m
	documentary	2.3 m	2.4 m	2.5 m

Legend:	Results Under Expectations		Results in Line with	Results Over Expectations		*Indicators' results are compared to year targets*
	Decrease of 5% or more	Decrease of 3% to 4%	+/- 2%	Increase of 3% to 4%	Increase of 5% or more	

Source of Data and Management's Comments

Source of Data
The key performance indicators come from the English Services' Business Plan that was approved by the Board in March 2011 or subsequently emerged from discussions with the Board.

New performance indicators were developed to ensure that the three priorities of *Everyone, Every way* are being monitored.

2011-2012 target s have been added since the Board approved the Business Plans in March 2011.

Management's Comments
In 2010-2011, English Services exceeded all of their targets except in the following areas:
1. CBC Radio 2 (previous page)
2. CBC Sports Online (previous page)
3. **bold**

Notes:
1. 2+, regular season (weeks 4 to 31), Monday to Friday, Supper news are aired between 5pm to 6:30pm and Late-night news are aired between 10:55pm and 11:05pm (Source: BBM Canada).
2. 12+, September to March, BBM PPM (Source: BBM Canada).
3. 2+, September to March (Source: comScore).
4. Regional web page 2010-11 result were affected by a measurement inconsistency in September 2010 - Saskatchewan was not counted. (Source: comScore).
5. CBC News Online excludes February 2011 due to comScore error (News Only).
6. As of March of the respected year (Source: English Services).

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Part 4 CBC Television Genres Performance English Services

s.18(a) s.18(b)

Part 5: English Services and Corporate Financial Indicators

English Services

English Services' Financial Indicators	2010-11 Targets	Fiscal Year 2010-11	First Semester (April 2010 to Sept 2010)	Second Semester (Oct. 2010 to March 2011)	2011-12 Targets
Revenues ($M)					
Total Revenue[1]	$ 344.0	$ [redacted]	$ 171.0	$ 213.0	$ 373.0
Spending ($M)					
Spending on New Platforms[2]					
Efficiencies ($M)					
Reduce Cost of Media Production Methods					

CBC/Radio-Canada' Financial Indicators[3]	Fiscal Year 2010-11	First Semester (April 2010 to Sept 2010)	Second Semester (Oct. 2010 to March 2011)	2015 Targets
Efficiencies ($M)				
Reduce Cost of Corporate G&A	*New Indicator*	*New Indicator*	*New Indicator*	$ 10
Assets ($M)				**Total capital spent over 5 years ($M)**
Capital budget: Average annual capital spent	$ 135.4			

Source of Data and Management's Comments

Source of Data

The financial indicators come from the English Services' Business Plan and the Operating and Capital Budgets that were approved by the Board in March 2011.

New performance indicators such as Spending on New Platforms were developed to ensure that the three priorities of *Everyone, Every way* are being monitored.

2011-2012 target s have been added since the Board approved the Business Plans in March 2011.

Management's Comments

Legend:	Results Under Expectations		Results in Line with Expectations	Results Over Expectations		*Indicators' results are compared to year targets*
	Decrease of 5% or more	Decrease of 3% to 4%	+/- 2%	Increase of 3% to 4%	Increase of 5% or more	

Notes:
1. Total revenue is based on fiscal year and includes advertising, specialty services (CBC News Network, bold and Documentary Channel) subscriber revenues and other miscellaneous revenues (includes LPIF) (Source: English Services Budget 2010-11).
2. Spending on new platforms include spending on *CBC.ca*, CBC Radio 3, Book Portal from Radio and Other (TV bits) (Source: English Services Budget 2010-11).
3. These indicators apply to the Corporation as a whole. (Source: Budget 2010-2011).

A0046622_15-000361

Part 6. MISSION DELIVERY UNDERLYING DATA BY SERVICE

A0046622_16-000362

Part 6 — **Bubble Chart Underlying Data - CBC Television** — English Services

	For the year 2010-2011	First Measurement Period	Second Measurement Period
Original, Innovative, Quality Canadian Content (Pillar 1)			
% Canadian (1)	85%	86%	84%
Quality (2)			
Differentiated (2)			
Reflects/Draws Canadians Together (Pillar 2)			
% Regional (1)	66%	65%	67%
Reflects regions (2)			
Reflects my region (2)			
Reflects diversity (2)			
Reflects my culture (2)			
Engaging Audiences (Pillar 3)			
% of All Canadian Content Usage of English Services (3)			
Cost Effective (Pillar 4)			
Net Return per Audience Hour ($) (4)			

Source of Data and Management's Comments

Source of Data:
1. % of Canadian and % of Regional (1) are measures based on output data collected by CBC/Radio-Canada Media Lines and provided to external sources, such as CRTC.

2. Perception Data, identified with a (2) are based on telephone tracking surveys conducted in November 2010 and March 2011 with samples of 1,200 Anglophones, respectively (TNS Canadian Facts). The full year scores are an average of the scores obtained in November and March.

Statistical differences are indicated as follows:
◌ = statistically significant decrease
◌ = statistically significant increase

3. The service's share of usage across all of CBC/Radio-Canada's English-language service (3) is derived from usage data measured by BBM Canada and comScore.

4. Cost effectiveness (4) is measured using financial data provided by Finance which includes all costs and revenue sources for each service.

Management's Comments

Notes:
1. Perception data, identified with a (2), refer to the percentage of respondents who ''strongly agree'' = % of respondents who gave a score of 8, 9 or 10 on a 10 point scale where 10 means ''strongly agree''.
2. Output data identified with a (1), (3) and (4) use the following measurement periods:
- First measurement period refers to the first five (5) months of the fiscal year (April 2010 to August 2010);
- Second measurement period refers to the last seven (7) months of the fiscal year (September 2010 to March 2011);
- Full year corresponds to the full fiscal year (April 2010 to March 2011).

s.18(b)
s.68.1

Part 6 — **Bubble Chart Underlying Data - CBC News Network** — English Services

	For the year 2010-2011	First Measurement Period	Second Measurement Period
Original, Innovative, Quality Canadian Content (Pillar 1)			
% Canadian (1)	95%	96%	95%
Quality (2)			
Differentiated (2)			
Reflects/Draws Canadians Together (Pillar 2)			
% Regional (1)	41%	42%	41%
Reflects regions (2)			
Reflects my region (2)			
Reflects diversity (2)			
Reflects my culture (2)			
Engaging Audiences (Pillar 3)			
% of All Canadian Content Usage of English Services (3)			
Cost Effective (Pillar 4)			
Net Return per Audience Hour ($) (4)			

Source of Data and Management's Comments

Source of Data:

1. % of Canadian and % of Regional (1) are measures based on output data collected by CBC/Radio-Canada Media Lines and provided to external sources, such as CRTC.

2. Perception Data, identified with a (2) are based on telephone tracking surveys conducted in November 2010 and March 2011 with samples of 1,200 Anglophones, respectively (TNS Canadian Facts). The full year scores are an average of the scores obtained in November and March.

Statistical differences are indicated as follows:
◌ = statistically significant decrease
◌ = statistically significant increase

3. The service's share of usage across all of CBC/Radio-Canada's English-language service (3) is derived from usage data measured by BBM Canada and comScore.

4. Cost effectiveness (4) is measured using financial data provided by Finance which includes all costs and revenue sources for each service.

Management's Comments

Notes:

1. Perception data, identified with a (2), refer to the percentage of respondents who ''strongly agree" = % of respondents who gave a score of 8, 9 or 10 on a 10 point scale where 10 means ''strongly agree''.

2. Output data identified with a (1), (3) and (4) use the following measurement periods:
- First measurement period refers to the first five (5) months of the fiscal year (April 2010 to August 2010);
- Second measurement period refers to the last seven (7) months of the fiscal year (September 2010 to March 2011);
- Full year corresponds to the full fiscal year (April 2010 to March 2011).

A0046622_18-000364

Part 6 — **Bubble Chart Underlying Data - bold** — English Services

bold

	For the year 2010-2011	First Measurement Period	Second Measurement Period
Original, Innovative, Quality Canadian Content (Pillar 1)			
% Canadian (1)	**94%**	**95%**	**94%**
Quality (2)			
Differentiated (2)			
Reflects/Draws Canadians Together (Pillar 2)			
% Regional (1)	**29%**	**30%**	**29%**
Reflects regions (2)			
Reflects my region (2)			
Reflects diversity (2)			
Reflects my culture (2)			
Engaging Audiences (Pillar 3)			
% of All Canadian Content Usage of English Services (3)			
Cost Effective (Pillar 4)			
Net Return per Audience Hour ($) (4)			

Source of Data and Management's Comments

Source of Data

1. % of Canadian and % of Regional (1) are measures based on output data collected by CBC/Radio-Canada Media Lines and provided to external sources, such as CRTC.

2. Perception Data, identified with a (2) are based on telephone tracking surveys conducted in November 2010 and March 2011 with samples of 1,200 Anglophones, respectively (TNS Canadian Facts). The full year scores are an average of the scores obtained in November and March.

Statistical differences are indicated as follows:
◌ = statistically significant decrease
◌ = statistically significant increase

3. The service's share of usage across all of CBC/Radio-Canada's English-language service (3) is derived from usage data measured by BBM Canada and comScore.

4. Cost effectiveness (4) is measured using financial data provided by Finance which includes all costs and revenue sources for each service.

Management's Comments

Notes:

1. Perception data, identified with a (2), refer to the percentage of respondents who ''strongly agree" = % of respondents who gave a score of 8, 9 or 10 on a 10 point scale where 10 means ''strongly agree''.

2. Output data identified with a (1), (3) and (4) use the following measurement periods:
- First measurement period refers to the first five (5) months of the fiscal year (April 2010 to August 2010);
- Second measurement period refers to the last seven (7) months of the fiscal year (September 2010 to March 2011);
- Full year corresponds to the full fiscal year (April 2010 to March 2011).

A0046622_19-000365

Part 6 — Bubble Chart Underlying Data - documentary — English Services

	For the year 2010-2011	First Measurement Period	Second Measurement Period
Original, Innovative, Quality Canadian Content (Pillar 1)			
% Canadian (1)	86%	87%	85%
Quality (2)			
Differentiated (2)			
Reflects/Draws Canadians Together (Pillar 2)			
% Regional (1)	23%	21%	24%
Reflects regions (2)			
Reflects my region (2)			
Reflects diversity (2)			
Reflects my culture (2)			
Engaging Audiences (Pillar 3)			
% of All Canadian Content Usage of English Services (3)			
Cost Effective (Pillar 4)			
Net Return per Audience Hour ($) (4)			

Source of Data and Management's Comments

Source of Data

1. % of Canadian and % of Regional (1) are measures based on output data collected by CBC/Radio-Canada Media Lines and provided to external sources, such as CRTC.

2. Perception Data, identified with a (2) are based on telephone tracking surveys conducted in November 2010 and March 2011 with samples of 1,200 Anglophones, respectively (TNS Canadian Facts). The full year scores are an average of the scores obtained in November and March.

Statistical differences are indicated as follows:
◌ = statistically significant decrease
◌ = statistically significant increase

3. The service's share of usage across all of CBC/Radio-Canada's English-language service (3) is derived from usage data measured by BBM Canada and comScore.

4. Cost effectiveness (4) is measured using financial data provided by Finance which includes all costs and revenue sources for each service.

Management's Comments

Notes:

1. Perception data, identified with a (2), refer to the percentage of respondents who ''strongly agree" = % of respondents who gave a score of 8, 9 or 10 on a 10 point scale where 10 means ''strongly agree''.

2. Output data identified with a (1), (3) and (4) use the following measurement periods:
- First measurement period refers to the first five (5) months of the fiscal year (April 2010 to August 2010);
- Second measurement period refers to the last seven (7) months of the fiscal year (September 2010 to March 2011);
- Full year corresponds to the full fiscal year (April 2010 to March 2011).

s.18(b)
s.68.1

Part 6 — **Bubble Chart Underlying Data - CBC Radio One** — English Services

radio one

	For the year 2010-2011	First Measurement Period	Second Measurement Period
Original, Innovative, Quality Canadian Content (Pillar 1)			
% Canadian (1)	**99%**	**100%**	**99%**
Quality (2)			
Differentiated (2)			
Reflects/Draws Canadians Together (Pillar 2)			
% Regional (1)	**93%**	**93%**	**93%**
Reflects regions (2)			
Reflects my region (2)			
Reflects diversity (2)			
Reflects my culture (2)			
Engaging Audiences (Pillar 3)			
% of All Canadian Content Usage of English Services (3)			
Cost Effective (Pillar 4)			
Net Return per Audience Hour ($) (4)			

Source of Data and Management's Comments

Source of Data

1. % of Canadian and % of Regional (1) are measures based on output data collected by CBC/Radio-Canada Media Lines and provided to external sources, such as CRTC.

2. Perception Data, identified with a (2) are based on telephone tracking surveys conducted in November 2010 and March 2011 with samples of 1,200 Anglophones, respectively (TNS Canadian Facts). The full year scores are an average of the scores obtained in November and March.

Statistical differences are indicated as follows:
◌ = statistically significant decrease
◌ = statistically significant increase

3. The service's share of usage across all of CBC/Radio-Canada's English-language service (3) is derived from usage data measured by BBM Canada and comScore.

4. Cost effectiveness (4) is measured using financial data provided by Finance which includes all costs and revenue sources for each service.

Management's Comments

Notes:

1. Perception data, identified with a (2), refer to the percentage of respondents who ''strongly agree" = % of respondents who gave a score of 8, 9 or 10 on a 10 point scale where 10 means ''strongly agree''.

2. Output data identified with a (1), (3) and (4) use the following measurement periods:
- First measurement period refers to the first five (5) months of the fiscal year (April 2010 to August 2010);
- Second measurement period refers to the last seven (7) months of the fiscal year (September 2010 to March 2011);
- Full year corresponds to the full fiscal year (April 2010 to March 2011).

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Part 6 — Bubble Chart Underlying Data - CBC Radio 2 — English Services

	For the year 2010-2011	First Measurement Period	Second Measurement Period
Original, Innovative, Quality Canadian Content (Pillar 1)			
% Canadian (1)	77%	78%	77%
Quality (2)			
Differentiated (2)			
Reflects/Draws Canadians Together (Pillar 2)			
% Regional (1)	42%	42%	42%
Reflects regions (2)			
Reflects my region (2)			
Reflects diversity (2)			
Reflects my culture (2)			
Engaging Audiences (Pillar 3)			
% of All Canadian Content Usage of English Services (3)			
Cost Effective (Pillar 4)			
Net Return per Audience Hour ($) (4)			

Source of Data and Management's Comments

Source of Data

1. % of Canadian and % of Regional (1) are measures based on output data collected by CBC/Radio-Canada Media Lines and provided to external sources, such as CRTC.

2. Perception Data, identified with a (2) are based on telephone tracking surveys conducted in November 2010 and March 2011 with samples of 1,200 Anglophones, respectively (TNS Canadian Facts). The full year scores are an average of the scores obtained in November and March.

Statistical differences are indicated as follows:
◌ = statistically significant decrease
◌ = statistically significant increase

3. The service's share of usage across all of CBC/Radio-Canada's English-language service (3) is derived from usage data measured by BBM Canada and comScore.

4. Cost effectiveness (4) is measured using financial data provided by Finance which includes all costs and revenue sources for each service.

Management's Comments

Notes:

1. Perception data, identified with a (2), refer to the percentage of respondents who ''strongly agree" = % of respondents who gave a score of 8, 9 or 10 on a 10 point scale where 10 means ''strongly agree''.

2. Output data identified with a (1), (3) and (4) use the following measurement periods:
- First measurement period refers to the first five (5) months of the fiscal year (April 2010 to August 2010);
- Second measurement period refers to the last seven (7) months of the fiscal year (September 2010 to March 2011);
- Full year corresponds to the full fiscal year (April 2010 to March 2011).

Part 6 — **Bubble Chart Underlying Data - CBC Radio 3** — English Services

	For the year 2010-2011	First Measurement Period	Second Measurement Period
Original, Innovative, Quality Canadian Content (Pillar 1)			
% Canadian (1)	**100%**	**100%**	**100%**
Quality (2)			
Differentiated (2)			
Reflects/Draws Canadians Together (Pillar 2)			
% Regional (1)	**82%**	**83%**	**82%**
Reflects regions (2)			
Reflects my region (2)			
Reflects diversity (2)			
Reflects my culture (2)			
Engaging Audiences (Pillar 3)			
% of All Canadian Content Usage of English Services (3)			
Cost Effective (Pillar 4)			
Net Return per Audience Hour ($) (4)			

Source of Data and Management's Comments

Source of Data

1. % of Canadian and % of Regional (1) are measures based on output data collected by CBC/Radio-Canada Media Lines and provided to external sources, such as CRTC.

2. Perception Data, identified with a (2) are based on telephone tracking surveys conducted in November 2010 and March 2011 with samples of 1,200 Anglophones, respectively (TNS Canadian Facts). The full year scores are an average of the scores obtained in November and March.

Statistical differences are indicated as follows:
◌ = statistically significant decrease
◌ = statistically significant increase

3. The service's share of usage across all of CBC/Radio-Canada's English-language service (3) is derived from usage data measured by BBM Canada and comScore.

4. Cost effectiveness (4) is measured using financial data provided by Finance which includes all costs and revenue sources for each service.

Management's Comments

Notes:

1. Perception data, identified with a (2), refer to the percentage of respondents who ''strongly agree" = % of respondents who gave a score of 8, 9 or 10 on a 10 point scale where 10 means ''strongly agree''.

2. Output data identified with a (1), (3) and (4) use the following measurement periods:
- First measurement period refers to the first five (5) months of the fiscal year (April 2010 to August 2010);
- Second measurement period refers to the last seven (7) months of the fiscal year (September 2010 to March 2011);
- Full year corresponds to the full fiscal year (April 2010 to March 2011).

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Part 6 — Bubble Chart Underlying Data - CBC.ca — English Services

cbc.ca

	For the year 2010-2011	First Measurement Period	Second Measurement Period
Original, Innovative, Quality Canadian Content (Pillar 1)			
% Canadian (1)	89%	90%	89%
Quality (2)			
Differentiated (2)			
Reflects/Draws Canadians Together (Pillar 2)			
% Regional (1)	72%	71%	72%
Reflects regions (2)			
Reflects my region (2)			
Reflects diversity (2)			
Reflects my culture (2)			
Engaging Audiences (Pillar 3)			
% of All Canadian Content Usage of English Services (3)			
Cost Effective (Pillar 4)			
Net Return per Audience Hour ($) (4)			

Source of Data and Management's Comments

Source of Data

1. % of Canadian and % of Regional (1) are measures based on output data collected by CBC/Radio-Canada Media Lines and provided to external sources, such as CRTC.

2. Perception Data, identified with a (2) are based on telephone tracking surveys conducted in November 2010 and March 2011 with samples of 1,200 Anglophones, respectively (TNS Canadian Facts). The full year scores are an average of the scores obtained in November and March.

Statistical differences are indicated as follows:
◌ = statistically significant decrease
◌ = statistically significant increase

3. The service's share of usage across all of CBC/Radio-Canada's English-language service (3) is derived from usage data measured by BBM Canada and comScore.

4. Cost effectiveness (4) is measured using financial data provided by Finance which includes all costs and revenue sources for each service.

Management's Comments

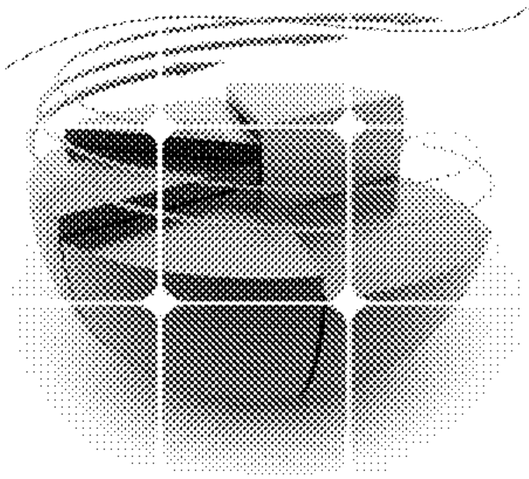
Notes:

1. Perception data, identified with a (2), refer to the percentage of respondents who ''strongly agree" = % of respondents who gave a score of 8, 9 or 10 on a 10 point scale where 10 means ''strongly agree''.

2. Output data identified with a (1), (3) and (4) use the following measurement periods:
- First measurement period refers to the first five (5) months of the fiscal year (April 2010 to August 2010);
- Second measurement period refers to the last seven (7) months of the fiscal year (September 2010 to March 2011);
- Full year corresponds to the full fiscal year (April 2010 to March 2011).

Everyone, Every way

Biannual Performance Report:



French Services

English Version

CONFIDENTIAL

June 21-22, 2011
CBC/Radio-Canada Board of Directors

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**The June report card sets the benchmarks for all the variables that are measured in the Biannual Performance Report.
It provides the starting point by which all future progress will be measured.**

**While data is available for two measurement periods, comparisons should be made with caution,
as differences may be the result of seasonality.**

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Part 1 — Radio and Television de Radio-Canada Programming is: Informative, Enlightening, Entertaining and Available on New Platforms — French Services

Radio-Canada's French-language Radio and Television Programming is…	For the Year 2010-2011	November 2011	March 2011	Source of Data and Management's Comments
Informative				**Source of Data** Results presented on this page are based on telephone tracking surveys conducted in November 2010 and March 2011 with samples of 1,200 Francophones, respectively (TNS Canadian Facts). The full year scores are an average of the scores obtained in November and March. Statistical differences are indicated as follows: ◌ = statistically significant decrease ◌ = statistically significant increase **Management's Comments:**
Enlightening				
Entertaining				
Available on new platforms				

Percentage of respondents who "strongly agree" = Percentage of respondents who gave a score of **8, 9 or 10 on a 10 point scale where 10 means "strongly agree".**

s.18(b)
s.68.1

Part 4 — Overall Mission Delivery Scores By Service — French Services

Services	For the Year 2010-2011	Source of Data and Management's Comments
Télévision de Radio-Canada		**Source of Data** The overall mission delivery score (y-axis) is a composite weighted score of the first three pillars of the guiding principles: **Pillar 1:** Original, Innovative, Quality Canadian Content **Pillar 2:** Reflects/Draws Canadians Together, and **Pillar 3:** Engaging Audiences **Management's Comments**
RDI		
ARTV		
Première Chaîne		
Espace musique		
Bande à part		
Radio-Canada.ca		
TOU.TV		

Notes:

		For the Year 2010-2011		For the Year 2011-2012
		Targets	Results	Targets
Television Audience Share	Télévision de Radio-Canada[1]	18.5%	19.9%	19.3%
	RDI[2]	No Target	2.9%	combined share 4.5%
	ARTV[2]	No Target	1.6%	
Radio Audience Share	Première Chaîne and Espace musique combined[3]	19.0%	19.5%	19.5%
Internet	Average Monthly Reach[4]	1 829 000	2 023 000	2 073 000 (+2.5%)
Self-generated revenues	Total Revenues[5]	190,7 M$	205 M$	230 M$

Source of Data and Management's Comments

Source of Data
The key performance indicators come from the French Services' Business Plan that was approved by the Board in March 2011.

New performance indicators were developed to ensure that the three priorities of *Everyone, Every way* are being monitored.

2011-2012 targets have been added since the Board approved the Business Plans in March 2011.

Management's Comments:
Generally speaking, French Services' performance in 2010-2011 exceeded expectations.

Legend:	Decrease		Stable	Increase		
	5% or More	Between 3% and 4%	2%	Between 3% and 4%	5% or More	*Indicators' results are compared to year targets*

Notes:
1. 2+, regular season (2010-2011: September 6, 2010-April 3, 2011), prime time (BBM Canada)
2. 2+, August 30, 2010 to April 03, 2011, all day (BBM Canada)
3. 12+, Fall survey (2010-2011 : Fall 2010) (BBM Canada).
4. Average weekly reach for Radio-Canada.ca, TOU.TV, Bande à part.ca: 2+, September 2010-March 2011 (comScore - hybrid data).
5. Total revenue targets and results are based on fiscal year, and include specialty channel revenue (RDI, ARTV), as well as subscriber revenue (French Services: 2010-2011 budget). Revenue and targets for fiscal 2010-2011 do not include LPIF, while the 2011-2012 target includes LPIF.

Key Performance Indicators and Targets (Cont'd)

French Services

		For the Year 2010-2011		For the Year 2011-2012
		Targets	Results	Targets
Key Regional Indicators	**Television**			
	Téléjournal 18h Average Minute Audience (000)[1]	No Target	317	323 (+2,0%)
	Radio			
	Share of Early Morning Radio Programs[2]	No Target	19.0%	19.0%
	Internet - Regional Sites			
	Unique Visitors (000)[3]	No Target	447	458 (+2,5%)
	Regional reflections			
Subscriber Count	RDI[6]	10 800 000	11 009 212	11 000 000
	ARTV[6]	No Target	2 410 992	2 100 000

Source of Data and Management's Comments

Source of Data
The key performance indicators come from the French Services' Business Plan that was approved by the Board in March 2011.

New performance indicators were developed to ensure that the three priorities of Everyone, *Every way* are being monitored.

2011-2012 targets have been added since the Board approved the Business Plans in March 2011.

Management's Comments:

Legend:	Decrease		Results in Line with	Increase		*Indicators' results are compared to year targets*
	5% or More	Between 3% and 4%	2%	Between 3% and 4%	5% or More	

Notes:
1. 2+, regular season (September 6, 2010 to April 3, 2011), Monday to Friday, 6pm-6:30pm (BBM Canada) –weekly average in (000).
2. 12+, Fall survey, Monday to Friday, 6am to 9am (BBM Canada).
3. Monthly average based on September through March, in thousands (000): 2+ (comScore, hybrid data).
4. Number of regional sites and number of hours per week of live activity (including Montreal regional site). Average based on fiscal year (April to March).

6. Number of subscribers based on fiscal year.

s.18(b)
s.68.1

1. Quality Scores: *Télévision Radio-Canada provides high quality...*	For the Year 2010-2011	November 2010	March 2011
Dramas and feature films			
Talk shows and Variety Programming			
News			
Current Affairs			
Children's			
Sports			

2. Differentiation Scores: *Télévision de Radio-Canada provides programming that you can't find on other channels*	For the Year 2010-2011	November 2010	March 2011
Dramas and feature films			
Talk shows and Variety Programming			
News			
Current Affairs			
Children's			
Sports			

Source of Data and Management's Comments

Source of Data
Results presented on this page are based on telephone tracking surveys conducted in November 2010 and March 2011 with samples of 1,200 Francophones, respectively (TNS Canadian Facts). The full year scores are an average of the scores obtained in November and March.

Statistical differences are indicated as follows:
◌ = statistically significant decrease
◌ = statistically significant increase

Management's Comments:

Percentage of respondents who "strongly agree" = Percentage of respondents who gave a score of **8, 9 or 10 on a 10 point scale where 10 means "strongly agree".**

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1. Télévision de Radio-Canada's Shares of Viewing Among Key Competitors (Canadian programming)[2]	For the Year 2010-2011	Season Spring-Summer[1]	Season Fall-Winter[1]
Dramas and feature films			
Talk shows and Variety			
News			
Current Affairs and documentaries			
Children's			
Sports			

2. Net Cost per Viewer Hour (Canadian programming)[3]	For the Year 2010-2011	Season Spring-Summer[1]	Season Fall-Winter[1]
Dramas and feature films			
Talk shows and Variety			
News			
Current Affairs and documentaries			
Children's			
Sports			

Source of Data and Management's Comments

Source des données :
1. Télévision de Radio-Canada's share of viewing to Canadian programming among key competitors is derived from BBM Canada data. The viewing hours to Télévision de Radio-Canada genres programming are expressed as a percentage of the total viewing hours of those genres.

Key competitors and periods of analysis:
- Dramas, talk shows, current affairs and doc. : TVA & V (7pm-11pm);
- News: TVA & V (5pm to 11pm);
- Children's : Télétoon, TQ, Vrak, Yoopa (6am to 6pm);
- Sports: RDS, RIS, English Stations (TSN, Sporstnet and CBC Television) (6am to midnight);

2. For each genre the net costs (total cost minus revenue generated) of airing all programs of a particular genre are divided by the total viewing hours to the genre. (Source: BBM PPM, Budget 2010-11).

Management's Comments:

Notes:
1. The Spring-Summer season refers to the first five (5) months of the fiscal year (April 2010 to August 2010), while the Fall-Winter season refers to the last seven (7) months of the fiscal year (September 2010 to March 2011). The full year corresponds to the full fiscal year (April 2010 to March 2011).
2. Télévision de Radio-Canada's shares for the second period (September 2010 to March 2011) are based on preliminary CMF codes. They may be subject to change.
3. Net cost per viewer hour data for each measurement period in fiscal 2010-2011 will be available in September 2011 and published in the next bi-annual performance report, to be released in January 2012.

s.18(b) s.18(a)

French Services' Financial Indicators	Targets 2010-11	For the Year 2010-2011	1st Semester (April 2010 to September 2010)	2nd Semester (October 2010 to March 2011)	Targets 2011-12
Revenues ($M)					
Total Revenues[1]	$ 190.7	$ 205	$ 87.9	$ 117	$ 230
Spending ($M)					
Spending on New Platforms					
Efficiencies ($M)					

CBC/Radio-Canada's Financial Indicators[3]	For the Year 2010-2011	1st Semester (April 2010 to September 2010)	2nd Semester (October 2010 to March 2011)	Targets 2015
Efficiencies ($M)				

Assets ($M)				**Total capital spent over 5 years ($M)**
Capital budget: Average annual capital spent	$ 135.4			

Source of Data and Management's Comments

Source of Data

The financial indicators come from the French Services' Business Plan and the Operating and Capital Budgets that were approved by the Board in March 2011.

New performance indicators such as Spending on New Platforms were developed to ensure that the three priorities of *Everyone, Every way* are being monitored.

2011-2012 target s have been added since the Board approved the Business Plans in March 2011.

Management's Comments

Legend:	Decrease		Stable	Increase		*Indicators' results are compared to year targets*
	5% or More	Between 3% and 4%	± 2%	Between 3% and 4%	5% or More	

Notes:

1. Total revenue targets and results are based on fiscal year, and include specialty channel revenue (RDI, ARTV), as well as subscriber revenue (French Services: 2010-2011 budget). Revenue and targets for fiscal 2010-2011 do not include LPIF, while the 2011-2012 target includes LPIF.
2. The French Services spending on new platforms' target is 4% of their 2011-2012 opening budget.
3. These indicators apply to the Corporation as a whole. (Source: Budget 2010-2011).

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PART 6.

MISSION DELIVERY UNDERLYING DATA BY SERVICE

RADIO-CANADA TELÉVISION

Original, Innovative, Quality Canadian Content (Pillar 1)	For the Year 2010-2011	First Measurement Period	Second Measurement Period
% Canadian (1)	86%	79%	91%
Quality (2)			
Differentiated (2)			
Reflects/Draws Canadians Together (Pillar 2)			
% Regional (1)	48%	44%	50%
Reflects regions (2)			
Reflects my region (2)			
Reflects diversity (2)			
Reflects my culture (2)			
Engaging Audiences (Pillar 3)			
% of All Canadian Content Usage of French Services (3)			
Cost Effective (Pillar 4)			
Net Return per Audience Hour ($) (4)			

Source of Data and Management's Comments

Source of Data:

1. % of Canadian and % of Regional (1) are measures based on output data collected by CBC/Radio-Canada Media Lines and provided to external sources, such as CRTC.

2. Perception Data, identified with a (2) are based on telephone tracking surveys conducted in November 2010 and March 2011 with samples of 1,200 Francophones, respectively (TNS Canadian Facts). The full year scores are an average of the scores obtained in November and March.

Statistical differences are indicated as follows:
- = statistically significant decrease
- = statistically significant increase

3. The service's share of usage across all of CBC/Radio-Canada's French-language service (3) is derived from usage data measured by BBM Canada and comScore.

4. Cost effectiveness (4) is measured using financial data provided by Finance which includes all costs and revenue sources for each service.

Management's Comments

Notes:

1. Perception data, identified with a (2), refer to the percentage of respondents who ''strongly agree'' = % of respondents who gave a score of 8, 9 or 10 on a 10 point scale where 10 means ''strongly agree''.

2. Output data identified with a (1), (3) and (4) use the following measurement periods:
- First measurement period refers to the first five (5) months of the fiscal year (April 2010 to August 2010);
- Second measurement period refers to the last seven (7) months of the fiscal year (September 2010 to March 2011);
- Full year corresponds to the full fiscal year (April 2010 to March 2011).

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s.18(b)
s.68.1

RDI

Original, Innovative, Quality Canadian Content (Pillar 1)	For the Year 2010-2011	First Measurement Period	Second Measurement Period
% Canadian (1)	99%	98%	99%
Quality (2)			
Differentiated (2)			
Reflects/Draws Canadians Together (Pillar 2)			
% Regional (1)	33%	33%	33%
Reflects regions (2)			
Reflects my region (2)			
Reflects diversity (2)			
Reflects my culture (2)			
Engaging Audiences (Pillar 3)			
% of All Canadian Content Usage of French Services (3)			
Cost Effective (Pillar 4)			
Net Return per Audience Hour ($) (4)			

Source of Data and Management's Comments

Source of Data:

1. % of Canadian and % of Regional (1) are measures based on output data collected by CBC/Radio-Canada Media Lines and provided to external sources, such as CRTC.

2. Perception Data, identified with a (2) are based on telephone tracking surveys conducted in November 2010 and March 2011 with samples of 1,200 Francophones, respectively (TNS Canadian Facts). The full year scores are an average of the scores obtained in November and March.

Statistical differences are indicated as follows:
◌ = statistically significant decrease
◌ = statistically significant increase

3. The service's share of usage across all of CBC/Radio-Canada's French-language service (3) is derived from usage data measured by BBM Canada and comScore.

4. Cost effectiveness (4) is measured using financial data provided by Finance which includes all costs and revenue sources for each service.

Management's Comments

Notes:

1. Perception data, identified with a (2), refer to the percentage of respondents who ''strongly agree" = % of respondents who gave a score of 8, 9 or 10 on a 10 point scale where 10 means ''strongly agree".

2. Output data identified with a (1), (3) and (4) use the following measurement periods:
- First measurement period refers to the first five (5) months of the fiscal year (April 2010 to August 2010);
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- Full year corresponds to the full fiscal year (April 2010 to March 2011)

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s.18(b)
s.68.1

Original, Innovative, Quality Canadian Content (Pillar 1)	For the Year 2010-2011	First Measurement Period	Second Measurement Period
% Canadian (1)	84%	83%	84%
Quality (2)			
Differentiated (2)			
Reflects/Draws Canadians Together (Pillar 2)			
% Regional (1)	6%	7%	6%
Reflects regions (2)			
Reflects my region (2)			
Reflects diversity (2)			
Reflects my culture (2)			
Engaging Audiences (Pillar 3)			
% of All Canadian Content Usage of French Services (3)			
Cost Effective (Pillar 4)			
Net Return per Audience Hour ($) (4)			

Source of Data and Management's Comments

Source of Data:

1. % of Canadian and % of Regional (1) are measures based on output data collected by CBC/Radio-Canada Media Lines and provided to external sources, such as CRTC.

2. Perception Data, identified with a (2) are based on telephone tracking surveys conducted in November 2010 and March 2011 with samples of 1,200 Francophones, respectively (TNS Canadian Facts). The full year scores are an average of the scores obtained in November and March.

Statistical differences are indicated as follows:
- = statistically significant decrease
- = statistically significant increase

3. The service's share of usage across all of CBC/Radio-Canada's French-language service (3) is derived from usage data measured by BBM Canada and comScore.

4. Cost effectiveness (4) is measured using financial data provided by Finance which includes all costs and revenue sources for each service.

Management's Comments

Notes:

1. Perception data, identified with a (2), refer to the percentage of respondents who "strongly agree" = % of respondents who gave a score of 8, 9 or 10 on a 10 point scale where 10 means "strongly agree".

2. Output data identified with a (1), (3) and (4) use the following measurement periods:
- First measurement period refers to the first five (5) months of the fiscal year (April 2010 to August 2010);
- Second measurement period refers to the last seven (7) months of the fiscal year (September 2010 to March 2011);
- Full year corresponds to the full fiscal year (April 2010 to March 2011).

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RADIO
PREMIÈRE CHAÎNE

Original, Innovative, Quality Canadian Content (Pillar 1)	For the Year 2010-2011	First Measurement Period	Second Measurement Period
% Canadian (1)	100%	100%	100%
Quality (2)			
Differentiated (2)			
Reflects/Draws Canadians Together (Pillar 2)			
% Regional (1)	80%	81%	80%
Reflects regions (2)			
Reflects my region (2)			
Reflects diversity (2)			
Reflects my culture (2)			
Engaging Audiences (Pillar 3)			
% of All Canadian Content Usage of French Services (3)			
Cost Effective (Pillar 4)			
Net Return per Audience Hour ($) (4)			

Source of Data and Management's Comments

Source of Data:

1. % of Canadian and % of Regional (1) are measures based on output data collected by CBC/Radio-Canada Media Lines and provided to external sources, such as CRTC.

2. Perception Data, identified with a (2) are based on telephone tracking surveys conducted in November 2010 and March 2011 with samples of 1,200 Francophones, respectively (TNS Canadian Facts). The full year scores are an average of the scores obtained in November and March.

Statistical differences are indicated as follows:
- = statistically significant decrease
- = statistically significant increase

3. The service's share of usage across all of CBC/Radio-Canada's French-language service (3) is derived from usage data measured by BBM Canada and comScore.

4. Cost effectiveness (4) is measured using financial data provided by Finance which includes all costs and revenue sources for each service.

Management's Comments

Notes:

1. Perception data, identified with a (2), refer to the percentage of respondents who ''strongly agree" = % of respondents who gave a score of 8, 9 or 10 on a 10 point scale where 10 means ''strongly agree".

2. Output data identified with a (1), (3) and (4) use the following measurement periods:
- First measurement period refers to the first five (5) months of the fiscal year (April 2010 to August 2010);
- Second measurement period refers to the last seven (7) months of the fiscal year (September 2010 to March 2011);
- Full year corresponds to the full fiscal year (April 2010 to March 2011).

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s.68.1

Part 6 Bubble Chart Underlying Data - Espace musique | French Services

ESPACE MUSIQUE

Original, Innovative, Quality Canadian Content (Pillar 1)	For the Year 2010-2011	First Measurement Period	Second Measurement Period
% Canadian (1)	71%	71%	71%
Quality (2)			
Differentiated (2)			
Reflects/Draws Canadians Together (Pillar 2)			
% Regional (1)	49%	11%	76%
Reflects regions (2)			
Reflects my region (2)			
Reflects diversity (2)			
Reflects my culture (2)			
Engaging Audiences (Pillar 3)			
% of All Canadian Content Usage of French Services (3)			
Cost Effective (Pillar 4)			
Net Return per Audience Hour ($) (4)			

Source of Data and Management's Comments

Source of Data:

1. % of Canadian and % of Regional (1) are measures based on output data collected by CBC/Radio-Canada Media Lines and provided to external sources, such as CRTC.

2. Perception Data, identified with a (2) are based on telephone tracking surveys conducted in November 2010 and March 2011 with samples of 1,200 Francophones, respectively (TNS Canadian Facts). The full year scores are an average of the scores obtained in November and March.

Statistical differences are indicated as follows:
◌ = statistically significant decrease
◌ = statistically significant increase

3. The service's share of usage across all of CBC/Radio-Canada's French-language service (3) is derived from usage data measured by BBM Canada and comScore.

4. Cost effectiveness (4) is measured using financial data provided by Finance which includes all costs and revenue sources for each service.

Management's Comments

Notes:

1. Perception data, identified with a (2), refer to the percentage of respondents who ''strongly agree'' = % of respondents who gave a score of 8, 9 or 10 on a 10 point scale where 10 means ''strongly agree''.

2. Output data identified with a (1), (3) and (4) use the following measurement periods:
- First measurement period refers to the first five (5) months of the fiscal year (April 2010 to August 2010);
- Second measurement period refers to the last seven (7) months of the fiscal year (September 2010 to March 2011);
- Full year corresponds to the full fiscal year (April 2010 to March 2011).

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BANDE À PART

Original, Innovative, Quality Canadian Content (Pillar 1)	For the Year 2010-2011	First Measurement Period	Second Measurement Period
% Canadian (1)	91%	91%	91%
Quality (2)			
Differentiated (2)			
Reflects/Draws Canadians Together (Pillar 2)			
% Regional (1)	n.a.	n.a.	n.a.
Reflects regions (2)			
Reflects my region (2)			
Reflects diversity (2)			
Reflects my culture (2)			
Engaging Audiences (Pillar 3)			
% of All Canadian Content Usage of French Services (3)			
Cost Effective (Pillar 4)			
Net Return per Audience Hour ($) (4)			

Source of Data and Management's Comments

Source of Data:

1. % of Canadian and % of Regional (1) are measures based on output data collected by CBC/Radio-Canada Media Lines and provided to external sources, such as CRTC.

2. Perception Data, identified with a (2) are based on telephone tracking surveys conducted in November 2010 and March 2011 with samples of 1,200 Francophones, respectively (TNS Canadian Facts). The full year scores are an average of the scores obtained in November and March.

Statistical differences are indicated as follows:
= statistically significant decrease
= statistically significant increase

3. The service's share of usage across all of CBC/Radio-Canada's French-language service (3) is derived from usage data measured by BBM Canada and comScore.

4. Cost effectiveness (4) is measured using financial data provided by Finance which includes all costs and revenue sources for each service.

Management's Comments

Notes:

1. Perception data, identified with a (2), refer to the percentage of respondents who "strongly agree" = % of respondents who gave a score of 8, 9 or 10 on a 10 point scale where 10 means "strongly agree".

2. Output data identified with a (1), (3) and (4) use the following measurement periods:
- First measurement period refers to the first five (5) months of the fiscal year (April 2010 to August 2010);
- Second measurement period refers to the last seven (7) months of the fiscal year (September 2010 to March 2011);
- Full year corresponds to the full fiscal year (April 2010 to March 2011).

3. % regional: It's difficult to quantify the regional factor for Bande à part, given this multiplatform service's media lab mandate. As regards regional presence, strategic choices and adjustments (audio, text, etc.) are made annually, which renders year-to-year comparison a difficult task.

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Radio-Canada.ca

Original, Innovative, Quality Canadian Content (Pillar 1)	For the Year 2010-2011	First Measurement Period	Second Measurement Period
% Canadian (1)	91%	89%	93%
Quality (2)			
Differentiated (2)			
Reflects/Draws Canadians Together (Pillar 2)			
% Regional (1)	68%	61%	73%
Reflects regions (2)			
Reflects my region (2)			
Reflects diversity (2)			
Reflects my culture (2)			
Engaging Audiences (Pillar 3)			
% of All Canadian Content Usage of French Services (3)			
Cost Effective (Pillar 4)			
Net Return per Audience Hour ($) (4)			

Source of Data and Management's Comments

Source of Data:

1. % of Canadian and % of Regional (1) are measures based on output data collected by CBC/Radio-Canada Media Lines and provided to external sources, such as CRTC.

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Original, Innovative, Quality Canadian Content (Pillar 1)	For the Year 2010-2011	First Measurement Period	Second Measurement Period
% Canadian (1)	85%	84%	87%
Quality (2)			
Differentiated (2)			
Reflects/Draws Canadians Together (Pillar 2)			
% Regional (1)	6%	7%	6%
Reflects regions (2)			
Reflects my region (2)			
Reflects diversity (2)			
Reflects my culture (2)			
Engaging Audiences (Pillar 3)			
% of All Canadian Content Usage of French Services (3)			
Cost Effective (Pillar 4)			
Net Return per Audience Hour ($) (4)			

Source of Data and Management's Comments

Source of Data:

1. % of Canadian and % of Regional (1) are measures based on output data collected by CBC/Radio-Canada Media Lines and provided to external sources, such as CRTC.

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Management's Comments

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- Full year corresponds to the full fiscal year (April 2010 to March 2011).

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Appendix A

CONFIDENTIAL

Everyone.
Every way.
Partout.
Pour tous.

What is on the Horizon

(June 1, 2011 to March 31, 2012)

This document outlines the key initiatives that will be launched by CBC/Radio-Canada's French and English services over the next six to twelve months. Initiatives are presented separately for French (pages 2-6) and English (pages 7-12) services and show, for each initiative, the date it will be implemented and how it is linked to the Strategic Plan.

June 21-22, 2011
CBC/Radio-Canada Board of Directors

French Services				
Strategic Initiative	**Timing**	**Link to the Strategic Plan**		
		Network Programming	**Regions**	**Platforms**
Network Programming				
FIFA Women's Soccer/Soccer Day	June 13	Major international sporting event Multiplatform broadcast Télévision, RDI, Première Chaîne, Radio-Canada.ca	Partnership with the Quebec Soccer Federation to celebrate 100 years of soccer in Quebec Participation of all Quebec regional stations	Special feature on Radio-Canada.ca and online streaming of the June 18 event Recruitment of participants on the Internet and social networks
Fête Nationale (Quebec)	June 24	Multiplatform cultural event Multiplatform broadcast Télévision, RDI, Espace musique, Radio-Canada.ca	Our stations throughout Quebec report on the festivities in their respective regions	Web users will be encouraged to share their photos, best wishes, etc.
Canada Day	July 1	Multiplatform news and cultural event Multiplatform broadcast Télévision, RDI, Première Chaîne, Espace Musique, Radio-Canada.ca	Special programs produced by the Ottawa Broadcast Centre	Web users will be encouraged to share their photos, best wishes, etc.
National Acadian Day	August 15	Multiplatform cultural event Multiplatform broadcast Télévision, RDI, Espace musique, Radio-Canada.ca	To celebrate National Acadian Day, Radio-Canada Acadie will produce an open-air concert from Tracadie-Sheila under the banner of the CBC/Radio-Canada 75th anniversary	The country's Acadian diaspora is encouraged beforehand to record best wishes or comments to be projected onto giant screens at the end of commercial breaks
OSM opening concert at the Adresse Symphonique	Sept. 7	Radio-Canada signature events – Multiplatform broadcast Télévision, RDI, ARTV, Espace musique and Radio-Canada.ca	The broadcast of the opening concert at the Adresse Symphonique will turn the venue into a "virtual hall" where all Canadians from every region can experience this important event in Canadian culture live	Live webcast Specially created Internet forum encouraging Canadians across the country to send in their best wishes for success

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French Services				
Strategic Initiative	**Timing**	**Link to the Strategic Plan**		
		Network Programming	**Regions**	**Platforms**
Fall 2011/75th	Sept. 11	Major variety show, preceded by a red carpet, presenting the highlights of fall/winter programming on Radio de Radio-Canada, Télévision de Radio-Canada and Radio-Canada.ca, network and regions	Chanson citoyenne: The public is encouraged, through social networks, to suggest lyrics to finish the composition specially written by Stéphanie Lapointe for this advertising campaign	Throughout the summer, Canadians can share their Radio-Canada favourites via a major 75th-anniversary streeter organized at various major French-language cultural events across the country The programming presentation includes a regional section
26th Gémeaux awards ceremony	September	Broadcast of various radio, TV and Internet programs focusing on the programs, cast and crew in the running for Gémeaux awards, culminating in a live broadcast of the awards ceremony on Télévision de Radio-Canada Multiplatform event Télévision, Première Chaîne, ARTV, Radio-Canada.ca	Canadians from all regions of the country can take part in a vote and discussions on the future of French-language television in Canada	Along with the awards voted on by the public, we will provide opportunities for public discussions about themes related to French-language television, its importance and its future in Canada
75th Open house for the Journées de la Culture	Oct. 1 and 2		Direct contact with the public in all our regional and Montreal broadcast centres	
ADISQ awards ceremony	Late Oct./ early Nov.	Radio-Canada signature events: Télévision, Espace musique, Première Chaîne, ARTV, Radio-Canada.ca, Espace.MU Surrounding the awards ceremony broadcast on Sunday night: - la *Semaine de toutes les musiques*, a special radio program about the nominees - special programming on ARTV and Première Chaîne radio - launch of Radio-Canada's music strategy and of phase II of the Espace.MU website	The ADISQ awards ceremony provides a showcase for all French-speaking Canadian artists	Phase II of Espace.MU Online public vote, an initiative managed by Radio-Canada to encourage people to vote online for their favourite songs and artists The Radio-Canada.ca/adisq website, which provides complete coverage of nominees, winners and everything surrounding the event

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French Services				
Strategic Initiative	**Timing**	**Link to the Strategic Plan**		
		Network Programming	**Regions**	**Platforms**
Marie Curie's 100th birthday	Dec. 11	Radio-Canada multiplatform signature events Télévision, Première Chaîne, RDI, Radio-Canada.ca News, Arts and Lifestyle		
Tree of Hope in Acadia radiothon	Dec. 11	Radio-Canada signature events – Arts and Lifestyle	Regional anchoring through the participation of regional broadcast centres in mobilizing the generosity of the public throughout French-speaking Canada	
Fall of the USSR (20th anniversary)	December	Radio-Canada multiplatform signature events Télévision, Première Chaîne, RDI, Radio-Canada.ca News, Arts and Lifestyle		
50th anniversary of the election of the first woman MNA in Quebec (Marie-Claire Kirkland-Casgrain)	December	Radio-Canada multiplatform signature events Télévision, Première Chaîne, RDI, Radio-Canada.ca News, Arts and Lifestyle		
Guignolée des médias	December	Radio-Canada signature events –Arts and Lifestyle	Regional anchoring through the participation of regional broadcast centres in mobilizing the generosity of the public throughout the country	
Le grand Hého des Prairies	Feb. 17–28	Radio-Canada signature events – Arts and Lifestyle	Regional anchoring through the participation of regional broadcast centres in French-speaking Canada	

French Services				
Strategic Initiative	**Timing**	**Link to the Strategic Plan**		
		Network Programming	**Regions**	**Platforms**
Prix des lecteurs de Radio-Canada – 2012 edition	February/ March	Radio-Canada signature events – Arts and Lifestyle	Regional anchoring through the participation of regional broadcast centres in French-speaking Canada	
Reconciliation: series (TV/Web) coproduced with the CBC about aboriginal peoples	June 2011– March 2012	Major documentary series Diversity		Exclusive Internet content
Regions				
Launch of Projet 450 – ultra-local North Shore/South Shore service	October		New services for underserved audiences	Development of a model for ultra-local Web and mobile service
New Platforms				
Launch of Espace.MU	June 13	Multiplatform music strategy		New site featuring all available Radio-Canada music on demand
Sports iPhone app	June 27	Multiplatform sports news		New mobile applications
75th Launch of mobile site/portal	August 22			New Web/mobile properties
Radio-Canada (news) iPhone/Android app	Fall/Winter			New mobile applications
Launch of Explora				New specialty service: Health, Environment, Nature, Science
Archives (75th) iPhone app (geolocation/advanced search)	June 2011– March 2012	Radio-Canada signature events		New mobile applications
m.radio-canada.ca Phase II of the mobile site	June 2011– March 2012			Advance current digital properties in a spirit of innovation

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French Services				
Strategic Initiative	**Timing**	**Link to the Strategic Plan**		
		Network Programming	**Regions**	**Platforms**
Espace.MU/Radio	June 2011– March 2012	Multiplatform music strategy		
Original programs on TOU.TV:	June 2011–	Drama strategy: original Web series		Innovative content for Internet and mobile

English Services				
Strategic Initiative	**Timing**	**Link to the Strategic Plan**		
		Network Programming	**Regions**	**Platforms**
Network Programming				
National & International News Renewal of News	**Fall 2011**	Re-org of newsgathering (wire service) completed	Finalize integration of newsrooms	
Reorganization of newsgathering	**Spring 2011**	Implemented an Alert desk to streamline information flow and "be first"	Drive integration further in every newsroom now that radio CA is under one line Launched intercity browse and associated workflows to minimize reliance on satellites and increase sharing of video content	
Revenue generation	**On-going**			

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English Services				
Strategic Initiative	**Timing**	**Link to the Strategic Plan**		
		Network Programming	**Regions**	**Platforms**
Smart Talk Targeted development of select programs – local and network - to share best practices, increase performance and increase relevance		Implement key learnings and best practices into program production operations	Implement key learnings and best practices into program production operations	Implement key learnings and best practices into program production operations
			Completion of the revitalization analysis and final re-allocation of resources	Completion of the revitalization analysis and final re-allocation of resources
Radio Revitalization & resource review to ensure efficient application of existing resources	**March 2012**	Measure targets vs. actual achievement		
Documentaries Expand bi-cultural and multiplatform initiatives	**Fall 2011**			
Entertainment Decrease reliance on US programming	**Fall 2011**			
Signature Events Red and White Night in Canada - Live from the Hill on TV - a celebration of Canada Day with Radio-Canada, **bold** and Radio				

English Services				
Strategic Initiative	**Timing**	**Link to the Strategic Plan**		
		Network Programming	**Regions**	**Platforms**
Hockey Day in Canada - annual multiplatform event One Day In the Life Of Canada - 75th anniversary feature documentary with large viewer participation *The Gemini Awards* - large social media campaign *Love Lies Bleeding*: extraordinary theatrical ballet produced in partnership with the Alberta Ballet - stakeholder & community outreach *Reconciliation* - 4-part TV/web exploration of the aftermath of "reconciliation" with aboriginal Canadians *John A: Birth of A Nation* - 75th anniversary movie tribute to our founding prime minister *Culture Days* - cross country celebrations *Sunshine Sketches of a Small Town* - TV movie of the week with Radio	**Fall 2011 – Winter 2012**	Communication piece being developed to improve organizational clarity on definition and objectives of Signature Events	Community outreach and promotion tied to events	Digital offering on events where appropriate (e.g. "Hockey Day in Canada")

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English Services				
Strategic Initiative	**Timing**	**Link to the Strategic Plan**		
		Network Programming	**Regions**	**Platforms**
Champions of Change - CBC News/RDI *Raised on Radio* - CBC Hits 75 - Decade-by-decade countdown of Canada's greatest musical milestones. Public helps to compile list of "essential" Canadian songs through website *Canada Reads* - 11th annual - departs from fiction with 'True Stories: Biographies, Memoirs and Literary Non-fiction'. Public campaign to help build the top list of books. *Cover Me Canada* – performance based reality show featuring new Canadian talent competing to re-interpret iconic Canadian hits			**s.68.1**	**s.18(b)**
Music Development of a comprehensive multi-media Music strategy	**Winter 2012**			Music Portal soft-launch
Sports				

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English Services				
Strategic Initiative	**Timing**	**Link to the Strategic Plan**		
		Network Programming	**Regions**	**Platforms**
Regions				
	March 2012			
New location extensions	**December 2011**		Toronto & Calgary weekend news launched	
Morning and weekend news	**March 2012**			
Digital only station pilot, Local Digital websites	**March 2012**			
New Platforms				
Improve and expand digital extension of entertainment content	**Summer 2011**			

English Services				
Strategic Initiative	**Timing**	**Link to the Strategic Plan**		
		Network Programming	**Regions**	**Platforms**
Other Priorities				
Working as one company	**June 2011 – March 2012**	Strategic Development planned for Content and Platforms		
Inclusion & Diversity	**Fall 2011**			
Aboriginal Canadians Services Plan (jointly with Radio-Canada)	**Fall 2011 – Winter 2012**			

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Schedule A

Board of Directors

(June 21 - 22, 2011)

Subject matter

CBC News and CBC Radio: Ensuring Balance and Diversity of Voices and Opinions

Background

Overview of processes CBC News and CBC Radio have in place to ensure balance and diversity of voices and opinions in it programming. In addition, highlights of the radio Current Affairs Balance Report will be discussed and CBC News will present learnings from the coverage of the 2011 Federal Election.

Information on the matter

For decision ☐ **For information** X

Prepared by

Name: Jennifer McGuire, General Manager and Editor in Chief CBC News
Denise Donlon, General Manager CBC Radio
Date: June 9, 2011

Management recommendation

N/A

Last discussed at the Board

Date: November 16, 2010
Decision made: N/A

Next steps

N/A

CBC news

CBC News: Ensuring Balance and Diversity of Voices and Opinions

CBC

CBCnews

- At CBC News, balance and diversity comprises many different factors, from political perspectives and regional reflection through to gender and ethnic diversity
- To ensure balance and diversity, CBC News has a number of different tools/ processes in place that provide continual input into ongoing decision making about programming direction as well as story selection and approach

Balance and Diversity

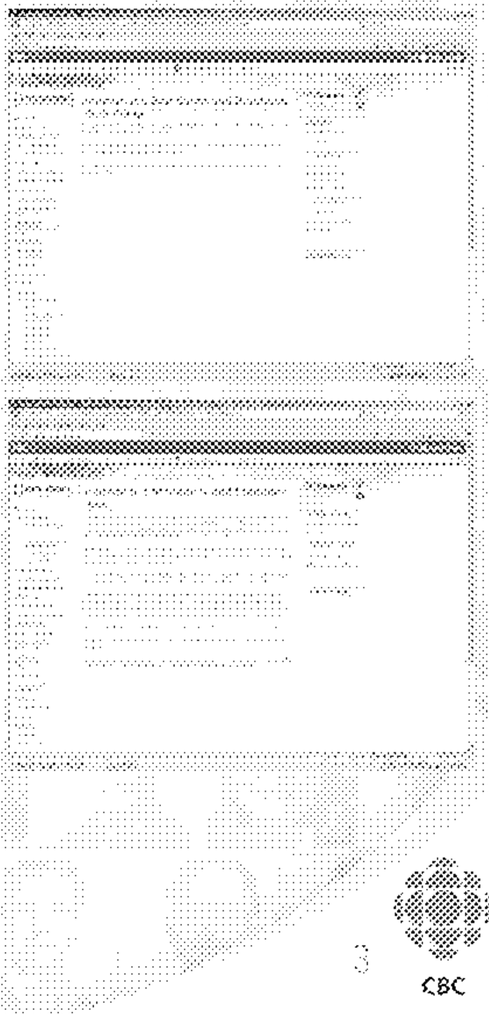
WHAT WE MEASURE	HOW WE MEASURE
Political perspectives	*Journalistic Standards and Practices (JSP)*
Gender equality	*Ombudsman*
Diversity of opinion	*Daily checks and balances*
Diversity of voices	*Program reviews*
Range of topics	*Program logging*
Tone of coverage	*Audience Research*
Framing of subject matter	*Election Monitoring*
Region Reflection	*Content Analysis*

CBC

Journalistic Standards and Practices MISSION

CBC news

To act responsibly	We do not hesitate to correct any mistake when necessary nor to follow-up a story when a situation changes significantly
To be accountable	The office of the Ombudsman reviews our practices against the standards set out in these policies. We openly share with the public the research we use to measure the quality and standards of our journalism
To protect our independence	We are independent of all lobbies and of all political and economic influence. We uphold freedom of expression and press
To serve the public interest	Our mission is to inform, to reveal, to contribute to the understanding of issues of public interest and to encourage citizens to participate in our free and democratic society
To reflect diversity	We are committed to reflecting accurately the range of experiences and points of view of all citizens. All Canadians, of whatever origins, perspectives and beliefs, should feel that our news and current affairs coverage is relevant to them and lives up to our Values. We have a special responsibility to reflect regional and cultural diversity



CBC

The Office of the Ombudsman

2028	*Total Correspondence**
1204	*News and Current Affairs*
644	*General Programming*
180	*User Generated Content*
84	*Reviews*
13	*Rulings against CBC Journalistic Standards and Processes*

***2009-10**

Kirk Lapointe

Do you have a complaint?

The CBC's Office of the Ombudsman deals with complaints about information programming

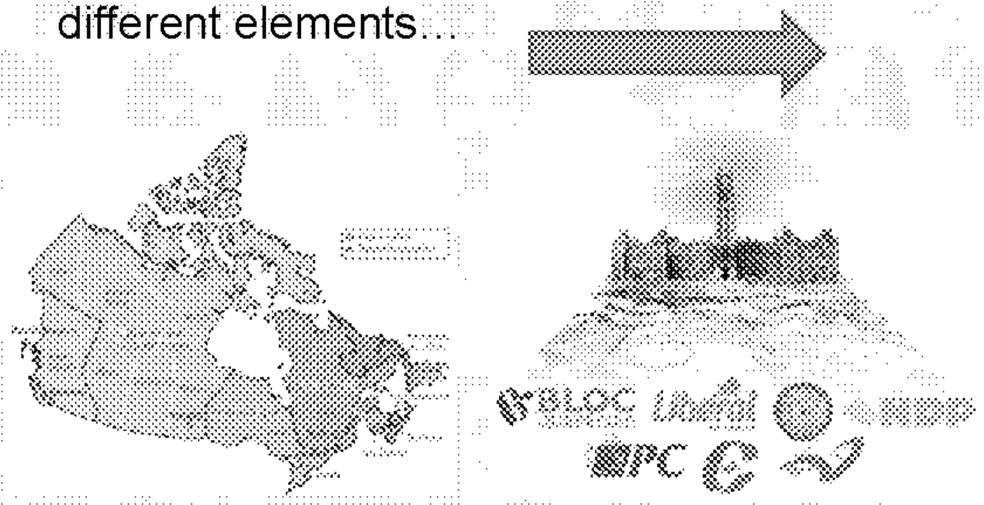
CBC news

- In 2009-10, a total of 13 rulings were filed against CBC.
- Most dealt with minor inaccuracies of fact, unclear language, or inappropriate context or juxtaposition.
- All were discussed with the individual or team involved.
- Two led to a follow up story or update.
- None required on air apologies.

CBC

CBC news

- CBC News ensures balance and diversity across the range of its program offering
- In some cases, balance is achieved within a specific story or program, while in other cases, it is achieved through the range of programs across the schedule
- CBC News works to achieve balance and diversity of voices and opinions across many different elements…



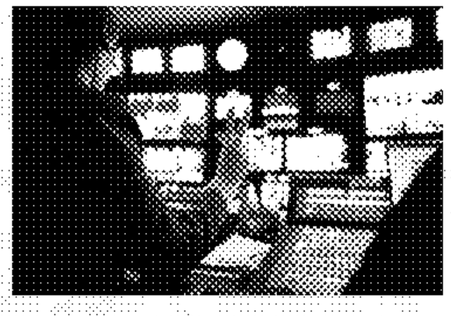
How we achieve balance across our News offering

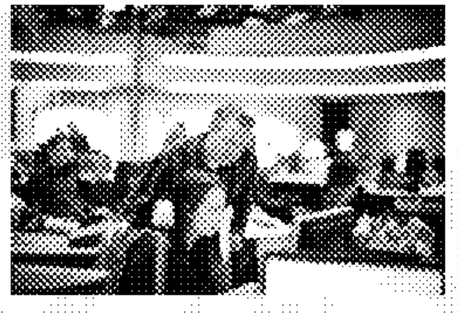
Regional Reflection	Centres of expertise imbedded across the country: investigative unit in Winnipeg, business unit in Calgary. Regional assignment priorities for the network are decided locally.
Cultural Diversity	Specific programs have targets: for example, The National looks for stories of relevance to South East Asian audiences in Vancouver and Toronto. Our newscasts in Manitoba and Saskatchewan target Aboriginal stories and reflection. All programs measured against reflection of diversity (stories and staff).
Political Perspectives	CBC News offers a range of programs that provide different opinions and perspectives . Lang & O'Leary / Connect designed specifically to expand our perspectives. Power and Politics and At Issue actively balance points of view within each segment. Local contributors from across the country bring differing perspectives to local and network shows (eg Rex Murphy)

CBC

CBC news

- CBC News incorporates checks and balances into its programming processes on a daily basis
- There are several intersections among the people who are accountable for making editorial decisions on a daily basis - it is a highly collaborative process that values the input from all sources
- Angles are discussed, guests considered and decisions made in the context of the show mandates, the day's news agenda and logistical and resource considerations
- Decisions are made within the context of our JSP and legal requirements





Daily Checks and Balances

Story Meeting

↓

Assignment and Research Process

↓

In progress check in with reporters and story producers

↓

Vetting and fact checking process

↓

Line-up process

↓

Host

CBC

Program Review and Evaluation

- All CBC News programs conduct daily / weekly program reviews and post mortems
- This review process ensures regular accountability through editorial meetings and provide a forum for continuous learning for our News teams
- Formal program evaluations generally take place at least once annually for all programs and more often for priorities programs and programs in development

Provide forum for daily accountability

Improve Programming

Align objectives and strategic goals

Ensure balance through time

CBC

CBCnews

Audience Research

- CBC News conducts research among its audiences to better understand how it's services/programs are perceived among the public
- Some research is conducted on a regular basis as part of our ongoing business cycle
- Other research is conducted on an ad-hoc basis or as needed

Regular Tracking Surveys	Conducted throughout the broadcast year to measure public perceptions of some key performance indicators
Ad hoc Surveys	Conducted on an ad-hoc basis on specific issues/projects (i.e. balance/fairness, news branding etc.)
Focus Groups	Conducted from time to time on specific issues/projects (i.e. program development/ reviews etc.)

CBC

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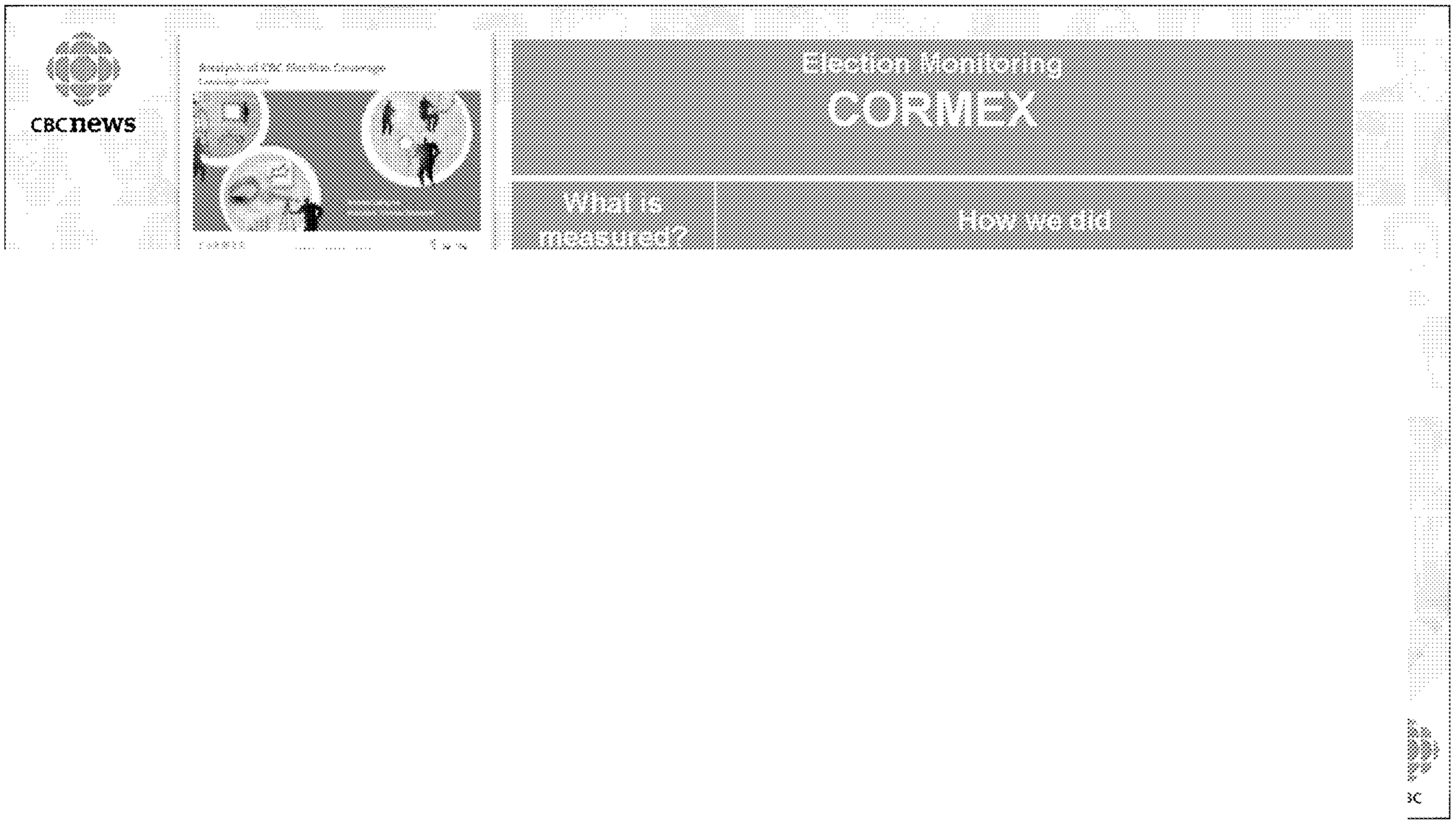

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CBCnews

Canada Votes 2011: Highlights

Canada Votes 2011: What we learned

CBC

CBC Radio: Ensuring Balance and Diversity of Voices and Opinions

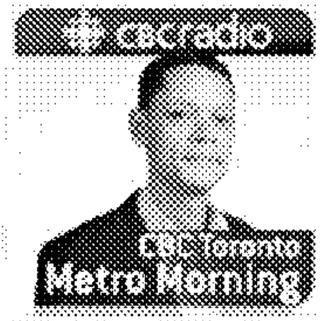
CBC radio

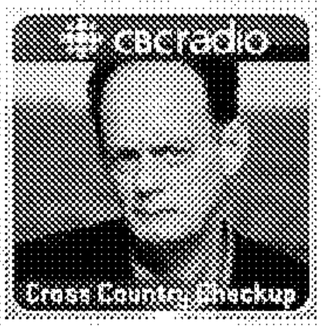
CBC

CBC Radio Current Affairs

Key Questions:

- *How is News and Current Affairs different?*
- *What does that mean from a programming perspective?*
- *How do we ensure fairness and balance in our Current Affairs programming?*
- *What are the mandates for our Current Affairs Radio programs?*





CBC

CBC RADIO ONE
CURRENT AFFAIRS
BALANCE REPORT

Content Analysis: Erin Research Balance Report 2010

Based on separate 25 week samples
(Nov 9,09 – May 16, 2010)

4 Network & 6 Local Current Affairs shows

5.5 hours of programming per week

1,684 stories & 190 hours of programming

Research methods fully transparent

Differences:
- No outside expert panel consulted
- No competition measured

CBC

cbcradio

Content Analysis: Issues Covered

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Prominence of issues: Current affairs on CBC Radio One and News on CBC radio, television and Internet

CBC

Content Analysis: Sources of Stories

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Scope of foreign stories in current affairs: CBC Radio One

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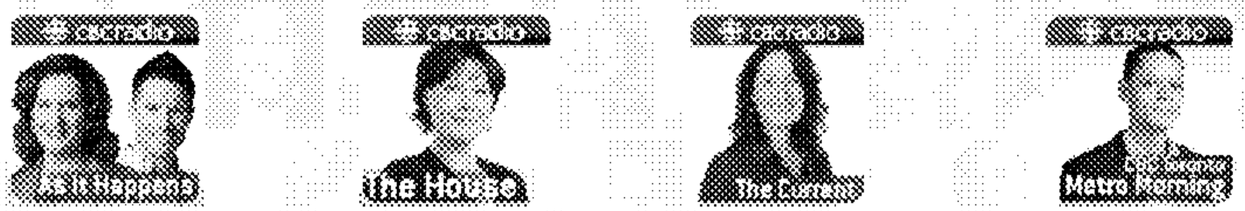
Content Analysis: % Speaking Time Allocated to Govt. & Opposition by Show

Proportion of speaking time for members of the federal government and opposition in current affairs: CBC Radio One



CBC

Content Analysis: Tone of Intros and extros - Selected sectors

Tone of intros and extros for selected sectors – Stories located in Canada: Current affairs on CBC Radio One

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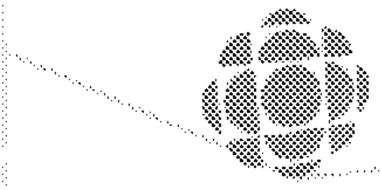
APPENDIX



THE NEWS BALANCE REPORT

Content Analysis: Erin Research Balance Report 2010

Based on separate 25 week samples

6,000 radio news stories

7,500 TV news stories

2,400 internet stories

Measured against competition

Research methods fully transparent

Outside experts

CBC

THE NEWS BALANCE REPORT

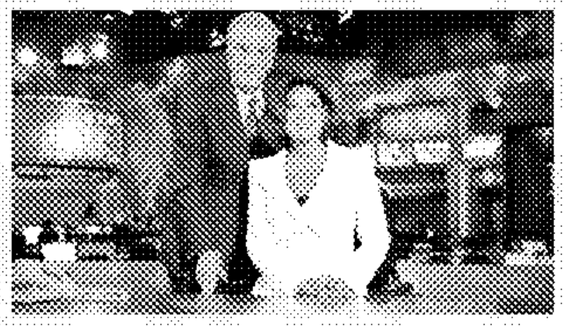
What was Measured: Balance Across…

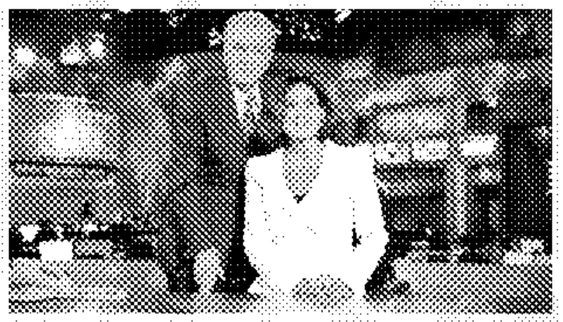
- Range of Topics Covered
- Reflection of Gender & Diversity
- Regional Coverage
- Coverage of groups of people
- National & International Coverage
- Political Coverage – time allocated to political parties
- Tone of Stories
- Framing of Stories

RESULTS OF STUDY WERE PUBLICLY RELEASED

CBC

Content Analysis: Issues Covered





22

CBC

Content Analysis: Tone of intros and extros Political Figures

CBC news

CBC

KPI Tracking Survey – CBC TV

CBCnews

KPI Tracking Survey – CBC TV News

KPI Tracking Survey – CBC Radio

Schedule A

Board of Directors
June 22, 2011

Subject matter

Diversity of voices in Information Programming – French Services

Background

In November 2010, the new *Journalistic Standards and Practices* were approved by the Board of Directors, following an extensive overhaul of these standards. At the same meeting, French and English Services presented two studies on Fairness and Balance of their News coverage. The French and English services Ombudsmen also presented their 2009-2010 annual report at the November 2010 Board meeting. The Board has indicated having in interest for a presentation by both media lines of the objectives, processes and metrics that foster a diversity of voices on our services and the fairness of the treatment of the different points of view.

Information on the matter

Presentation of the principles and processes that insure the achievement of diversity of voices in French Services Information programming. Presentation of results of external studies – content analyses and public perception surveys – relative to the diversity of voices in French Services Information programming. The public perception survey is conducted yearly since 2009. The results are quite stable from year to year, indicating a very favourable perception of our radio and television services (including RDI) by the population of francophone adults surveyed, with respect to the fairness, diversity and impartiality of our coverage.

For decision : ☐ **For information:** ☒ X

Prepared by

Sylvain Lafrance, Executive Vice-President, French Services
Alain Saulnier, General Manager, Information Programming, French Services

Management recommendation

Last discussed at the Board

Date:

Decision made:

RADIO TELEVISION INTERNET

Diversity of Voices in Our News and Current Affairs Content

Challenges, Perceptions and Achievements

Presentation to Board of Directors
June 22, 2011

Sylvain Lafrance
Executive Vice-President, French Services
Alain Saulnier
General Manager, Information Programming, French Services

Table of Contents

1. Background
2. What is Diversity in the Context of Information Programming
3. Diversity of Voices and CBC Journalistic Values
4. Managing Program Production
5. Tools Used to Ensure and Assess Diversity of Voices
6. Public Perception of Diversity of Voices in Our Programming
7. Diversity during Election and Referendum Periods
8. The Challenges Ahead

Appendicies

A0046625_3-000431

1. Context

From French Services' 2011-2014 Priorities:

- Act as a creator of social cohesion by producing credible, innovative, high-quality content.
  - Support and live up to CBC/Radio-Canada's journalistic values.
- Reflect cultural diversity to help Canadians be true citizens of the world.
  - Provide greater reflection of the diversity of voices, regions, cultures and minorities across all platforms.
  - Ensure our staff reflects Canadian diversity.

A0046625_4-000432

2. What is Does Diversity of Voices Mean in the Context of Information Programming

To invite and treat with fairness, openness and respect :

- the various opinions and diverging views representing a significant weight of Canadian public opinion;
- regional realities and perspectives;
- cultural experiences and values; and
- minorities reflecting the true face of Canada

… while rigorously checking the accuracy of the facts, and acting in accordance with Canadian democratic values.

A0046625_5-000433

3. Diversity of Voices and CBC Journalistic Values

- *Journalistic Standards and Practices* founding values :
  - Accuracy
  - Fairness
  - Balance
  - Impartiality
  - Integrity
- All programs (including for ex. *C'est bien meilleur le matin* and *Tout le monde en parle*) must comply with Fairness and Balance, in as much as they deal with current issues, especially in matters of controversy.

4. Managing Program Production

- Each program is headed by a Managing Editor who directly supervises journalistic and production staff. The Managing Editor exercises editorial control, in accordance with the program mandate and general program content standards.
  - Holds daily or weekly production meetings
  - Gives individual feedback as required
- The Director of Resource Management and Development reports to the General Manager, Information Programming. She sets the standards that Managing Editors must apply. These standards cover :
  - Hiring standards for journalistic staff, communication of CBC values and JSP training
  - Inclusion of diversity of voices objectives in program mandates and annual program assessments with respect to mandate :
    - Adherence to journalistic values
    - Diversity and renewal of guests
    - Regional reflection
    - Reflection of women, cultural minorities and visible minorities
  - Performance management and staff development.

A0046625_7-000435

5. Tools Used to Ensure and Assess Diversity of Voices

- Daily management of Information content production
  - News and Current Affairs, Web and RDI:
    - Coordination of research to ensure a wide pool of potential guests
    - Coordination of coverage planning and of day-to-day assignments
    - Vetting of all reports (TV and radio) before broadcast by a team of senior journalists
    - Specialized Units
  - Public Affairs and Documentaries:
    - Leading-edge expertise in fields covered by each program
    - Documentaries: adhering to journalistic standards specifically applicable to the genre for which the General Manager, Information Programming is accountable.
- Content Analysis Report (Appendix 2)
  - Regional origin of topics covered
  - Nature of topics covered, according to a list of social, political, economic and cultural concerns
  - Male/female representation among speakers (journalists, presenters, analysts, other guests)
  - Representation of visible minorities, etc.
- Managing Complaints (Appendix 3)

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6. Public Perception of Diversity of Voices in Our Programming

Radio-Canada remains well ahead of its competitors in public perception of the fairness, diversity, impartiality and integrity of its coverage of news and current affairs

Since 2009, we've been conducting a yearly telephone surveys among adult French-speaking Canadians to measure perceptions of fairness in Radio-Canada news and current affairs content aired on the main network, RDI, and Première Chaîne, as compared to news and current affairs content delivered by its main competitors (TV: TVA/LCN; Radio: 98.5 and other private radio stations).

(For detailed results - See Appendix 4.)

2011						
Base: Three-way comparison equals 100% (a therefore different for each question, but very similar for a single station)	Conventional TV		Specialty TV		Radio	
	SRC	TVA	RDI	LCN	Première Chaîne	Main competitors
...present different political options fairly						
...adequately reflect the diversity of views						
...adequately cover all news and current events						
...allow users to form their own opinions						
...cover news and current events honestly						
Percentage of all 18+ French speakers who expressed their opinion						

Radio-Canada Research Department

Television: Telephone survey conducted from February 11 to March 12, 2011, amon

Radio: Telephone survey conducted from February 17 to March 22, 2011.

Response rate: depending on the study

Survey population: French at home, are at least 18 years old and reside in the province of Quebec or in certain census divisions with large French-speaking concentrations in Ontario and New Brunswick

7. Diversity during Election and Referendum Periods

Planning and Evaluation of Coverage

- **Preparatory meetings and establishment of campaign HQ**
  - Weight and value to be assigned to poll results, review of various parties' strategies, identification of key issues
  - Establishment of editorial teams that will ensure coherence and continuity of coverage
- **Planning of coverage**
  - Ensure analysis of major regional and national issues
  - Plan for establishment of general targets in terms of time spent covering each of the parties, leaders and candidates
  - Ensure fair representation of viewpoints and concerns specific to various communities
  - Choose regular guest commentators to ensure coverage of the main political trends, as well as adequate representation of women and the various regions across the country
  - Ensure thorough fact-checking
  - Define and communicate editorial policy for broadcasting voting intention poll results, in accordance with applicable election and referendum legislation, and the *Journalistic Standards and Practices*

  while remaining flexible to respond to campaign developments and respect Canadians' democratic freedom to choose.
- **Weekly statistical reports on election coverage**
- **Daily editorial meetings. Feedback provided to reporters and producers in the field.**

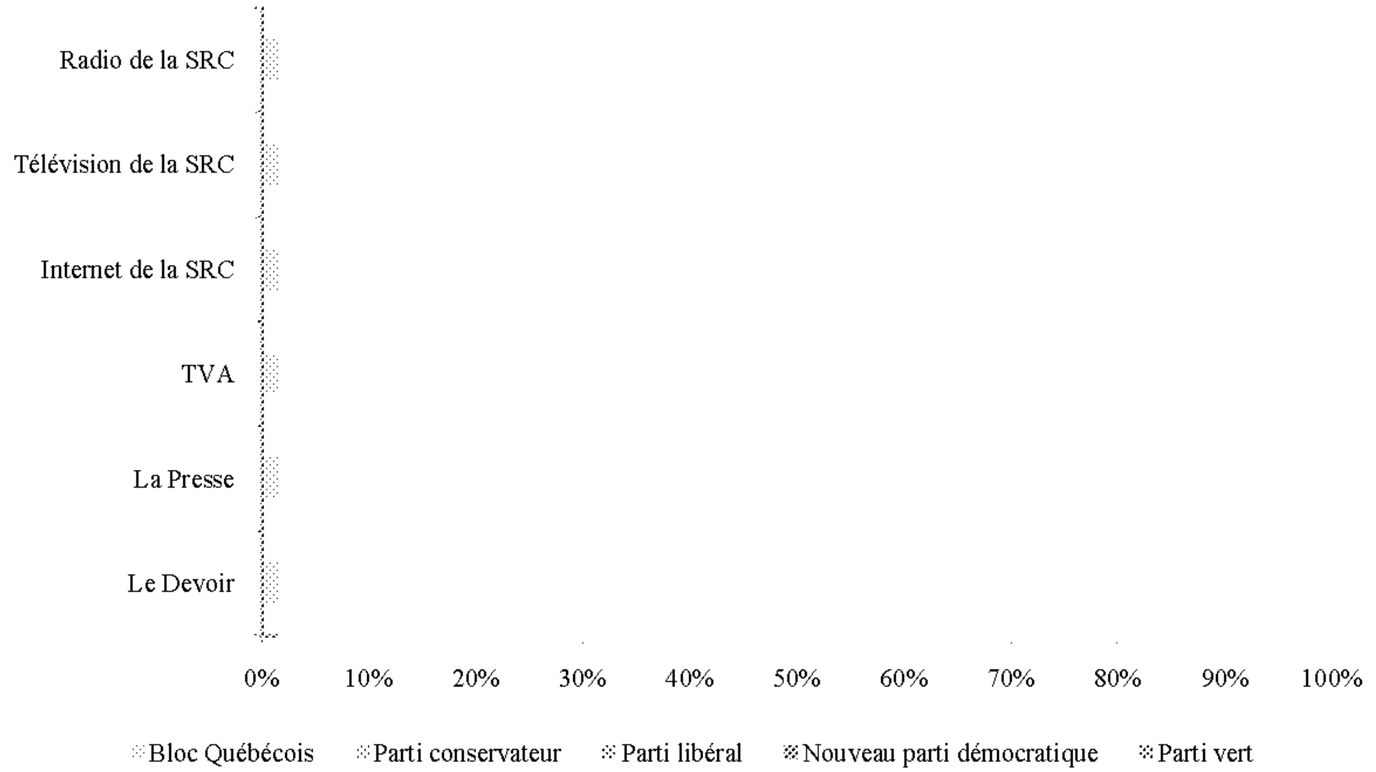
7. Diversity during Election and Referendum Periods

Report by the Centre d'étude des médias at Laval University

- Interim report. Final report to come.

"The great consistency of our results between media organizations and programs shows that there is likely no bias in the attention given by Radio-Canada's teams to the various parties in the running." (Translation)

Figure 1 : Portion (%) of coverage devoted to various parties, by network or media organization



8. The Challenges Ahead

- Preserving our standards in terms of accuracy, fairness, balance and impartiality, in the age of social networks, WikiLeaks, and News as a “commodity.”
- Ensure the renewal of our newscast and programming formats to keep them useful and relevant.
- Redouble our efforts so that our choice of staff, topics, and coverage angles truly represent the demographic make-up of the population we serve.

A0046625_12-000440

Appendicies

1. CBC *Journalistic Standards and Practices* (excerpts)
2. Content Analysis Report
3. Managing Complaints – Information Content
4. Public Perception Survey on Fairness – 2011 Detailed Results
5. Citizens Advisory Group to General Manager Information Programming

A0046625_13-000441

1. *CBC Journalistic Standards and Practices* (excerpts)

Reflecting diversity

We are committed to reflecting accurately the range of experiences and points of view of all citizens. All Canadians, of whatever origins, perspectives and beliefs, should feel that our news and current affairs coverage is relevant to them and lives up to our values. We have a special responsibility to reflect regional and cultural diversity, as well as fostering respect and understanding across regions.

Fairness

In our information gathering and reporting, we treat individuals and organizations with openness and respect. We are mindful of their rights. We treat them even-handedly.

Balance

We contribute to informed debate on issues that matter to Canadians by reflecting a diversity of opinion. Our content on all platforms presents a wide range. On issues of controversy, we ensure that divergent views are reflected respectfully, taking into account their relevance to the debate and how widely held these views are. We also ensure that they are represented over a reasonable period of time.

Impartiality

We provide professional judgment based on facts and expertise. We do not promote any particular point of view on matters of public debate.

A0046625_14-000442

1. *CBC Journalistic Standards and Practices* (excerpts)

Scope

Journalistic Standards and Practices (JSP) apply to news, current affairs and public affairs personnel and to information content produced, broadcast and posted online by these teams. This includes user-generated content when incorporated in news, current affairs and public affairs stories. JSP also apply to personnel and news content in specialized areas such as sports and culture.

As stipulated in CBC Program Policies, general-interest programs and content and the staff producing them on all platforms must comply with the values of balance and fairness as set out in JSP when dealing with current issues, especially if controversial.

Moreover, in an election or referendum period, JSP apply to all content related to the campaign, parties or candidates that is broadcast and published by CBC, regardless of the department concerned.

The senior officers of information programming of the French and English services are responsible for interpreting and applying JSP and must be consulted in case of doubt by those responsible for general-interest programs and content. When sports, arts or other specialized units prepare news content, they are accountable to the senior officers of information programming who have final editorial authority over it.

2. Content Analysis Report

NOUVELLES RADIO ET TÉLÉ RÉSEAU 1er janvier – 31 décembre 2010 RADIOJOURNAL 7-8-17 sem. – 9-12-18 w.e.			
	SUJETS	DURÉE	% DURÉE 2010
Affaires culturelles			
Affaires urbaines			
Avenir politique du Canada			
Communications			
Consommation			
Défense			
Économie			
Éducation			
Énergie			
Environnement - Questions environnementales - Phénomènes météorologiques - Cataclysmes naturels			
Justice			
Langue			
Politique			
Politique-économie			
Population (incl. Autochtones)			
Religion			
Santé			
Sciences			
Social			
Sports et loisirs			
Transport			
Travail			
Divers			
Total			

ACTUALITÉS – AFFAIRES PUBLIQUES RADIO 1ER JANVIER – 31 DÉCEMBRE 2010 incluant: Désautels – Maisonneuve – Classe économique – Dimanche magazine – Les années lumière – Ouvert le samedi – La semaine verte (radio)			
	SUJETS	DURÉE	% DURÉE 2010
Affaires culturelles			
Affaires urbaines			
Avenir politique du Canada			
Communications			
Consommation			
Défense			
Économie			
Éducation			
Énergie			
Environnement - Questions environnementales - Phénomènes météorologiques - Cataclysmes naturels			
Justice			
Langue			
Politique			
Politique-économie			
Population (incl. Autochtones)			
Religion			
Santé			
Sciences			
Social			
Sports et loisirs			
Transport			
Travail			
Divers			
Total			

3. Managing Complaints – Information Content

- All complaints regarding news and current affairs content are handled by the Director of Complaints (Information programming), regardless of their provenance and whether or not they are addressed directly to a program or to another organization (e.g., CRTC, Quebec Press Council, French Services Ombudsman).

- The Director of Complaints (Information programming) always contacts the employees involved, to determine the facts. This approach allows for a review with employees concerned of the principles that must guide their work. Average response time in 2009-2010 : 8 days. In addition to responding to a complaint, management can act on it by publishing a correction or a follow-up, as needed.

- Should a complainant not be satisfied with a response and decide to take the complaint directly to the Ombudsman, CRTC or Quebec Press Council, these organizations make their decisions public. This creates "precedents" that help foster a common understanding of standards applicable to content.

- Less than 2 % of complaints received by the Ombudsman were deemed founded.

  - In 2009-2010, the French Services' Ombudsman received 1,065 complaints, out of which 609 were alleging JSP infractions and were referred to Management for a response . Only 40 complainants then asked for a review by the Ombudsman and in 20 cases, the Ombudsman found the complaint founded in whole or in part.

A0046625_17-000445

4. Public Perception Survey on Fairness - 2011 Detailed Results

- Conventional Television Networks

- All-News Channels

- Talk Radio Stations

A0046625_18-000446

CONVENTIONAL TELEVISION NETWORKS

Regarding newscasts in particular, do you completely agree, somewhat agree, somewhat disagree or completely disagree with the following statements? If required: based on your perception).

2011

	Completely agree	Somewhat agree	Completely disagree (total)	Total, agreement	Proportion of viewers who did not answer
…present different political options fairly					
…adequately reflect the diversity of views					
…adequately cover all news and current events					
…allow users to form their own opinions					
…cover news and current events honestly					

- The total agreement rate is systematicall
- Disagreement rates never exceed
- Results are very similar to previous years'.

ALL-NEWS CHANNELS

Regarding newscasts in particular, do you completely agree, somewhat agree, somewhat disagree or completely disagree with the following statements? If required: based on your perception).

2011

	Completely agree	Somewhat agree	Completely disagree (total)	Total, agreement	Proportion of viewers who did not answer
…present different political options fairly					
…adequately reflect the diversity of views					
…adequately cover all news and current events					
…allow users to form their own opinions					
…cover news and current events honestly					

- The total agreement rate is systematicall
- No more than
- The number of viewers who expressed views regarding RDI
- Both stations improved their total a

Regarding newscasts in particular, do you completely agree, somewhat agree, somewhat disagree or completely disagree with the following statements? If required: based on your perception).

2011

	Completely agree	Somewhat agree	Completely disagree (total)	Total, agreement	Proportion of radio listeners who did not answer
…present different political options fairly					
…adequately reflect the diversity of views					
…adequately cover all news and current events					
…allow users to form their own opinions					
…cover news and current events honestly					

- More radio listeners felt qualified to express an opinion about Radio-Canada than its competitors. For every statement, the agreement rate for Radio-Canada is
-
- Results are very similar to last year's.

A0046625_21-000449

5. Citizens Advisory Group to General Manager Information Programming

Main Conclusions: 2011 Federal Election Reports

- **We received kudos for our campaign and election night coverage on the Web:**

  "Since the campaign began, every day I've been checking for content at Radio-Canada.ca/elections. It's my main reference." (translation)

  "I felt that the end of the campaign and election night were particularly well covered..." (translation)

- **On Radio:**

  On *Désautels:* *"the parties' viewpoints were presented with objectivity and respect..." (translation)* **Leader interviews:** *"... excellent..."* **The observer even gave a 10/10 score.**

  On *Maisonneuve:* *"... You learn a lot... Good choice of guests, relevant public forum..." (translation)*

- **On Télévision de R-C and RDI:**

  "*We really enjoyed the reports on regional election battles... revealing..." (translation)*

  "As a viewer, citizen, and owner of Radio-Canada, I'm proud of my investment!" (translation)

  "Coverage is quite elaborate, and less Montreal-centric than in the past..." (translation)

- **... But also some criticism:**

  On *Désautels*: *"... some questions were fishing for a certain response... That said, I feel there is much respect for guest viewpoints..." (translation)*

  Election night: *"... the studio.... Wow! Esthetically speaking ... Good cooperation ... liked the display tailored to each region..." ... "but... Ms. Galipeau did not have her usual demeanour... Seemed thrown..." ... "... and we would have liked to see Metropolitan Toronto neck-and-neck results displayed..." (translation)*

A0046625_22-000450

Board of Directors
June 21-22, 2011

Subject matter

Calendar of Board Meetings for future years

Background

The Board of Directors is required by law to meet at least six times per year. The Board ordinarily meets twice in Ottawa, once in Toronto, once in Montreal, and twice in the regions (i.e., locations other than Ottawa, Montreal or Toronto).

Information on the matter

In January, the Board agreed to alternate the January meetings between Toronto (even year) and Montreal (odd year) for the media presentations to the Broadcasting Committees. The November meeting will therefore also follow the same pattern (even years in Toronto and odd years in Montreal). This results in the meeting being held once in each city per fiscal year. However, on a calendar basis, it results in two meetings in each city every second year.

As a result of the statutory reporting requirement, the meetings of the Audit Committee have been adjusted to enable the Committee to review and recommend to the Board the approval of the Quarterly Financial Reports prior to their release. As well, conference call meetings of the Board in February and August have been added to the calendar.

At its May meeting, the Board approved the Plan of Proposed Board Regional Meetings and agreed to hold meetings in Calgary and St. John's in 2012 and Saskatchewan and New Brunswick in 2013.

In addition to providing calendar of meetings for 2012 to 2015 based on the current orchestration of Board and Committee meetings, two other options, using the 2012 calendar year, are provided for your consideration (see Analysis of Operations). Sample travel itinerary scenarios are also provided as reference.

Approval of the 2012 and 2013 calendars or directive on the orchestration of meetings is sought.

For decision [X] **For information** [ ]

Prepared by

Name: Maryse Bertrand
Date: 2011-05-30

Recommendation:

For discussion

Analysis of Options

A description of option is provided as well some of the key issues that arise from each one.

Option 1: current meeting pattern: committee meetings are held the day before the board meeting and the board meeting ends by 2 pm.

Scenario:

- out of town members arrive evening of Day 1 or morning of Day 2 (depending of where they are from and which committees are meeting the morning of Day 2);
- committee meetings are held on Day 2;
- the board meets on Day 3 (9 am to 2 pm);
- board members fly back in the afternoon or evening of Day 3.

Issue:

- depending on the committee memberships and meeting times, some members may have significant periods of time between their first committee meeting and the start of the board meeting.

Option 2: all committees meetings (except audit) are held by conference call a week before the board meeting; the board meets for about 1/2 day (ends by 2 pm).

Scenario:

- a week before the board meeting, committee meetings are held by conference call (for one to four hours depending on number of committee meetings being held);
- out of town members arrive the evening of Day 1;
- the board meets on Day 2 until 2 pm;
- members fly back the afternoon or evening of Day 2.

Scenario for June and November:

- audit committee meeting meets on the afternoon before the board meeting;
- some members can arrive on that morning while those further afar will need to arrive the evening before.

Issues:

- scattered meetings may be confusing;
- some committee business would be awkward to deal with over the telephone (e.g., fixing the CEO's objectives and evaluating him; receiving the ombudsmen report)

Option 3: generally hold a day-long meeting for both committees and the board (e.g., 8:30-12:30 for committees and 1:30-5:00 for the board); some committee meetings would be held the day before the board meeting (e.g. audit committee) wile some by conference call the week preceding the board meeting where appropriate.

Scenario:

- members arrive the evening of Day 1;
- meetings are held on Day 2;
- members depart late on Day 2 or morning of Day 3.

Scenario for June and November:

- audit committee meets the afternoon before the board meeting

Issues:

- some members may be in meetings all day with only short health breaks and may find it difficult to concentrate in the afternoon, especially if they had to travel long distances the day before
- the length of audit committee meetings could be monitored to see if the meetings can be moved in the morning committee meeting time block.

Nota:

A. Because of the day-long media presentations, the January meeting will always be over 2 complete days.

B. There is no specific business that needs to be transacted at the September Board meeting (held in the regions). This meeting could be eliminated without affecting our statutory meeting requirements.-

2012 2011-05-30 Board | Provincial Day off | Audit + Board (conf call) | QFR release | Holiday / Day off

OPTION 1

JANUARY / JANVIER

s/d	m/l	t/m	w/m	t/j	f/v	s/s
1	2	3	4	5	6	7
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29	30	31				

FEBRUARY / FÉVRIER

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MARCH / MARS

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APRIL / AVRIL

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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

MAY / MAI

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27	28	29	30	31		

JUNE / JUIN

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17	18	19 E	20 E	21	22	23
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JULY / JUILLET

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29	30	31				

AUGUST / AOÛT

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SEPTEMBER / SEPTEMBRE

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16	17	18	19	20	21	22
23	24	25 F	26 F	27	28	29
30						

OCTOBER / OCTOBRE

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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

NOVEMBER / NOVEMBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
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18	19	20	21 G	22 G	23	24
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DECEMBRE / DÉCEMBRE

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23	24	25	26	27	28	29
30	31					

MEETINGS:

A = Toronto: Board, Broadcasting, Governance, Strategic Planning
B = Ottawa: Audit / Conference Call: Board (QFR)
C = Ottawa: Board, Broadcasting (training), Human Resources
D = Calgary: Board, Human Resources, Governance, Real Estate
E = Ottawa: Board, Broadcasting, Audit, Strategic Planning
F = St. John's, Nfld: Board, Broadcasting (training)
G = Toronto: Board, Broadcasting (Ombudsman Report), Audit, Real Estate

Option 1

In Transit	Committee	Board	*Free Time*

A=Audit / B=Broadcasting / G=Governance / H=HRC / P=Planning / E=Real Estate

March

	am	pm	◖	◗	9	10	11	12	1	2	3	4	5	◖	◗	9	10	11	12	1	2	3	4	5	◖	◗	am	pm
Tim									H	H	B																	
Hubert											B																	
Linda									H	H	B																	
Ted											B																	
Peter											B																	
George									H	H	B																	
Pierre											B																	
Brian											B																	
Tricia											B																	
Rémi									H	H	B																	
Edna											B														12		X	
John											B														12		X	

June

	am	pm	◖	◗	9	10	11	12	1	2	3	4	5	◖	◗	9	10	11	12	1	2	3	4	5	◖	◗	am	pm
Tim							P						B															
Hubert													B															
Linda							P						B															
Ted								A	A	A	A	A	B															
Peter							P	A	A	A	A	A	B															
George							P						B															
Pierre													B															
Brian								A	A	A	A	A	B															
Tricia								A	A	A	A	A	B															
Rémi							P					A	B															
Edna								A	A	A	A	A	B												12		X	
John													B												12		X	

November (Toronto)

	am	pm	◖	◗	9	10	11	12	1	2	3	4	5	◖	◗	9	10	11	12	1	2	3	4	5	◖	◗	am	pm
Tim							E						B															
Hubert													B															
Linda													B															
Ted								A	A	A	A	A	B															
Peter								A	A	A	A	A	B															
George													B															
Pierre													B															
Brian							E	A	A	A	A	A	B															
Tricia							E	A	A	A	A	A	B															
Rémi							E						B															
Edna								A	A	A	A	A	B															
John													B															

2013 2011-05-30 Board | Provincial / Day off | Audit + Board (conf call) | QFR release | Holiday / Day off

Option 1

JANUARY / JANVIER

s/d	m/l	t/m	w/m	t/j	f/v	s/s
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22 A	23 A	24	25	26
27	28	29	30	31		

FEBRUARY / FÉVRIER

s/d	m/l	t/m	w/m	t/j	f/v	s/s
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21 B	22	23
24	25	26	27	28		

MARCH / MARS

s/d	m/l	t/m	w/m	t/j	f/v	s/s
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19 C	20 C	21	22	23
24	25	26	27	28	29	30
31						

APRIL / AVRIL

s/d	m/l	t/m	w/m	t/j	f/v	s/s
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

MAY / MAI

s/d	m/l	t/m	w/m	t/j	f/v	s/s
			1	2	3	4
5	6	7 D	8 D	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

JUNE / JUIN

s/d	m/l	t/m	w/m	t/j	f/v	s/s
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18 E	19 E	20	21	22
23	24	25	26	27	28	29
30						

JULY / JUILLET

s/d	m/l	t/m	w/m	t/j	f/v	s/s
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

AUGUST / AOÛT

s/d	m/l	t/m	w/m	t/j	f/v	s/s
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22 B	23	24
25	26	27	28	29	30	31

SEPTEMBER / SEPTEMBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24 F	25 F	26	27	28
29	30					

OCTOBER / OCTOBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

NOVEMBER / NOVEMBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20 G	21 G	22	23
24	25	26	27	28	29	30

DECEMBRE / DÉCEMBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

MEETINGS:

A = Montreal: Board, Broadcasting, Governance, Strategic Planning
B = Ottawa: Audit / Conference Call: Board (QFR)
C = Ottawa: Board, Broadcasting (training), Human Resources
D = Saskatchewan: Board, Human Res., Governance, Real Estate
E = Ottawa: Board, Broadcasting, Audit, Strategic Planning
F = New Brunswick: Board, Broadcasting (training)
G = Montreal: Board, Broadcasting (Ombudsman Report), Audit, Real Estate

2014 2011-05-30 Board | Provincial / Day off | Audit + Board (conf call) | QFR release | Holiday / Day off

Option 1

JANUARY / JANVIER

s/d	m/l	t/m	w/m	t/j	f/v	s/s
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21 A	22 A	23	24	25
26	27	28	29	30	31	

FEBRUARY / FÉVRIER

s/d	m/l	t/m	w/m	t/j	f/v	s/s
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20 B	21	22
23	24	25	26	27	28	

MARCH / MARS

s/d	m/l	t/m	w/m	t/j	f/v	s/s
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18 C	19 C	20	21	22
23	24	25	26	27	28	29
30	31					

APRIL / AVRIL

s/d	m/l	t/m	w/m	t/j	f/v	s/s
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

MAY / MAI

s/d	m/l	t/m	w/m	t/j	f/v	s/s
				1	2	3
4	5	6 D	7 D	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

JUNE / JUIN

s/d	m/l	t/m	w/m	t/j	f/v	s/s
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

JULY / JUILLET

s/d	m/l	t/m	w/m	t/j	f/v	s/s
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

AUGUST / AOÛT

s/d	m/l	t/m	w/m	t/j	f/v	s/s
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21 B	22	23
24	25	26	27	28	29	30
31						

SEPTEMBER / SEPTEMBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23 F	24 F	25	26	27
28	29	30				

OCTOBER / OCTOBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

NOVEMBER / NOVEMBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19 G	20 G	21	22
23	24	25	26	27	28	29
30						

DECEMBRE / DÉCEMBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

MEETINGS:

A = Toronto: Board, Broadcasting, Governance, Strategic Planning
B = Ottawa: Audit / Conference Call: Board (QFR)
C = Ottawa: Board, Broadcasting (training), Human Resources
D = British Columbia: Board, Human Res., Governance, Real Estate
E = Ottawa: Board, Broadcasting, Audit, Strategic Planning
F = Quebec City: Board, Broadcasting (training)
G = Toronto: Board, Broadcasting (Ombudsman Report), Audit, Real Estate

2015 2011-05-30 Board | Provincial / Day off | Audit + Board (conf call) | QFR release | Holiday / Day off

Option 1

JANUARY / JANVIER

s/d	m/l	t/m	w/m	t/j	f/v	s/s
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20 A	21 A	22	23	24
25	26	27	28	29	30	30

FEBRUARY / FÉVRIER

s/d	m/l	t/m	w/m	t/j	f/v	s/s
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19 B	20	21
22	23	24	25	26	27	28

MARCH / MARS

s/d	m/l	t/m	w/m	t/j	f/v	s/s
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17 C	18 C	19	20	21
22	23	24	25	26	27	28
29	30	31				

APRIL / AVRIL

s/d	m/l	t/m	w/m	t/j	f/v	s/s
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

MAY / MAI

s/d	m/l	t/m	w/m	t/j	f/v	s/s
					1	2
3	4	5 D	6 D	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

JUNE / JUIN

s/d	m/l	t/m	w/m	t/j	f/v	s/s
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

JULY / JUILLET

s/d	m/l	t/m	w/m	t/j	f/v	s/s
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

AUGUST / AOÛT

s/d	m/l	t/m	w/m	t/j	f/v	s/s
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20 B	21	22
23	24	25	26	27	28	29
30	31					

SEPTEMBER / SEPTEMBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22 F	23 F	24	25	26
27	28	29	30			

OCTOBER / OCTOBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

NOVEMBER / NOVEMBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18 G	19 G	20	21
22	23	24	25	26	27	28
29	30					

DECEMBRE / DÉCEMBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

MEETINGS:

A = Montreal: Board, Broadcasting, Governance, Strategic Planning
B = Ottawa: Audit / Conference Call: Board (QFR)
C = Ottawa: Board, Broadcasting (training), Human Resources
D = Winnipeg: Board, Human Res., Governance, Real Estate
E = Ottawa: Board, Broadcasting, Audit, Strategic Planning
F = Ontario (Other): Board, Broadcasting (training)
G = Montreal: Board, Broadcasting (Ombudsman Report), Audit, Real Estate

2012 | 2011-05-30 | QFR release | Board | Committees | Board & Cmtees | Provincial Day off | Holiday / Day off

Option 2

JANUARY / JANVIER

s/d	m/l	t/m	w/m	t/j	f/v	s/s
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18 A	19	20	21
22	23	24 B	25 B	26	27	28
29	30	31				

FEBRUARY / FÉVRIER

s/d	m/l	t/m	w/m	t/j	f/v	s/s
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23 C	24	25
26	27	28	29			

MARCH / MARS

s/d	m/l	t/m	w/m	t/j	f/v	s/s
				1	2	3
4	5	6	7	8	9	10
11	12	13	14 D	15	16	17
18	19	20	21 E	22	23	24
25	26	27	28	29	30	31

APRIL / AVRIL

s/d	m/l	t/m	w/m	t/j	f/v	s/s
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25 F	26	27	28
29	30					

MAY / MAI

s/d	m/l	t/m	w/m	t/j	f/v	s/s
		1	2 G	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

JUNE / JUIN

s/d	m/l	t/m	w/m	t/j	f/v	s/s
					1	2
3	4	5	6	7	8	9
10	11	12	13 H	14	15	16
17	18	19 I	20 I	21	22	23
24	25	26	27	28	29	30

JULY / JUILLET

s/d	m/l	t/m	w/m	t/j	f/v	s/s
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

AUGUST / AOÛT

s/d	m/l	t/m	w/m	t/j	f/v	s/s
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23 C	24	25
26	27	28	29	30	31	

SEPTEMBER / SEPTEMBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19 J	20	21	22
23	24	25	26 K	27	28	29
30						

OCTOBER / OCTOBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

NOVEMBER / NOVEMBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15 L	16	17
18	19	20	21 M	22 M	23	24
25	26	27	28	29	30	

DECEMBRE / DÉCEMBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

MEETINGS: (CC=Conference Call)

A = CC: Governance, Strategic Planning
B = Toronto: Board, Broadcasting (media presentations)
C = Ottawa: Audit / CC: Board (QFR)
D = CC: Broadcasting (training), Human Resources
E = Ottawa: Board
F = CC: Governance, Human Resources, Real Estate
G = Calgary: Board
H = CC: Broadcasting (training), Strategic Planning
I = Ottawa: Board, Audit
J = CC: Broadcasting (training)
K = St. John's, Nfld: Board
L = CC: Broadcasting (Ombudsmen Report), Real Estate
M = Toronto: Board, Audit

Option 2

In Transit	Committee	Board	*Free Time*

A=Audit / B=Broadcasting / G=Governance / H=HRC / P=Planning / E=Real Estate

March

	am	pm	◖	◗	9	10	11	12	1	2	3	4	5	◖	◗	9	10	11	12	1	2	3	4	5	◖	◗	am	pm
Tim														X														
Hubert														X														
Linda																												
Ted														X														
Peter																												
George														X														
Pierre														X														
Brian														X														
Tricia																												
Rémi														X														
Edna											X														12		X	
John																									12		X	

June

	am	pm	◖	◗	9	10	11	12	1	2	3	4	5	◖	◗	9	10	11	12	1	2	3	4	5	◖	◗	am	pm
Tim														X														
Hubert														X														
Linda																												
Ted									A	A	A	A	A															
Peter									A	A	A	A	A															
George														X														
Pierre														X														
Brian									A	A	A	A	A															
Tricia									A	A	A	A	A															
Rémi														X														
Edna									A	A	A	A	A												12		X	
John																									12		X	

November (Toronto)

	am	pm	◖	◗	9	10	11	12	1	2	3	4	5	◖	◗	9	10	11	12	1	2	3	4	5	◖	◗	am	pm
Tim																												
Hubert																												
Linda																												
Ted									A	A	A	A	A															
Peter									A	A	A	A	A															
George														X														
Pierre																												
Brian									A	A	A	A	A															
Tricia									A	A	A	A	A															
Rémi														X														
Edna									A	A	A	A	A												11		X	
John																												

A0046626_10-000460

2012 | **2011-05-30** | QFR release | Board | Committees | Board & Cmtees | Provincial Day off | Holiday / Day off

Option 3

JANUARY / JANVIER

s/d	m/l	t/m	w/m	t/j	f/v	s/s
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24 A	25 B	26	27	28
29	30	31				

FEBRUARY / FÉVRIER

s/d	m/l	t/m	w/m	t/j	f/v	s/s
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23 C	24	25
26	27	28	29			

MARCH / MARS

s/d	m/l	t/m	w/m	t/j	f/v	s/s
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21 D	22	23	24
25	26	27	28	29	30	31

APRIL / AVRIL

s/d	m/l	t/m	w/m	t/j	f/v	s/s
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25 E	26	27	28
29	30					

MAY / MAI

s/d	m/l	t/m	w/m	t/j	f/v	s/s
		1	2 F	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

JUNE / JUIN

s/d	m/l	t/m	w/m	t/j	f/v	s/s
					1	2
3	4	5	6	7	8	9
10	11	12	13 G	14	15	16
17	18	19 H	20 I	21	22	23
24	25	26	27	28	29	30

JULY / JUILLET

s/d	m/l	t/m	w/m	t/j	f/v	s/s
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

AUGUST / AOÛT

s/d	m/l	t/m	w/m	t/j	f/v	s/s
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23 C	24	25
26	27	28	29	30	31	

SEPTEMBER / SEPTEMBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26 J	27	28	29
30						

OCTOBER / OCTOBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

NOVEMBER / NOVEMBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15 K	16	17
18	19	20 L	21 M	22	23	24
25	26	27	28	29	30	

DECEMBRE / DÉCEMBRE

s/d	m/l	t/m	w/m	t/j	f/v	s/s
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

MEETINGS: (CC=Conference Call)

A = Toronto: Broadcasting (media presentations)
B = Toronto: Board, Governance, Strategic Planning
C = Ottawa: Audit / CC: Board (QFR)
D = Ottawa: Board, Broadcasting (training), Human Resources
E = CC: Governance, Real Estate
F = Calgary: Board, Human Resources
G = CC: Strategic Planning
H = Ottawa: Audit,
I = Ottawa: Board, Broadcasting (training)
J= St. John's: Board, Broadcasting (training)
K= CC: Real Estate
L = Toronto: Audit
M = Toronto: Board, Broadcasting (Ombudsmen Report)

Option 3

In Transit	Committee	Board	*Free Time*

A=Audit / B=Broadcasting / G=Governance / H=HRC / P=Planning / E=Real Estate

March

	am	pm	◖	◗	9	10	11	12	1	2	3	4	5	◖	◗	9	10	11	12	1	2	3	4	5	◖	◗	am	pm
Tim																	H	H	B									
Hubert																			B									
Linda																	H	H	B									
Ted																			B									
Peter																			B									
George																	H	H	B									
Pierre																			B									
Brian																			B									
Tricia																			B									
Rémi																	H	H	B									
Edna																			B						12		X	
John																			B						12		X	

June

	am	pm	◖	◗	9	10	11	12	1	2	3	4	5	◖	◗	9	10	11	12	1	2	3	4	5	◖	◗	am	pm
Tim														X		P	B											
Hubert																	B											
Linda																P	B											
Ted									A	A	A	A	A				B											
Peter									A	A	A	A	A			P	B											
George														X		P	B											
Pierre																	B											
Brian									A	A	A	A	A				B											
Tricia									A	A	A	A	A				B											
Rémi														X		P	B											
Edna									A	A	A	A	A				B								12		X	
John																	B								12		X	

November (Toronto)

	am	pm	◖	◗	9	10	11	12	1	2	3	4	5	◖	◗	9	10	11	12	1	2	3	4	5	◖	◗	am	pm
Tim																E	B											
Hubert																	B											
Linda																	B											
Ted									A	A	A	A	A				B											
Peter									A	A	A	A	A				B											
George														X			B											
Pierre																	B											
Brian									A	A	A	A	A			E	B											
Tricia									A	A	A	A	A			E	B											
Rémi														X		E	B											
Edna									A	A	A	A	A				B								11		X	
John																	B								12		X	

A0046626_12-000462

Schedule A

Real Estate Committee
Board of Directors
June 21-22, 2011

Subject matter

Presentation of a lease transaction for the Toronto Broadcast Centre

Background

Details pertaining to the lease transaction are being presented for the first time to the Real Estate Committee and the Board of Directors

Information on the matter

s.18(b)

s.20(1)(b)
s.21(1)(a)

s.21(1)(b)

s.21(1)(c)

s.20(1)(c)

For decision [X] **For information** [ ]

Prepared by

Name: Maryse Bertrand
Date: June 8, 2011

Management recommendation

Last discussed at the Board

Date:
Decision made:

s.18(b)

s.20(1)(b)

s.21(1)(a)

s.21(1)(b)

s.21(1)(c)

s.20(1)(c)

Next steps

Pages 465 to / à 469

are withheld pursuant to sections

sont retenues en vertu des articles

18(a), 18(b), 20(1)(b), 20(1)(c), 21(1)(a), 21(1)(b), 21(1)(c)

of the Access to Information Act

de la Loi de l'accès à l'information

Canadian Broadcasting Centre

Revitalization Opportunity

Presented to the
Board of Directors

Real Estate Services
June 2011

Pages 471 to / à 515

are withheld pursuant to sections

sont retenues en vertu des articles

18(a), 18(b), 20(1)(a), 20(1)(b), 20(1)(c), 21(1)(a), 21(1)(b), 21(1)(c)

of the Access to Information Act

de la Loi de l'accès à l'information

Schedule A

Board of Directors

June 21-22nd, 2011

Subject matter

Economic impact of CBC/Radio-Canada
Overview and findings

Background

CBC/Radio-Canada approached Deloitte to conduct an economic impact analysis of the Corporation's 2010 activities modeled on an earlier study done by the firm for the BBC (2009). As with the BBC study, the report estimates the economic value resulting from the existence and significant public investments in a national public broadcaster.

Information on the matter

The study concludes that CBC/Radio-Canada adds a considerable, net economic contribution to the economy. In addition, the Corporation generates additional spill-over benefits.

The study comes at an important time. Dramatic shifts in the broadcasting landscape are redefining the marketplace in which we work. Technology, business models, consumer consumption trends and preferences are all converging to test the current strategies and operations of the major players in the broadcasting and media world. In this context, having stakeholders informed by facts is even more important for ensuring high quality decision-making.

More broadly, the cultural sector in Canada is an important contributor to the country's economic bottom line. This study adds a chapter to one component of that contribution and allows for a granular look at how the CBC/Radio-Canada makes an impact nationally, regionally and by cluster of economic activity.

For decision ☐ **For information** ■

Prepared by

Name: Steven Guiton, VP and Chief Regulatory Officer
Date: June 22, 2011

Management recommendation

Not required

Last discussed at the Board

Date:
Decision made:

Next steps

With the public release completed, next steps are to ensure that we draw on the findings to support Corporate messaging and engagement with key constituencies on the specific question of value for money and the positive economic contribution made.

Anticipated project completion date: _____

Deloitte.

Economic impact of CBC/Radio-Canada

Overview and findings

22 June 2011

Overview of the study

Scope

- The study estimates:
  - The core economic value of CBC/Radio-Canada as a public service broadcaster
  - Some of the additional economic benefits from CBC/Radio-Canada's public service role
- Part I applies standard and robust policy appraisal methodology:
  - Step 1: Economic activity generated by CBC/Radio-Canada's expenditure (GVA)
    - English and French
    - TV and Radio
    - National and provincial level
  - Step 2: Comparison to the value from an alternative policy option to focus analysis on incremental effects of the public service aspects of CBC/Radio-Canada (NVA):
    - Key assumption: the counterfactual CBC/Radio-Canada is fully commercially funded and motivated
- Part II estimates additional benefits:
  - Canadian independent production sector
  - Regional benefits, contributions on technology, digital distribution, and exposure to Canadian artists
- Not a report on CBC/Radio-Canada as a public service broadcaster

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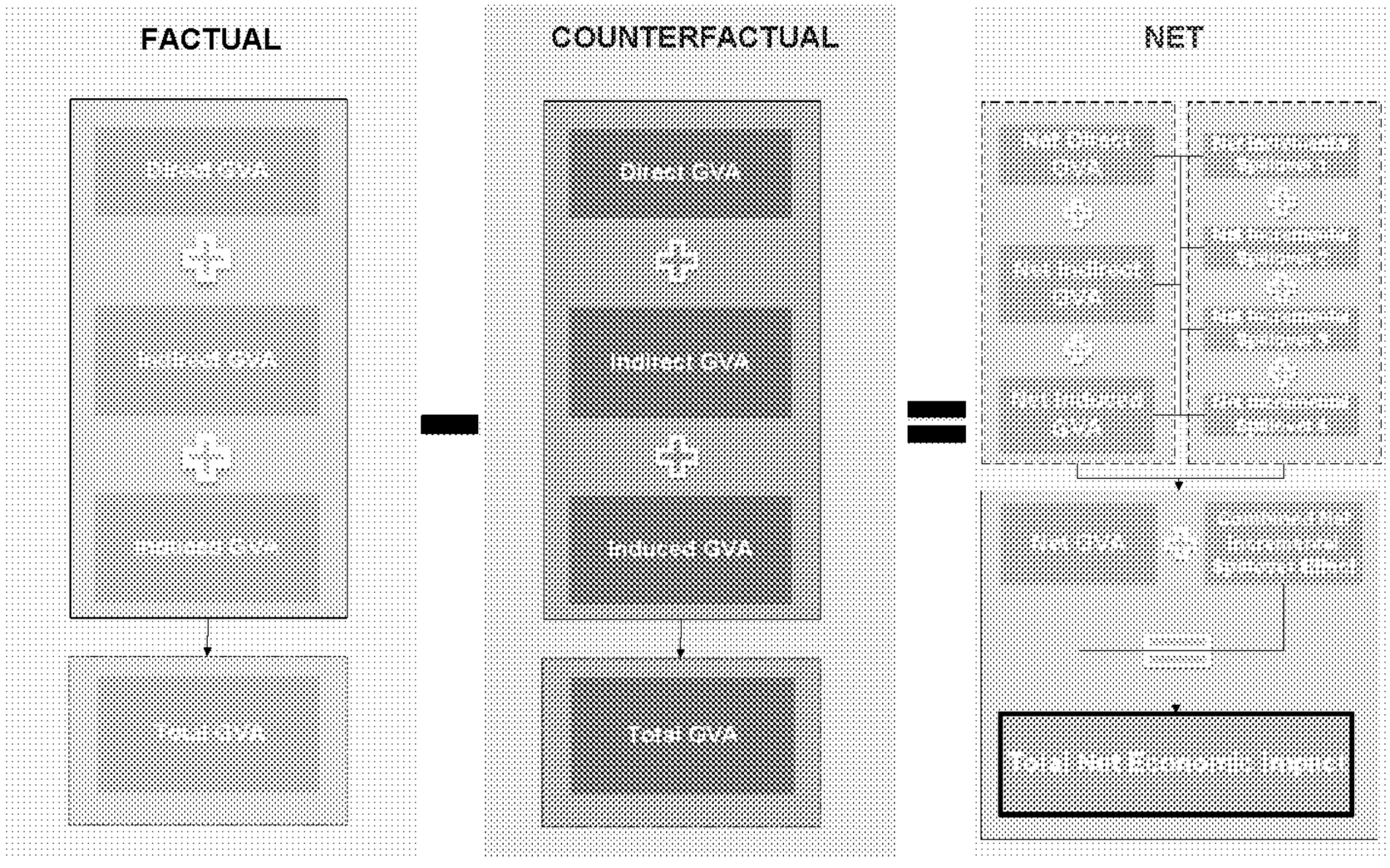
Overview of the study

Methodology

- Direct, indirect and induced effects of CBC/Radio-Canada expenditure through use of economic multipliers
- Net incremental additional value from spill-over effects



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Overview of the Study

Basis of the analysis

- Robust and accepted methodology
  - Standard approach in policy impact assessment and appraisal
  - The BBC Economic Impact report 2008/09
  - UK Satellite and Cable Broadcasters Group report
- Sources of information
  - CBC/Radio-Canada CRTC return for broadcasting year 2010
  - CBC/Radio-Canada research and metrics
  - Statistics Canada published figures
  - Canadian Media Fund annual reports
  - CMPA/APFTQ Profile reports
  - CTRC Communications Monitoring reports
  - Specific data requests to CBC/Radio-Canada
- Interviews and consultation with CBC/Radio-Canada personnel
- External interviews
  - Canadian Conference of the Arts
  - CPMA
  - CMF

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Findings

Key results

CBC/Radio-Canada's economic value added:

- $3.7bn gross economic value from Canadian expenditure of $1.7bn
- $1.3bn of net additional value compared to an alternative use of the $1.1bn government funding:
  - $2.5bn from reduction in scale of CBC/Radio-Canada, plus
  - $293m impact on other broadcasters in Canada, plus
  - $246m impact on other media in Canada, minus
  - $1.8bn of value from alternative use of government funding

Wider economic spill-over benefits:

- $1.1bn gross economic value through independent production budgets of CBC/Radio-Canada funded productions
- $500m net additional value to independent production sector due to leveraging of CBC/Radio-Canada funding
- Contribution to the media cluster in Montreal and specific local economies

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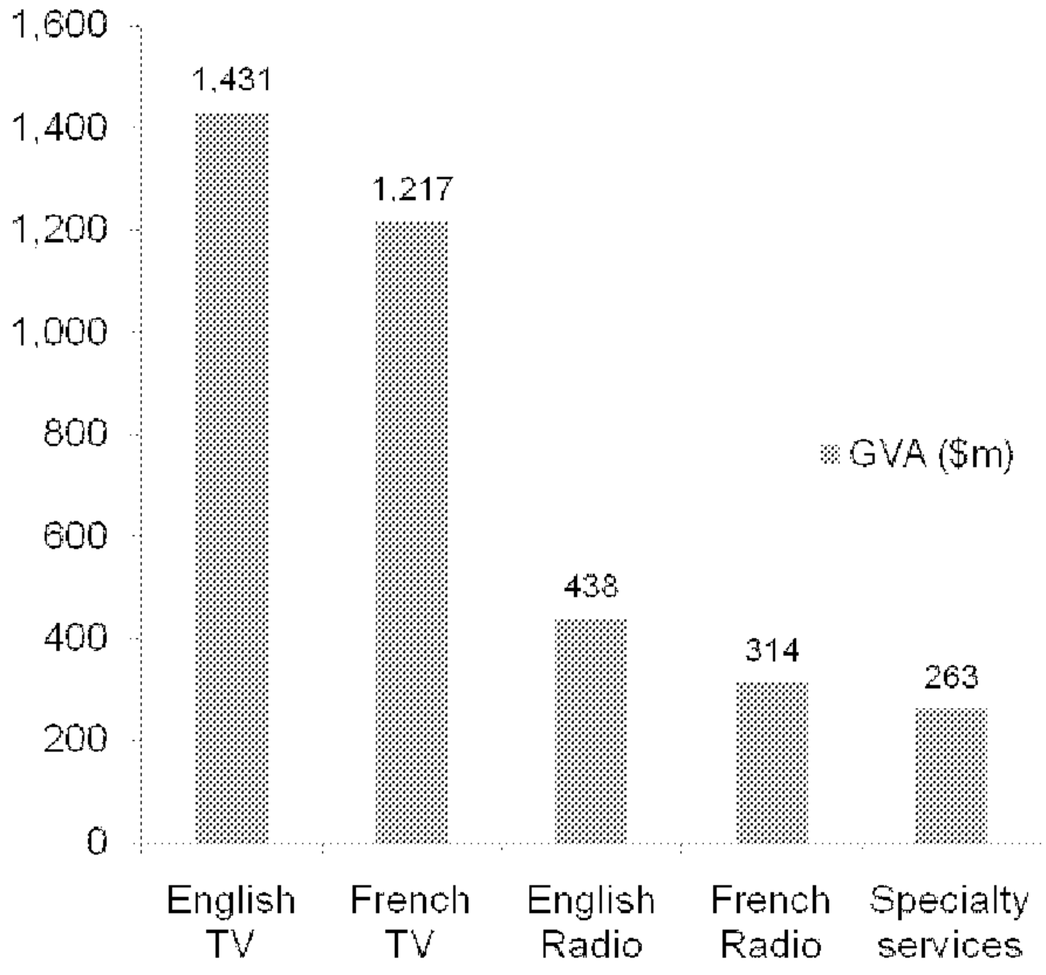
Findings
Results breakdown

GVA by service and language of broadcast



GVA and 'narrow' NVA by region

Province/region	GVA ($m)	Narrow NVA ($m)
Newfoundland	51	25
Nova Scotia	93	53
Prince Edward Island	20	13
New Brunswick	90	73
Quebec	1,449	1,094
Ontario	1,499	944
Manitoba	78	50
Saskatchewan	60	40
Alberta	127	78
British Columbia	147	86
Yukon	6	6
North West Territories	34	34
Nunavut	10	10
Total	**3,663**	**2,505**

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Discussion

Comparison to BBC economic impact:

- BBC has a greater relative presence in the UK media market
- BBC GVA was estimated at £7.7bn from £4.1bn expenditure in 2008/09
  - CBC/Radio-Canada's ratio of GVA to expenditure is higher due to economic multipliers and lower proportion of non-domestic expenditure
- BBC NVA was estimated at £2.5bn
  - NVA/GVA ratios are similar between BBC and CBC/Radio-Canada
- Additional spill-over benefits from BBC training and digital dividend

Use of the study

- Strategy review
- Discussions with government
- Use model to update analysis as part of annual reporting cycle

Questions and discussion

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A0046628_9-000524

Deloitte.

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Member of Deloitte Touche Tohmatsu Limited

Schedule A

Board of Directors

June 21-22nd, 2011

Subject matter

Licence Renewal Update

Background

Like other broadcasters in Canada, the Corporation's broadcasting activities are overseen by the CRTC.The Corporation filed its licence renewal application on May 18, 2011. The CRTC will conduct a public hearing to consider the renewal of the Corporation's radio, television and specialty licences beginning September 12, 2011. The purpose of this discussion is to provide an overview of the elements within the application, and an update on the hearing process and other strategic considerations.

Information on the matter

The attached presentation provides an overview of key elements of the Corporation's application, the CRTC's hearing process and strategic considerations.

For decision ☐ **For information** ■

Prepared by

Name: Steven Guiton, VP and Chief Regulatory Officer
Date: June 22, 2011

Management recommendation

Not required

Last discussed at the Board

Date:
Decision made:

Next steps

Anticipated project completion date: _____

Licence Renewal Update

Steven Guiton

Vice-President and
Chief Regulatory Officer

June 22, 2011

Overview of Presentation

1. The CRTC licence renewal process
2. CBC/Radio-Canada's licence renewal framework
3. English-language private broadcasters licence renewal framework
4. Our licences for the next term
5. Key "asks" for the next licence term
6. Challenges

A0046629_4-000529

The Process

The CRTC Licence Renewal Process

- The CRTC holds hearings to consider applications for the renewal of broadcasting licences for all public, private and community broadcasters for their television, radio, specialty and pay tv services.

- In recognition of the pace of change in the industry, since January 2011, the CRTC has decided to impose 5 year licence terms on licensees, instead of the traditional 7 year term.

A0046629_5-000530

The Process

The CRTC is conducting broadcaster licence renewals at public hearings according to the following schedule:

- ✓ Spring 2011: Private English-language tv groups
  - CTV, Canwest, Rogers, Corus (awaiting decision)
- Fall 2011: CBC/Radio Canada (tv and radio)
- Fall 2011: Private French-language tv groups and certain other services
  - Quebecor, V interactions, Astral, Canal Evasion
- Spring 2012: All other undertakings whose licences expire in the next two years

A0046629_6-000531

The Process

CBC/Radio-Canada's licence renewal covers the following services:

- English and French Television Networks and regional stations;
- English and French Radio Networks and stations;
- CBC News Network and RDI; and
- ARTV, bold and documentary.

- The new licences will take effect September 1, 2012.

A0046629_7-000532

The Process

We are working on the following timeline for CBC/Radio-Canada's licence renewal application, which we believe will be very close to the official dates:

✓ Filing of application:	May 18, 2011
• Receive/respond to CRTC questions	May 19 – mid June 2011
• Application and response to CRTC questions made public	June 17, 2011
• Deadline for interventions	July 18, 2011
• Reply to interventions	July 28, 2011
• Hearing date	September 12-23, 2011

A0046629_8-000533

Our Application: context and strategic directions

The Commission intends to examine two main issues during our licence renewal process:

- The role of public broadcasting in Canada; and
- Our specific licence renewal proposals.

The CRTC does not regulate our on-line and mobile activities.

A0046629_9-000534

Our Application: context and strategic directions

- Our renewal hearing will come five months after the largest English-language private broadcasters' renewal hearings.

- This timing will shape the Commission's focus on the different roles and contributions made by ourselves and the private broadcasters.

- Our objective is to ensure that our licence renewal decision:

  - aligns with *Strategy 2015: Everyone, Everyway;* and
  - is consistent with our role as set out in the *Broadcasting Act* and with CRTC policies.

A0046629_10-000535

The Privates: context

The CRTC's Licensing Framework for the Privates

- In March 2010, the CRTC put in place a new licensing approach for private English language-broadcasters: granting them significant regulatory flexibility in exchange for guaranteed commitments to Canadian programming and programming of national interest.

- The focus of the new framework relates to obligations with respect to Canadian programming expenditures:
  - broadcasters can elect to make a greater number of low-budget programs or a smaller number with higher budgets.

- The CRTC will consider the applicability of the policy to the French-language market when it reviews the licence obligations of TVA and V later in Fall 2011.

A0046629_11-000536

The Privates: context

Key Components of the CRTC's Approach:

- A shift from rules that require broadcasters to air a specific number of hours of Canadian programming in prime time to a spending requirement in key programming categories; and
- Lowering the overall Canadian programming requirement.

A0046629_12-000537

Our Licences for the Next Term

Our licence renewal application aligns with *Strategy 2015: Everyone, Everyway*

***Everyone, Everyway* is contingent on a number of factors:**

- Stable Government Funding
- Continued Access to CMF
- A supportive regulatory environment, including maintenance of LPIF

A0046629_13-000538

Our Licences for the Next Term

Key Components of CBC/Radio-Canada's Licence Renewal Approach

- CBC/Radio-Canada is seeking **regulatory flexibility** to allocate resources across all our platforms to effectively contribute to the Broadcasting Act and:
  - meet the challenges of a dynamic broadcasting environment;
  - operate as a global media company in the digital world; and
  - carry out *Strategy 2015: Everyone, Everyway.*

- Unlike the privates, we are not seeking a shift in regulatory focus from program exhibition to program expenditures.

A0046629_14-000539

Our Licences for the Next Term

CBC/Radio-Canada is the industry leader in support of the creation of Canadian programming and Programs of National Interest (PINs)

- The public broadcaster spends more on Canadian programming than all television broadcasters combined:
  - CBC/Radio-Canada spent $683M compared to $640 million for all other reporting groups
  - In the French market, Radio-Canada spent almost double its competitors on Canadian programming ($277 vs. $143M)
  - In the English market, excluding sports expenditures related to the Olympics, CBC spent more than all the privates combined ($407M vs. $360M)

- In key programming categories, excluding news, info and sports, CBC/Radio-Canada spent almost 1.5X all other broadcasters combined.

A0046629_15-000540

Our Licences for the Next Term

CBC/Radio-Canada is proposing a fixed number of significant commitments for the next licence term:

- Canadian content Condition of Licence (COLs) for tv and radio that far exceed those of private tv and radio broadcasters
- Exhibition COLs for tv programming of national interest in primetime and support for Canadian independent producers which dovetail with the CRTC TV policy
- Exhibition COLs for local programming, consistent with CRTC policy
- Adoption of all industry standard obligations regarding program codes of conduct (exception – maintain our own journalistic standards)
- Adoption of all industry standard obligations for improved accessibility

A0046629_16-000541

A Comparison: TV Platforms

Private TV Licensing Policy

- Canadian content on conventional tv : 55% of the broadcast day
- Group-based spending COLs of 30% gross revenues for Canadian programming overall, 5% gross revenues for PNI of which 75% is allocated to independently produced programs
- Exhibition COLs for local programming, consistent with CRTC policy
- Maintain individual exhibition requirements on specialty services to reflect the character of each service.
- Terms of trade signed between Canadian Media Production Association (CMPA) and English-language privates

CBC/Radio-Canada Proposals

- Canadian content on conventional tv : 75% of the broadcast day, 80% primetime
- Exhibition COLs for PNIs in primetime and support for Canadian independent producers (75% is allocated to independently produced programs)
- Exhibition COLs for local programming, consistent with CRTC policy
- Maintain individual exhibition requirements on specialty services to reflect the character of each service.
- Terms of trade discussions on-going

A0046629_17-000542

A Comparison: Radio Services

Commercial Radio Policy

- Commercial messages permitted
- Canadian content:
- ✓ 35% of popular music selections (Category 2 music) qualify as Canadian each broadcast week
- ✓ 10% of special interest music (Category 3 music) qualify as Canadian each broadcast week
- French- language music quotas: at least 65% of popular music selections (Category 2) over the broadcast week and at least 55% of popular music selections must be French-language between 6 a.m. and 6 p.m. Monday to Friday
- Annual Canadian Content Development contributions (contribution based on revenues)

CBC/Radio-Canada Proposals

- Maintain restriction on commercial messages
- Canadian content:
- ✓ Maintain 50% of popular music selections (Category 2 music) qualify as Canadian each broadcast week
- ✓ Maintain 20% of special interest music (Category 3 music) qualify as Canadian each broadcast week
- Maintain French-language music quotas: commitment to maintain 85% French language vocal music selections
- No annual Canadian Content Development contributions. Strategy to discover, promote Canadian musical and other artistic talent over the course of the next licence term

A0046629_18-000543

Our Specialty Service Proposals

French Language Specialties

- **RDI:** no substantial changes for the service
- ✓ adopt new standard licence conditions for mainstream news specialty services, plus regions
- ✓ extend mandatory distribution orders for next licence term
- **ARTV:** status quo with minor modifications

English Language Specialties

- **CBC News Network:** no substantial changes for the service
- ✓ adopt new standard licence conditions for mainstream news specialty services
- ✓ extend mandatory distribution orders for next licence term
- **Documentary:** status quo with minor modifications
- **bold:** acceptance of new nature of service conditions of licence, no changes for the service proposed at this time

A0046629_19-000544

Licence Renewal: Challenges

1. Pressure to be the "Gap-Filler" in the System

- **Issue:** At the outset of the hearing, the CRTC will examine the role of public broadcasting in Canada.
- **Objective:** The Corporation must be allowed to find the appropriate mix of programming and platforms to appeal to and reach all members of the public.
- **Strategy:** We will push hard to resist any limits that constrain us from determining the right mix of programming for our services. The role of public broadcasting generally, in Canada under the Broadcasting Act and the government and CRTC's expectation that we generate revenues through commercial activities, especially television advertising support this approach.

A0046629_20-000545

Licence Renewal: Challenges

2. Leaving the Past Behind

- **Issue:** The CRTC's last renewal decisions in 2000 were detailed, prescriptive and burdensome.

- **Objective:** The renewal decisions that flow from this process should provide greater flexibility to enable us to address our programming priorities in the most effective manner, as the environment changes.

- **Strategy:** We have established the limits of our financial resources and the critical need for operational flexibility. We have proposed streamlined commitments in our application we know can be met.

A0046629_21-000546

Licence Renewal: Challenges

3. Pressure to be Everything to Everyone

- **Issue:** Stakeholders will seek to have us do more of some types of programming and therefore, less of others. On the television side, the CRTC may seek to impose some rigor ex. regional reflection requirements, minimum hours of different genres etc..

- **Objective:** Obtain CRTC approval for our proposals that general enough so that they will not constrain our ability to adapt our programming strategies to changing circumstances over the licence term.

- **Strategy:** We will push hard to resist any additional requirements. We may ultimately need to refine our programming strategy to address these concerns at the end of the hearing.

A0046629_22-000547

BOARD OF DIRECTORS
June 21-22, 2011

Subject matter

Guidelines for the Interpretation of Section 68.1 of the *Access to Information Act* and Hands-on Exercise

Background

Section 68.1 of the *Access to Information Act* (the Act) contains an exclusion specific to CBC/Radio-Canada which specifies that the Act does not apply to information under the control of the Corporation that relates to its **journalistic, creative or programming activities**, other than information that relates to its general administration. This exclusion is founded on principles laid out in the *Broadcasting Act,* which recognizes that broadcasters enjoy freedom of expression as well as journalistic, creative and programming independence.

In making its decisions with regard to its journalistic, creative and programming activities, CBC/Radio-Canada must be guided by public interest and its mandate under the *Broadcasting Act*. Therefore, a set of formal guidelines for applying this exclusion have been set out to help both employees and the general public to understand them clearly (see attached Guidelines).

Information on the matter

The Section 68.1 exclusion was drafted with a great deal of latitude in mind, because it applies to "*any information that is under the control of the Canadian Broadcasting Corporation* ***that relates*** *to its journalistic, creative or programming activities*." In a similar fashion, the definition of "programming" as developed by the courts provides just as much latitude, in that "*the word "programming" extends to more than the mere words which go out over the air but the total process of gathering, assembling and putting out the programmes generally*".

Although the Act and current jurisprudence clearly allow for wider interpretation of the Section 68.1 exclusion, CBC/Radio-Canada believes that it is inappropriate to interpret the language that way, given the legislator's objectives regarding access to information, and the Corporation's desire to be transparent and accountable. CBC/Radio-Canada therefore based itself on the principles underlying Sub-section 52(2) of the *Broadcasting Act,* along with the general philosophy it proffers with respect to the importance of striking a balance between accountability and transparency, on the one hand, and the public broadcaster's independence on the other. Consequently, when the Corporation is faced with an access to information request for information subject to CBC/Radio-Canada's exclusion, it can disclose it as long as doing so allows it to maintain its journalistic, creative and programming independence and, when in doubt, will give preference to disclosure, based on the abovementioned principle.

For decision: [ ] **For information:** [X]

Prepared by

Name:	Maryse Bertrand
Date:	2011-06-02

Recommendation

N/A

Last discussed at the Board

Date:	N/A
Decision	N/A

Next steps

<u>Instructions for the Hands-on Exercise:</u>

To test the practical application of the guidelines, a list of access to information requests that CBC/Radio-Canada has received over the years is attached.

Please read the guidelines first and then the list of requests received. For each request, determine if the Section 68.1 exclusion applies or not (please disregard other reasons that might be invoked to protect the information requested such as, for example, competitiveness).

Your responses and understanding of the guidelines will be reviewed at the Board meeting.

GUIDELINES FOR THE INTERPRETATION OF SECTION 68.1 OF *THE ACCESS TO INFORMATION ACT*

Recommended and drafted by the Guidelines Committee

Purpose of guidelines and Committee

As a news medium, CBC/Radio-Canada firmly believes in the principles of transparency and accountability. CBC/Radio-Canada subscribes to these principles and wishes to facilitate access to information concerning its administration.

CBC/Radio-Canada believes that it is important to set out formal guidelines for applying the *Access to Information Act*'s (the Act) exclusion specific to the Corporation as regards disclosure of its journalistic, creative or programming activities, to help both employees and the general public to understand them clearly.

To this end, the Guidelines Committee was struck in the fall of 2010. The committee, headed by Sylvie Gadoury, *CBC/Radio-Canada's Associate General Counsel for Media Law and Coordinator, Access to Information and Privacy*, has the following members:

Marie-Philippe Bouchard – *Executive Director, Strategic Planning, French Services*

Christine Wilson – *Executive Director, Content Planning, English Services*

Martine Ménard – *Senior Director, Corporate Communications*

Marco Dubé – *Director, Communications Services and Corporate Spokesperson, Corporate Communications*

Peter Hull – *Director, ATIP, Legal and Corporate Secretariat*

Chantal Amand – *Senior Analyst, ATIP, Legal and Corporate Secretariat*

Geneviève McSween – *Legal Counsel, Law Department*

A0046630_3-000550

The Guidelines Committee has a dual purpose: (1) draft guidelines to explain the standards that guide CBC/Radio-Canada in its application of the exclusion provision of the Act and (2) to serve as a forum for reflection, dialogue and recommendations on how to handle further ad-hoc issues that may arise concerning application of the guidelines.

The Guidelines Committee, of course, can only make recommendations; the power to make decisions concerning the application of the CBC exclusion belongs to the Coordinator, Access to Information and Privacy, or anyone else to whom the President and CEO of CBC/Radio-Canada may delegate that authority.

Scope of Act

Exemptions and exclusions covering the general right to access to information are defined in the Act. Organizations subject to the Act may (and sometimes must) cite exemptions and exclusions that result in their refusing to disclose requested information, but certain conditions provided for in the Act must be fulfilled. This is true for CBC/Radio-Canada just as it is for the other institutions subject to the Act.

An exemption is, however, not the same as an exclusion.

Exemptions and exclusions

Exemptions allow for the protection of certain interests identified by the Act, even though the Act applies to such information. The Act contains two types of exemptions: mandatory and discretionary.

Mandatory exemptions apply to information that an institution must refuse to disclose when requested, such as private information (concerning a particular person) or information relating to a third party. As a general rule, such information may not be disclosed without the consent of those concerned.

Discretionary exemptions are those that an institution may decide to invoke, without being obliged to do so. They apply to a wide range of information,

A0046630_4-000551

especially any that, if disclosed, could prejudice the organization's competitive position, as well as to opinions or recommendations. Generally speaking, an institution that wishes to claim an exemption must prove that it would suffer some harm if it were to disclose such information.

Exclusions are defined as information to which the Act simply does not apply. The legislature decided to exclude very little information from the application of the Act, but did nonetheless deem that, in certain circumstances, there were interests that trumped the access to information principle. Thus the Act provides for only a few clearly defined exclusions, to wit:

1) Published material or material available for purchase by the public
2) Library or museum material preserved for public reference or exhibition purposes
3) Material placed in the Library and Archives of Canada or certain museums by or on behalf of persons or organizations other than government institutions
4) Any information that is under the control of Atomic Energy of Canada Limited (with a few well-defined exceptions)
5) Confidences of the Queen's Privy Council for Canada
6) Information for which a certificate prohibiting its disclosure has been issued under the *Canada Evidence Act*

CBC/Radio-Canada exclusion

The Act also contains an exclusion specific to CBC/Radio-Canada:

> 68.1 This Act does not apply to any information that is under the control of the Canadian Broadcasting Corporation that relates to its **journalistic**, **creative** or **programming** activities, other than information that relates to its general administration.

Thus, although the Act applies to information that relates to its general administration, Parliament decided to exclude information that relates to its "journalistic, creative or programming activities." The Act simply does not apply to such information, which would not be disclosed to a requester regardless of whether its disclosure could harm CBC/Radio-Canada.

The exclusion is founded on principles laid out in the *Broadcasting Act*, which recognizes that broadcasters enjoy freedom of expression as well as journalistic, creative and programming independence. As a public broadcaster, CBC/Radio-Canada is no exception, and is specifically mentioned:

> 46(5) The Corporation shall, in the pursuit of its objects and in the exercise of its powers, enjoy freedom of expression and **journalistic, creative** and **programming** independence.

The fact that Section 68.1 of the Act uses the same language demonstrates that it was drafted in the same spirit as the *Broadcasting Act*.

This independence enables CBC/Radio-Canada to make impartial decisions based on *Broadcasting Act* requirements and Canadians' constitutionally protected right to information, without any political or economic influence or influence from private interests.

The exclusion written into the Act therefore safeguards CBC/Radio-Canada's independence and freedom of expression. For example, if the exclusion had not been included, a person under investigation could ask for journalists' files, view their investigative materials, and determine the identity of confidential sources. This is clearly not in keeping with basic journalistic values and freedom the press, which are essential to a healthy democracy. Likewise, CBC/Radio-Canada programming decisions in the various regions could become public knowledge before they have even been implemented, and the Corporation would be deprived of the latitude needed to make decisions free of influence of any kind.

In making its decisions with regard to its journalistic, creative and programming activities, CBC/Radio-Canada must be guided by public interest and its mandate under the *Broadcasting Act*. When it comes to transparency and accountability, the Act specifically stipulates in Sub-section 52(2) that CBC/Radio-Canada "is not required to:

> (*a*) submit to the Treasury Board or to the Minister or the Minister of Finance any information the provision of which could reasonably be expected to compromise or constrain the journalistic, creative or programming independence of the Corporation; or

(*b*) include in any corporate plan or summary thereof submitted to the Minister pursuant to section 54 or 55 any information the provision of which could reasonably be expected to limit the ability of the Corporation to exercise its journalistic, creative or programming independence."

The legislator therefore clearly intended to protect CBC/Radio-Canada's journalistic, creative and programming independence.

Applying an exclusion

The Section 68.1 exclusion was drafted with a great deal of latitude in mind, because it applies to "*any information that is under the control of the Canadian Broadcasting Corporation* ***that relates*** *to its journalistic, creative or programming activities*." In a similar fashion, the definition of "programming" as developed by the courts provides just as much latitude, in that "*the word "programming" extends to more than the mere words which go out over the air but the total process of gathering, assembling and putting out the programmes generally*" [1].

Administration, however, is defined in highly specific terms. According to the Act, "*information that relates to the general administration of a government institution includes information that relates to expenses paid by the institution for travel, including lodging and hospitality.*"[2] This precision also guides CBC/Radio-Canada in its interpretation of the exclusion.

Although the Act and current jurisprudence clearly allow for wider interpretation of the Section 68.1 exclusion, CBC/Radio-Canada believes that it is inappropriate to interpret the language that way, given the legislator's objectives as regards access to information, and the Corporation's desire to be transparent and accountable.

CBC/Radio-Canada therefore based itself on the principles underlying Sub-section 52(2) of the *Broadcasting Act,* along with the general philosophy it proffers with respect to the importance of striking a balance between

---

[1] *CKOY Ltd* c. *R.*, [1979] 1R.C.S. 2
[2] Section 3.1 of the Act.

accountability and transparency, on the one hand, and the public broadcaster's independence on the other. Therefore, when the Corporation is faced with an access to information request for information subject to CBC/Radio-Canada's exclusion, it can disclose it as long as doing so allows it to maintain its journalistic, creative and programming independence.

In analyzing whether or not to disclose information, one must consider the overall context rather than fencing it in by approaching analysis on a case-by-case basis. When in doubt regarding application of the Act's Section 68.1 exclusion, CBC/Radio-Canada will give preference to disclosure, based on the abovementioned principle.

The effect of voluntary disclosure

Disclosing information does not make it subject to the Act and does not necessarily render information of a similar nature subject to the Act in future. Analysis will therefore continue to be based on context, as described above.

Definitions and examples

Based on these principles, for the purposes of CBC/Radio-Canada, the terms used in section 68.1 of the Act can be defined as follows:

Journalistic activities – Activities covered by the J*ournalistic Standards and Practices* adopted by CBC/Radio-Canada. They include all steps involved in gathering, processing (writing, editorial decisions, analysis, editing, etc.) and disseminating information in any format and on any platform; this also concerns the development of policies governing such activities.

Administration Examples (non-exhaustive)	Journalism Examples (non-exhaustive)
–Journalists' positions and salary scales –Camera purchase costs	–Editorial decisions regarding subjects covered –Journalists' files (research, sources, investigative methods) –Footage

Creative activities – Research, development and manufacture of goods or content for or connected to potential or eventual programming, including steps preliminary to such programming.

Administration Examples (non-exhaustive)	Creation Examples (non-exhaustive)
–Creation of logos unrelated to programming (corporate) –PowerPoint presentations created for administrative purposes –Corporate videos	–Creation of programming-related logos –Creation of costumes and sets –Writing of scripts or synopses –Pilot projects

Programming activities – Research, analysis, planning, selection, acquisition, financing, production, postproduction, scheduling, promotion, and delivery of content in any format and on any platform. This applies, among other things, to content that has not been selected for use, as well as to the development of policies governing such activities.

Administration **Examples (non-exhaustive)**	**Programming** **Examples (non-exhaustive)**
–Advertising revenue (except for product placement in shows) –Spending on purchase of transmission equipment –Contract for signal broadcast (RDI, CBC News Network, etc.) –Costs of corporate communications activities	–Programming schedule –Program budget –Minutes of programming meetings –Licences (broadcasting rights) –Spending on advertising for a specific program

Some information may fall into more than one or more of these categories (journalism, creation, programming). For instance, certain information may be related to both creativity and programming or to journalism and programming. Conversely, certain information might not be excluded under the journalism heading, for example, but could be excluded because it is related to programming activities.

And some information categorized as administrative, may be exempt under a provision of the Act. For instance, the Corporation can redact information pertaining to third parties, and information that, once disclosed, could hamper CBC/Radio-Canada's ability to compete.

Procedure applicable to CBC/Radio-Canada's Access to Information Office

1. The final decision as to exclusion under section 68.1 of the Act is up to the Coordinator, Access to Information and Privacy, to whom the President of CBC/Radio-Canada has delegated that authority, or anyone else to whom the President may delegate that authority.

2. When, after reading an access to information request the person mentioned in the preceding paragraph concludes that the requested information is excluded from application of the Act in its entirety by virtue of section 68.1, the information does not have to be provided to the Access to Information Office. Thus, an access to information request may be refused on its face. In such a case, a letter to this effect will be sent to the requester.

3. If information requested under the Act seems to be excluded under section 68.1, but the matter is not perfectly clear, the department in question must provide it to the Access to Information Office for processing according to the usual procedure.

4. However, if a requested document contains both information potentially excluded under section 68.1 of the Act and information covered by the Act, the document must be provided to the Access to Information Office for processing according to the usual procedure.

Sample Requests Received

A-2007-00030
Get copies of the following documents or all similar documents. For the period from January 1, 2005, to December 31, 2006, the total amount of revenue from rental of Corporation studios located in Quebec to independent producers. Clarification received on April 29, 2008. For the following fiscal years: April 1, 2005, to March 31, 2006; April 1, 2006, to March 31, 2007; and April 1, 2007 to March 31, 2008.

A-2007-00210
Overtime. CBC employees. Provide records indicating amounts paid in overtime to CBC employees covering the 2005 Royal visit.

A-2007-00265
Matane station: Expense statement for the year 2006-2007 with distribution by budget item (adm/program/news, etc.). Include special budgets funded by the Corporation such as special productions and training courses. Number of permanent or regular employees and number of employees with over 20 weeks of work (per department). 2007-2008 budget with breakdown by budget item.

A-2007-00417
Get copies of all documents showing all costs generated by Radio-Canada for the entire team and all corporate executives who were in Salt Lake City in 2002 for coverage of the Winter Olympics, including their salaries and overtime, hotel and suite expenses, car and limousine rental expenses, restaurant expenses, travel expenses and all other costs associated with the 2002 Winter Olympic event in Salt Lake City. It is not necessary to include all receipts — one or more descriptive lists would work. Otherwise include copies of all receipts and other expenses generated.

A-2007-00491
Copies of all internal CBC e-mails, memorandums, notes, and any other written or electronic documentation relating to my complaint to CBC Ombudsman Vince Carlin, dated January 29th, 2007 concerning the January 26th, 2007 CBC Radio commentary program of Deborah Yedlin.

A-2007-00523
Olympic Bids. Provide access to or a copy of any and all records pertaining to the bid made by and/or to the CBC with respect to the 2010 and the 2012 Olympic Games.

A-2008-00041
Get complete copies of everything (including deliverables) associated with all Radio-Canada focus groups concerning television stars or news personalities, e.g. Céline Galipeau, Guy A. Lepage, Patrice Roy, Bernard Derome, Michel Viens and Simon Durivage, from January 1, 2006, to June 12, 2008. Also get copies of all costs of focus groups concerning television stars or news personalities, e.g. Céine Galipeau, Guy A. Lepage, Patrice Roy, Bernard Derome, Michel Viens and Simon Durivage, since January 1, 2006.

A-2008-00051

As per the Access to information Act, can you please provide me with the annual salaries, travel budgets and clothing expenses of the following CBC employees over the past fiscal year: Peter Mansbridge, Wendy Mesley, Don Cherry, Rex Murphy, Ron MacLean, Don Newman, George Stroumboulopoulos, Richard Stursberg, Neil Macdonald, Bob Cole and Robert Enright.

A-2008-00121
Theme Song. Hockey Night in Canada. Provide records on the cost of running the contest to find the new Hockey Night in Canada theme song.

A-2008-00157
We wish to have access to or a copy of all and/or any records regarding spending by CBC on advertising in the greater Montreal area. Specifically, advertising in the form of visual media, i.e. billboards, print ads. buses, etc.

Board of Directors

June 21, 2011

Subject matter

Summary of Government Funding (10 years – operating and capital).

Background

The attached provides a 10-year historical overview of the Corporation's parliamentary appropriations as at June 6, 2011. The approved reference levels for 2011-2012 and beyond are also provided.

Information on the matter

See attached.

For information [X]

Prepared by

Name:	Suzanne Morris
Date:	June 6, 2011

Management recommendation

Not required.

Last discussed at the Board

Date:	May 10, 2011
Decision made:	N/A

Next steps

Not required.

Anticipated project completion date: _____
(If contract, indicate date of expiry): _____

CBC'S PARLIAMENTARY APPROPRIATIONS
($ Thousands)

As at March 2011

										Current	Forecast		
	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Operating Appropriation (Note 1)	853 074	861 744	862 460	914 197	955 410	955 722	955 731	1 009 121	1 002 668	1 002 668	1 002 668	1 002 668	1 002 668
One-time funding adjustments:													
Transfer from Capital appropriation			3 636	1 112	9 277	9 277	9 277	9 276	9 276				
Transfer to Capital appropriation	(15 170)	(7 459)	(40 921)	(10 538)	(8 456)	(42 676)	(27 344)	(13 622)	(34 874)	(9 233)	(9 941)	(10 704)	(11 525)
Funding to strengthen & revitalize programs	60 000	60 000	60 000	60 000	60 000	60 000	60 000	60 000	60 000	60 000	60 000		
Transfers from Cdn. Heritage (CCOL)	2 500	2 120	2 000	2 000		2 000	1 900	2 000					
Reprofiling	(60 000)	20 000	40 000	(20 000)				20 000					
Cost increases for 2002 Canada Day		1 027											
Funding for RCI (Note 2)			15 520										
Expenditure Review Reduction (Budget 2003)			(10 000)	(10 000)	(10 000)	(10 000)	(10 000)	(10 000)	(10 000)	(10 000)	(10 000)	(10 000)	(10 000)
Expenditure Review Reduction (Budget 2007)								(6 638)	(9 483)	(11 854)	(14 680)	(14 680)	(14 680)
Total Operating Appropriation	840 404	937 432	932 695	936 771	1 008 231	974 323	989 564	1 079 137	1 017 587	1 031 581	1 038 047	997 284	996 463
Capital Appropriation	100 311	97 631	92 331	92 331	92 331	92 331	92 331	92 331	92 331	92 331	92 331	92 331	92 331
One-time funding adjustments:													
Transfer to Operating appropriation			(3 636)	(1 112)	(9 277)	(9 277)	(9 277)	(9 276)	(9 276)				
Transfer from Operating appropriation	15 170	7 459	40 921	10 538	8 456	42 676	27 344	13 622	34 874	9 233	9 941	10 704	11 525
Reprofiling of vote from 00/01 to 01/02	23 000												
Reprofiling of vote from 04/05 to 05/06				(6 000)	6 000								
Reprofiling of vote from 05/06 to 06/07					(10 000)	10 000							
Total Capital Appropriation	138 481	105 090	129 616	95 757	87 510	135 730	110 398	96 677	117 929	101 564	102 272	103 035	103 856
Working Capital Appropriation	4 000	4 000	4 000	4 000	4 000	4 000	4 000	4 000	4 000	4 000	4 000	4 000	4 000
TOTAL APPROPRIATION	982 885	1 046 522	1 066 311	1 036 528	1 099 741	1 114 053	1 103 962	1 179 814	1 139 516	1 137 145	1 144 319	1 074 319	1 074 319
Less Reprofiling Decision (Capital)	(23 000)			6 000	4 000	(10 000)							
Less Reprofiling Decision (Operating)	60 000	(20 000)	(40 000)	20 000				(20 000)					
TOTAL APPROPRIATION AVAILABLE FOR REGULAR OPERATIONS	1 019 885	1 026 522	1 026 311	1 062 528	1 103 741	1 104 053	1 103 962	1 159 814	1 139 516	1 137 145	1 144 319	1 074 319	1 074 319

Note 1 The operating appropriation includes retroactive and in-year salary funding adjustments up to and including 2009/10. The effect of Cost Containment Measures in Budget 2010 is that organizations will not be funded for increases in wages and salaries arising from future collective agreements for 2010/11 through 2012/13.

Note 2 Funding for RCI was previously provided through a contribution agreement with Canadian Heritage. Starting in 2003-04, funding forms part of CBC's appropriation and is shown in the base appropriation in 2004-05 and future years.

Board of Directors

June 21 & 22, 2011

Subject matter

Industrial Relations Update

Background

This is a standing item on the Board of Directors' agenda providing the status of CBC / Radio-Canada's collective agreements.

Information on the matter

Not applicable

For decision: ☐ **For information:** X

Prepared by

Name: **Maryse Bertrand**, Interim Vice-president, People and Culture

Date: May 27, 2011

Recommendation

Not applicable

Last discussed at the Board

Date: **May 10 & 11, 2011**

Decision made:

Next steps

s.18(b)
s.20(1)(b)

Industrial Relations Update for the Board of Directors' Meeting
June 21 & 22, 2011

AGREEMENTS PRESENTLY BEING NEGOTIATED

UNION	Effective Date	# of Members	Central Issues
FRENCH FILE			
UDA (Union des artistes)	Nov. 14, 2005 – Nov. 13, 2009	N/A	
SARTEC (Société des auteurs de la radio, de la télévision et du cinéma)	July 10, 2006 – July 9, 2010	N/A	
SPACQ (Société professionnelle des auteurs et des compositeurs du Québec)	January 8, 2007 – January 7, 2011	N/A	
ENGLISH FILE			
WGC (Writers Guild of Canada) **Television and Radio Agreement**	Sept. 1, 1998 – August 31, 2000	N/A	

s.18(b)
s.20(1)(b)

UNION	Effective Date	# of Members	Central Issues
IATSE (International Alliance of Theatrical, Stage Employees and Moving Picture Machine Operators of the United States and Canada) (Stagehands)	No agreement since 1994	N/A	
NATIONAL FILE			
AFM (The American Federation of Musicians of the United States and Canada)	April 1, 2006 – March 31, 2010	N/A	
ACTRA (Alliance of Canadian Cinema, Television and Radio Artists) (Performers)	July 1, 2010 – June 30, 2011	N/A	

NEGOTIATED COLLECTIVE AGREEMENTS

UNION		Effective Dates of Collective Agreement	Number of Members **
NATIONAL FILE			
APS	Association of Professionals and Supervisors	July 1, 2008 – June 30, 2013	783
AFM	The American Federation of Musicians of the United States and Canada (AFM)	April 1, 2006 – March 31, 2010	N/A
ENGLISH FILE			
CMG	Canadian Media Guild	April 1, 2009 – March 31, 2014	4,744
ACTRA	Alliance of Canadian Cinema, Television and Radio Artists (Performers)	July 1, 2010 – June 30, 2011	N/A
FRENCH FILE			
SCRC (Unit 1)	Syndicat des communications de Radio-Canada	March 30, 2009 – September 30, 2012	1,639
STARF (Unit 2)	Syndicat des technicien(ne)s et artisan(e)s du réseau français de Radio-Canada	April 1, 2009 – March 31, 2012	1,280
UDA	Union des artistes	November 14, 2005 – November 13, 2009	N/A
SARTEC	Société des auteurs de la radio, de la télévision et du cinéma	July 10, 2006 – July 9, 2010	N/A
SPACQ	Société professionnelle des auteurs et des compositeurs du Québec	January 8, 2007 – January 7, 2011	N/A
AR	Association des réalisateurs	October 1, 2007 – December 11, 2011	359
SCFP	Syndicat canadien de la fonction publique	December 17, 2010 – September 20, 2015	623

*** Number of members revised as of April 24, 2011*

Board of Directors

June 21-22, 2011

Subject matter

SIRIUS/XM CANADA MERGER UPDATE

Background

At the November 17, 2010 meeting, the CBC/Radio Canada Board approved the proposed merger transaction between Sirius Canada and Canadian Satellite Radio Holding Inc. (XM Canada).

Information on the matter

We are awaiting the Order-In-Council (OIC) in order to proceed with the merger. All other approvals have been obtained.

For decision ☐ **For information** ■

Prepared by

Name: Michel Tremblay/Bill Atkinson
Date: June 2, 2011

Management recommendation

Last discussed at the Board

Date: March 16, 2011 - Information Item

Next steps

Upon receipt on the OIC the merger is expected to close by June 30, 2011.

Anticipated project completion date: _____

Internal Memo
Note de service

CBC Radio-Canada

Date ➢ June 2, 2011

From/De ➢ Senior Vice-President, Corporate Strategy & Business Partnerships

Subject/Objet ➢ **Sirius/XM Canada Merger Update**

TO/À:

CBC Board of Directors Members

c.c.

Hubert T. Lacroix
Maryse Bertrand
Suzanne Morris
Bill Chambers
Shaun Poulter
Alfred MacLeod
Tranquillo Morrocco

s.21(1)(b)

At the November 17, 2010 meeting, the CBC/Radio Canada Board approved the proposed merger transaction between Sirius Canada and Canadian Satellite Radio Holding Inc. (XM Canada).

This approval was subject to filing with the Competition Bureau, approval by the Canadian Radio-television and Telecommunications Commission (CRTC) and obtaining an Order-in-Council (O.I.C).

1. **Competition Bureau – February 23, 2011**

   The Competition Bureau issued a "no-action" letter and announced that it does not intend to make application to the Competition Tribunal to challenge the merger.

2. **CRTC – April 11, 2011**

   The Commission approved the change in effective control of Sirius Canada and XM Canada as part of the merger transaction.

3. **Canadian Heritage and O.I.C (Outstanding)**

   The federal election has delayed our ability to obtain the required O.I.C. However, we have worked with Canadian Heritage and Treasury Board senior staff and the following is the current status of the file.

4. **Estimated amount due to CBC/Radio-Canada on Closing**

   Based on a June 30, 2011 close, and based on the forecasted cash balances of Sirius Canada and XM Canada, the following is the estimated amounts and shares that CBC/Radio-Canada will receive on closing:

- $13.6 million in cash
- $ 3.5 million in promissory Notes ($3.1 payable within 24 months)
- 17.9 million shares in XM Canada ($51 million, based on the current stock price of $2.85) as of June 2.

Upon receipt of the O.I.C, the merger is expected to close within 8 working days. The close is expected to take place by June 30, 2011, at the latest, which is the deadline for the refinancing of the long term debt of CSR Holdings Inc.

Michel

Audit Committee
(June 21, 2011)

Subject matter

Quarterly Budgetary Management Report (Fourth quarter ended March 2011).

Background

Information on the matter

The Quarterly Budgetary Management Report at March 31, 2011 is attached and includes supplementary information on accounts receivable activity as requested by the Audit Committee.

For decision **For information X**

Prepared by

Name: Christopher Flann and Michael Mooney
Date: June 2, 2011

Management recommendation

N/A

Last discussed at the Board

Date: February 23, 2011
Decision made: Reviewed 2010/2011 Quarterly Budgetary Management Report – December 2011 results.

Next steps

First quarter results will be presented in August 2011.

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CBC Radio-Canada

QUARTERLY BUDGETARY MANAGEMENT REPORT
For the fourth quarter ending March 31, 2011
(UNAUDITED)

June 21st, 2011

Confidential for Internal Purposes

A0046634_3-000572

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QUARTERLY FINANCIAL MANAGEMENT REPORT

For the fiscal year ended March 31, 2011 and 2010

Financial Reporting Basis

The Broadcasting Act requires CBC/Radio-Canada to submit Annual Reports to the Minister of Canadian Heritage containing audited consolidated financial statements prepared in accordance with Canadian generally accepted accounting principles ("GAAP").

In addition, for management purposes, CBC/Radio-Canada reports its financial results on a budget basis, which differs from GAAP. Certain non-cash items such as accrued pension plan expenses and other employee future benefits and amortisation are not recognised on a budget basis.

Financial Review and Analysis Content

The review and analysis of CBC/Radio-Canada's financial results for the fiscal year ended March 31, 2011 and 2010 is presented on a budget basis.

This report presents and analyses segmented results of operations for the fiscal year ended March 31, 2011, compared to the budget, and to the results for the same period in 2009/2010 on budget basis. Segmented results are presented for English and French media services, Media-Related and Support Activities.

The Financial statements prepared on a GAAP basis for the period ended March 31, 2011 and compared with the results for the same period in 2009/2010 are presented separately in the 2010/2011 Annual Report.

In addition, an overview of the capital budget and cash position is presented for the fiscal year ended March 31, 2011.

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FINANCIAL STATEMENTS- BUDGET BASIS

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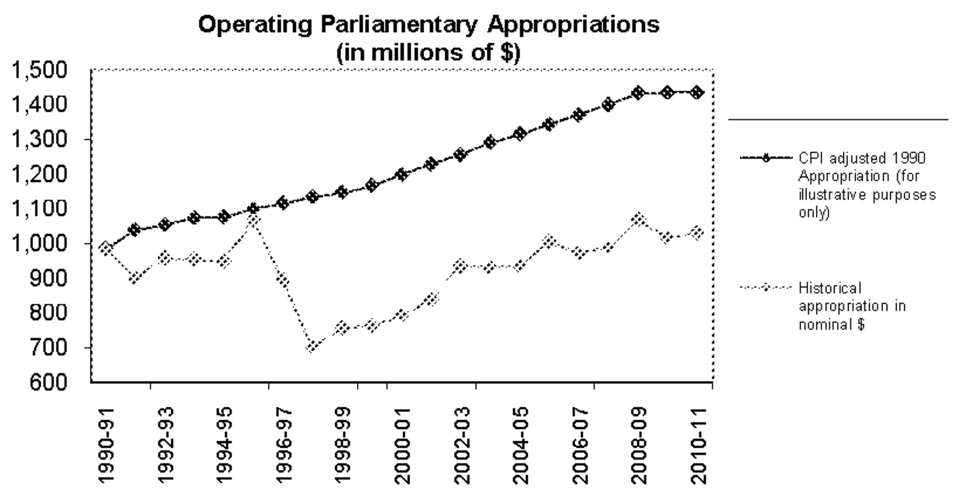
Sources of Funds
For the fiscal year ending March 31



s.18(a)
s.18(b)

Expenditures
For the fiscal year ending March 31

s.18(a)
s.18(b)

Overview of the fiscal year ending March 31
(in $000's)

	Comparison to Budget			Comparison to Prior Year			Fourth Quarter Results (January to March)		
	2010/2011 Budget	2010/2011 Actuals	Variance	2010/2011 Actuals	2009/2010 Actuals	Variance	2010/2011 Actuals	2009/2010 Actuals	Variance
SOURCE OF FUNDS									
Parliamentary Appropriation									
Prior Year Carryover									
Government Funding and Carryover									
Revenues									
Sale of Assets									
Revenues transferred to Capital									
Local Programming Improvement Fund									
English Television									
French Television									
Local Programming Improvement Fund									
Advertising Revenues									
English Services									
French Services									
Advertising Revenues									
Miscellaneous Revenues-Regular Operations									
English Services									
French Services									
Others									
Miscellaneous Revenues-Regular Operations									
Revenues-Specialty Services:									
CBC News Network									
bold									
Réseau de l'information									
Galaxie									
Revenues-Specialty Services									
TOTAL SOURCE OF FUNDS									
APPLICATION OF FUNDS									
Expenditures (*)									
English Services									
French Services									
Media-Related Activities									
Support Activities									
TOTAL APPLICATION OF FUNDS									
NET POSITION									

A0046634_13-000582

Overview of the fiscal year ending March 31st
Budgetary results including ARTV and Documentary Channel
(in $000's)

	Comparison to Prior Year		
	2010/2011 Actuals	2009/2010 Actuals	Variance
CBC/Radio-Canada Budgetary NET POSITION (excluding investments)	95,676	141,409	(45,733)
Investments in ARTV			
Revenues	9,727	0	9,727
Expenses	10,897	0	(10,897)
NET POSITION - ARTV	**(1,170)**	**0**	**(1,170)**
Less : Non-CBC portion (15%)	(175)	0	(175)
CBC/Radio-Canada's share (85%) - ARTV	**(994)**	**0**	**(994)**
Investments in Documentary Channel			
Revenues	4,030	3,830	201
Expenses	3,564	3,590	26
NET POSITION - Documentary Channel	**466**	**239**	**227**
Less : Non-CBC portion (18%)	84	43	41
CBC/Radio-Canada's share (82%) - Documentary Channel	**382**	**196**	**186**
NET POSITION INVESTMENTS	**(612)**	**196**	**(808)**
NET POSITION (including investments)	95,064	141,605	(46,541)

This overview is intended to identify the impact of CBC/Radio-Canada's share in ARTV and Documentary Channel, which is included in the consolidated Financial Statements in accordance with GAAP but not included in the financial reports on a budgetary basis.

s.18(a)
s.18(b)

Overview Comments

s.68.1

s.18(a)
s.18(b)

s.18(a)
s.18(b)

Consolidated English Services
For the fiscal year ending March 31
($000's)

	Comparison to Budget			Comparison to Prior Year			Fourth Quarter Results (January to March)		
	2010/2011 Budget	2010/2011 Actuals	Variance	2010/2011 Actuals	2009/2010 Actuals	Variance	2010/2011 Actuals	2009/2010 Actuals	Variance
SOURCE OF FUNDS									
Parliamentary Appropriation									
Prior Year Carryover									
Government Funding and Carryover									
Sale of Assets									
Local Programming Improvement Fund s.68.1									
Revenues									
English Television - Advertising - Television									
English Television - Advertising - Digital Services									
English Television - Advertising - Contras/Value-added									
English Television - Miscellaneous									
CBC News Network - Advertising									
CBC News Network - Subscriber and other revenue									
bold - Advertising									
bold - Subscriber and other revenue									
English Radio - Miscellaneous									
Total Revenues									
TOTAL SOURCE OF FUNDS									
APPLICATION OF FUNDS									
English Television - Programming and Production									
English Television - Technical									
English Television - Regional Operations									
CBC News Network									
bold									
English Radio - Programming and Production									
English Radio - Technical									
English Radio - Regional Operations									
Sales and Marketing									
Programming and Other Commitments									
Media Management									
TOTAL APPLICATION OF FUNDS									
NET POSITION									

s.18(a)
s.18(b)

s.68.1

Consolidated English Services Results Comments

s.18(a)
s.18(b)
s.68.1

Consolidated French Services
For the fiscal year ending March 31
($000's)

s.18(a)
s.18(b)

	Comparison to Budget			Comparison to Prior Year			Fourth Quarter Results (January to March)		
	2010/2011 Budget	2010/2011 Actuals	Variance	2010/2011 Actuals	2009/2010 Actuals	Variance	2010/2011 Actuals	2009/2010 Actuals	Variance
SOURCE OF FUNDS									
Parliamentary Appropriation									
Prior Year Carryover									
Total Government Funding and Carryover									
Sale of Assets									
Local Programming Improvement Fund									
Revenues									
French Television - Advertising - Television									
French Television - Advertising - Digital Services									
French Television - Advertising - Contras/Value-added									
French Television - Miscellaneous									
Réseau de l'information - Advertising									
Réseau de l'information - Subscriber and Other Revenue									
French Radio and Radio Canada International - Miscellaneous									
Total Revenues									
TOTAL SOURCE OF FUNDS									
APPLICATION OF FUNDS									
French Television - Programming and Productiion									
French Television - Technical									
French Television - Regional Operations									
Réseau de l'information									
French Radio - Programming and Production									
French Radio - Technical									
French Radio - Regional Operations									
Radio Canada International									
Revenue Group (excluding RDI)									
Programming and Other Commitments									
Media Management									
TOTAL APPLICATION OF FUNDS									
NET POSITION									

s.68.1

s.18(a)
s.18(b)
s.68.1

Consolidated French Services Results Comments

s.18(a)
s.18(b)

Media-Related Activities
For the fiscal year ending March 31st
($000's)

	Comparison to Budget			Comparison to Prior Year			Fourth Quarter Results (January to March)		
	2010/2011 Budget	2010/2011 Actuals	Variance to Budget	2010/2011 Actuals	2009/2010 Actuals	Variance in Actuals	2010/2011 Actuals	2009/2010 Actuals	Variance in Actuals
SOURCE OF FUNDS									
Parliamentary Appropriation									
Prior Year Carryover									
Government Funding and Carryover									
Sale of Assets									
Revenues									
CBC Transmission and Distribution									
Real Estate Division									
Mobile Productions-External Rentals									
Merchandising Division									
Galaxie									
TBC land interest									
Sirius									
Total Revenues									
TOTALSOURCE OF FUNDS									
APPLICATION OF FUNDS									
Technology Strategy Board									
Broadcast and Telecommunication									
CBC Transmission and Distribution									
Real Estate Division									
Mobile Productions									
Mobile Productions-Recoveries from medias									
Merchandising Division									
Ottawa Production Centre									
Content Management									
Galaxie									
Corporate Reserve									
TOTAL APPLICATION OF FUNDS									
NET POSITION									

s.18(a)
s.18(b)

Media-Related Activities Results Comments

s.18(a)

s.18(b)

Support Activities
For the fiscal year ending March 31
($000's)

s.18(a)
s.18(b)

	Comparison to Budget			Comparison to Prior Year			Fourth Quarter Results (January to March)		
	2010/2011 Budget	2010/2011 Actuals	Variance	2010/2011 Actuals	2009/2010 Actuals	Variance in Actuals	2010/2011 Actuals	2009/2010 Actuals	Variance in Actuals
SOURCES OF FUNDS									
Net Parliamentary Subsidy		103,691		103,691	109,312	(5,621)	26,480	27,958	(1,478)
Prior Year Carryover		2,699		2,699	3,073	(374)	2,699	3,073	(374)
Miscellaneous Revenues									
Strategy and Business Partnerships		1,847		1,847	1,110	737	1,171	516	655
CRRA		5,486		5,486	5,058	428	1,002	873	129
Interest and other administration revenues		1,725		1,725	906	819	620	195	425
Capital Recoveries		4,542		4,542	4,670	(128)	1,155	2,669	(1,514)
Corporate New Media		0		0	10	(10)	0	10	10
Total Miscellaneous Revenues		**13,600**		**13,600**	**11,754**	**1,846**	**3,948**	**4,263**	**(315)**
TOTAL SOURCE OF FUNDS		**119,990**		**119,990**	**124,139**	**(4,149)**	**33,127**	**35,294**	**(2,167)**
APPLICATION OF FUNDS									
Office of the President and CEO		1,340		1,340	1,409	69	368	405	37
Office of the Chairperson and Board of Directors		705		705	559	(146)	204	180	(24)
Branding, Communications and Corporate Affairs		5,914		5,914	4,785	(1,129)	1,820	1,401	(419)
Internal Audit		1,288		1,288	1,330	42	377	416	39
Priorities and Implementation		0		0	599	599	0	106	106
Training and Development		4,664		4,664	3,902	(762)	1,618	1,714	96
People and Culture		15,701		15,701	16,003	302	4,274	4,388	114
Severance Pay and Other Personnel Costs		11,712		11,712	11,100	(612)	2,889	5,848	2,959
Dental Plan, EAP and Crisis Management		3,730		3,730	4,292	562	811	1,131	320
Information Technology		26,397		26,397	30,078	3,681	6,995	9,836	2,841
Regulatory Affairs		1,584		1,584	1,444	(140)	437	373	(64)
Strategy and Business Partnerships		7,236		7,236	7,452	216	2,165	2,282	117
General Counsel and Corporate Secretariat		7,634		7,634	7,811	177	2,149	2,432	283
Corporate Finance and Administration		10,668		10,668	9,769	(899)	3,253	2,474	(779)
Insurance, Forms, Taxes, Foreign Exchange, etc.		3,591		3,591	2,423	(1,168)	1,052	687	(365)
Shared Services		11,465		11,465	10,920	(545)	3,423	2,853	(570)
International Relations		251		251	365	114	161	311	150
Ombudsman - Toronto		384		384	320	(64)	108	94	(14)
Ombudsman - Montreal		331		331	309	(22)	85	78	(7)
Corporate New Media		190		190	920	730	82	290	208
TOTAL APPLICATION OF FUNDS		**114,785**		**114,785**	**115,790**	**1,005**	**32,271**	**37,299**	**5,028**
NET POSITION		5,205		5,205	8,349	(3,144)	856	(2,005)	2,861

s.18(a)
s.18(b)

Support Activities Results Comments

SUPPORTING SCHEDULES

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Accounts Receivable
(in millions of $)

	March 2011 %	March 2011 (millions of $)	March 2010 %	March 2010 (millions of $)	Variance Versus March 2010 (millions of $)	
Advertising						
Current (accruals)	37.7%	40.5	39.6%	38.7	1.8	
1-30 days	31.8%	34.1	25.4%	24.8	9.3	**s.18(a)**
31-60 days	18.6%	20.0	19.1%	18.7	1.3	**s.18(b)**
61-90 days	6.5%	7.0	6.7%	6.5	0.5	
91+ days	5.4%	5.8	9.2%	9.0	(3.2)	
Total	**100.0%**	**107.4**	**100.0%**	**97.7**	**9.7**	
Non-advertising		**66.0**		**96.8**	**(30.8)**	
TOTAL - ACCOUNTS RECEIVABLE		**173.4**		**194.5**	**(21.1)**	

Programming Assets
(in $000's)

		March 2011	March 2010	Variance
COMPONENTS				
English Television				
French Television				
Indirect Costs Allocation*				
Reclassification to prepaid expenses**				
ARTV				
Documentary Channel				
TOTAL		103,068	174,243	(14,985)
English Television				
Arts & Entertainment				
Arts & Entertainment in-house	s.18(a)			
Independent dramatic	s.18(b)			
Independent music and variety	s.68.1			
Independent movies and mini-series				
Independent children, youth and daytime				
Independent development				
Total - Arts & Entertainment		—		
Network programming				
Documentary production unit				
Factual entertainment				
News & Current affairs, Sports and Other				
TOTAL - ENGLISH TELEVISION		[redacted]		
French Television				
Procured programs and film rights				
Current affairs and documentaries				
Drama				
Arts & Entertainment				
Sports and Youth				
TOTAL - FRENCH TELEVISION		[redacted]		

* Overhead expenses applicable to programs in inventory

**The payments made under the terms of each acquired licence agreement are reclassified as prepaid expenses when the program is not available for broadcast.

Note 1:

Note 2:

Reconciliation of Total comprehensive income (loss) - GAAP to Budget Basis

The Corporation receives a significant portion of its funding through Parliamentary appropriations, based primarily on cash flow requirements. Expenses recognized in the Consolidated Statement of Operations and Comprehensive Income (Loss) in one year may be funded through Parliamentary appropriations in other years. Accordingly, the Corporation's net results of operations for the year on a budget basis differ from those on a Canadian generally accepted accounting principles basis. The differences are outlined below:

For the year ended March 31		**2011**	**2010**
		(thousands of dollars)	
Total comprehensive income (loss) - GAAP		**(24,660)**	**(58,299)**
Items not generating operating funds			
Amortization of deferred capital funding	**s.18(a)**	(124,357)	(121,086)
Loss (Gain) on disposal of property and equipment	**s.18(b)**	2,754	(1,355)
Parliamentary appropriation for working capital		(4,000)	(4,000)
Sale of receivables		-	147,643
Specialty services consolidated results		(10,961)	(8,688)
Revenue transfers from operating to capital		(25,388)	-
Other		4,022	8,084
		(157,930)	**20,598**
Items not requiring operating funds			
Amortization of property and equipment and intangible assets		130,543	127,680
Indirect costs allocated to programming assets		2,162	719
Gain from investments in companies subject to significant influence		-	(440)
Pension plans and other employee future benefits		(1,364)	18,758
Annual leave		(2,878)	108
Specialty services consolidated results		11,743	(1,470)
Loss from investments in Sirius		5,000	-
Other		(3,349)	764
		141,857	**146,119**
Other comprehensive income			
Net unrealized gain on available-for-sale		(5,000)	-
Net results of operations on a budget basis		**(45,733)**	**108,418**

Cash Flows
as at March 31, 2011

	2010/2011 Actual					2009/2010 Actual				
	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Total	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Total
Opening balance (1)	47,790	105,860	120,400	103,307	47,790	31,956	102,712	140,689	278,994	31,956
Inflows										
Appropriations received (2)	381,137	270,000	271,239	241,068	1,163,444	371,350	304,500	311,908	138,809	1,126,567
Revenues (3)	175,882	181,891	167,571	230,337	755,681	150,646	162,470	141,046	189,130	643,292
Capital lease (4)	-	-	-	8,052	8,052	-	-	-	-	-
Sale of assets	-	-	-	-	-	-	20,101	133,613	-	153,714
Outflows										
Expenditures (5)	(498,949)	(437,351)	(455,903)	(526,310)	(1,918,513)	(451,240)	(420,109)	(442,112)	(556,736)	(1,870,197)
VRIP/downsizing payout	-	-	-	-	-	-	(28,985)	(6,150)	(2,407)	(37,542)
Ending balance (1)	105,860	120,400	103,307	56,454	56,454	102,712	140,689	278,994	47,790	47,790

Note 1:

Note 2:

Note 3:

Note 4:

Note 5:

s.18(a)
s.18(b)

CAPITAL

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s.18(a)
s.18(b)

Capital

2010/2011 Capital Budget Overview as at March 31, 2011
Forecasted expenditures to Year-end
($000's)

Investment Class	Capital Plan	Actual Expenditures	Surplus/ (Deficit)	As % of Capital Plan
Legal and Regulatory				
Mission Critical				
Payback Initiatives				
Growing the Business				
Transmission Strategy				
Efficiency Projects				
Minor Capital				
Corporate Contingency				
Impact of approved plan being higher than available capital				
Total Surplus/(Deficit) Forecast (1)	-	-		

s.18(a)
s.18(b)

Component	Capital Plan	Actual Expenditures	Surplus/ (Deficit)	As % of Capital Plan
English Television (ETN)				
French Television (FTN)				
English Radio (ERN)				
French Radio (FRN)				
English New Media (ENM)				
French New Media (FNM)				
Information Technology (IT)				
Real Estate (RE)				
Capital Leases (TBC and HD3 Leases)				
Telecommunication				
Transmission Division (T&D)				
Human Resources (HR)				
Corporate Components				
Fleet Management				
Minor Capital				
Enterprise Wide (EW):				
Vision				
Vision post go live project				
Vancouver Redevelopment				
Integrated Search - Autonomy				
Newsroom System Project - iNews				
Desktop Radio - Permanent Solution				
Other				
Desktop Radio				
Ottawa Content Management				
Quebec Consolidation				
Edmonton Consolidation				
DROP				
Halifax				
Mobile Handheld				
Electronic Document Records Management System				
Corporate Contingency				
Impact of approved plan being higher than available capital				
TOTAL SURPLUS/(DEFICIT) FORECAST	.	.		
% of Available Capital				

* Includes repayment of bonds payable for TBC lease

A0046634_36-000605

2010/2011 Capital Budget Overview as at March 31, 2011 - Notes

Note 1

Note 2

s.18(a)
s.18(b)

Note 3

Note 4

Note 5

Note 6

Note 7

Note 8

Note 9

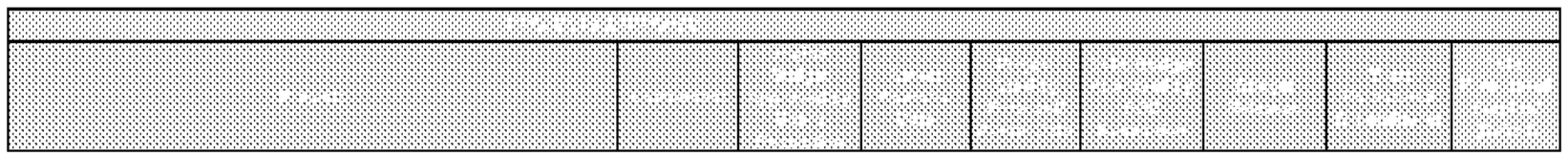
Note 10

Note 11

Note 12

CAPITAL INVESTMENT PLAN
Board of Directors Projects > $5 million (in 000's)
Forecasted Expenditures to Project Completion (including related operating expenditures)

s.18(a)
s.18(b)



CAPITAL INVESTMENT PLAN
Board of Directors Approved Projects > $5 million - Notes
Forecasted Expenditures to Project Completion (including relayed operating expenditures)

Note 1

Note 2

Note 3

s.18(a)

s.18(b)

Board approved projects with forecasted deficits as at March 31, 2011

(000$)

Project	Variance	Project Budget Approved by Board Resolution	Total Budget Approved by Board Resolution	Other Sources of Funds	Budget Reduced	Total Forecasted Expenditures as at March 31, 2011	Total Forecasted Expenditures [illegible]	Immediately Prior Reported
Total ≤ $2.0M				**0**		**-**		

At its meeting in September 2009, the Board of Directors approved a new practice for governance and monitoring of variances on Board approved projects. The new practice permits Management to continue activity on Board approved projects with small projected deficits, where the individual project deficits are ≤ 10% and ≤ $1.5 million, and the total of all small projected deficits does not exceed $2 million on all active projects.

As of March 31, 2011, there are no projects with deficits that exceed the total budget approved by resolution of the Board of Directors.

Schedule A

Audit Committee

June 21, 2011

Subject matter

Risk Management Report to the Audit Committee.

Background

The Annual Risk Management report was presented and approved at the Audit Committee meeting on February 23, 2011.

The Audit Committee requested regular updates on the management of CBC/Radio-Canada's key risks and these updates are now presented on a quarterly basis. Modifications made to the first three columns of the report since the The Annual Risk Management Report are in blue font.

Information on the matter

The attached document was prepared as at May 30, 2011. However, since the report preparation, the Federal Government retabled Budget 2011. The items previously announced were confirmed, namely:

- $60 million in one-time funding for CBC/Radio-Canada was confirmed for 2011-2012
- Government-wide strategic and operating review of direct program spending will go ahead as planned during 2011-2012. Results will be included in Budget 2012.
- $100 million contribution to the CMF is confirmed for 2011-2012 and 2012-2013.

These items have been updated in the MD&A section of the Annual Report.

For decision ☐ **For information** ■

Prepared by

Name:	Suzanne Morris/Michael Mooney
date:	June 8, 2011

Management recommendation

N/A

Last discussed at the Board

Date:	February 23, 2011
Decision made:	N/A

Next steps

Present next quarterly update on CBC/Radio-Canada's key risks at the August 2011 Audit Committee meeting.

CBC Radio-Canada

Risk Management Report

Presentation to the
CBC/Radio-Canada
Audit Committee

Suzanne Morris/Michael Mooney
June 21, 2011

CONFIDENTIAL

2011-2012 Key Risks

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at May 30, 2011	Risk Trend

LEGEND

Risk Trend: Decreasing Stable Increasing No change to status

2011-2012 Key Risks

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at May 30, 2011	Risk Trend

2011-2012 Key Risks

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at May 30, 2011	Risk Trend

2011-2012 Key Risks

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at May 30, 2011	Risk Trend

2011-2012 Key Risks

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at May 30, 2011	Risk Trend

2011-2012 Key Risks

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at May 30, 2011	Risk Trend

s.21(1)(b)

s.18(b)

2011-2012 Key Risks

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at May 30, 2011	Risk Trend

2011-2012 Key Risks

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at May 30, 2011	Risk Trend

s.18(b)

s.21(1)(b) s.68.1

2011-2012 Key Risks

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at May 30, 2011	Risk Trend

2011-2012 Key Risks

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at May 30, 2011	Risk Trend

2011-2012 Key Risks

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at May 30, 2011	Risk Trend

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

2011-2012 Key Risks

Risks s.18(b) s.21(1)(b)	Strategies Identified	Components Responsible to Manage Risk	Status Update as at May 30, 2011	Risk Trend

2011-2012 Key Risks

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at May 30, 2011	Risk Trend

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

2011-2012 Key Risks

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at May 30, 2011	Risk Trend

2011-2012 Key Risks

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at May 30, 2011	Risk Trend

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

2011-2012 Key Risks

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at May 30, 2011	Risk Trend

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

2011-2012 Key Risks

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at May 30, 2011	Risk Trend

2011-2012 Key Risks

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at May 30, 2011	Risk Trend

Schedule A

Board of Directors

June 21-22, 2011

Subject matter

ANNUAL REPORT OF CBC/RADIO-CANADA RE THE ADMINISTRATION OF THE ACCESS TO INFORMATION ACT

Background

The *Access to Information Act* provides that an annual report be prepared and submitted to Parliament by the Corporation with respect to the administration of the Access to Information Act within CBC/Radio-Canada. This is the third report since CBC/Radio-Canada became subject to the legislation on September 1, 2007 and covers the period: April 1, 2010- March 31, 2011.

Information on the matter

A copy of the report is appended.

For decision ☐ **For information** X

Prepared by

Name: Maryse Bertrand
Date: June 2, 2011

Management recommendation

Last discussed at the Board

Date: June 2010
Decision made: N/A

Next steps

Submit report to the Minister of Canadian Heritage for tabling in Parliament as required by the legislation

CBC Radio-Canada

Report on the Administration of the *Access to Information Act* for the Fiscal Year 2010-2011

Introduction

Purpose of the *Access to Information Act*

The *Access to Information Act* describes its purpose as follows:

The purpose of this Act is to extend the present laws of Canada to provide a right of access to information in records under the control of a government institution in accordance with the principles that government information should be available to the public, that necessary exceptions to the right of access should be limited and specific and that decisions on the disclosure of government information should be reviewed independently of government.

This report on the administration of the *Access to Information Act* is prepared and tabled in accordance with section 72 of the *Act.*

CBC/Radio-Canada Mandate

The Corporation's mission is set out in paragraphs 3(1)(l) and 3(1)(m) of the *Broadcasting Act*, which provide:

> *(l) the Canadian Broadcasting Corporation, as the national public broadcaster, should provide radio and television services incorporating a wide range of programming that informs, enlightens and entertains;*
>
> *(m) the programming provided by the Corporation should*
>
> *(i) be predominantly and distinctively Canadian,*
>
> *(ii) reflect Canada and its regions to national and regional audiences, while serving the special needs of those regions,*
>
> *(iii) actively contribute to the flow and exchange of cultural expression,*
>
> *(iv) be in English and in French, reflecting the different needs and circumstances of each official language community, including the particular needs and circumstances of English and French linguistic minorities,*
>
> *(v) strive to be of equivalent quality in English and in French,*
>
> *(vi) contribute to shared national consciousness and identity,*
>
> *(vii) be made available throughout Canada by the most appropriate and efficient means and as resources become available for the purpose, and*
>
> *(viii) reflect the multicultural and multiracial nature of Canada;*

Board of Directors

The Corporation is governed by a Board of Directors composed of 12 members, including the Chair, and the President and CEO. The Board of Directors is responsible for the management of the businesses, activities and other affairs of the Corporation. The key responsibilities of the Board are to approve the strategic direction, corporate and business plans for the Corporation, to assess the Corporation's progress in achieving its strategic and business objectives, and to oversee the plans and policies in place to ensure effective communication with Parliament, the public and stakeholders.

Organizational Structure to Fulfill *Access to Information Act* Responsibilities

CBC/Radio Canada's Associate General Counsel for Media Law is the Corporation's Access to Information and Privacy (ATIP) Coordinator. Reporting to the Vice-President, Real Estate, Legal Services and General Counsel, the ATIP Coordinator is assisted by a full time ATIP office of seven employees comprising a director, four analysts and two support staff. Support to the ATIP Coordinator was augmented on a temporary basis during 2010/2011 by half a full time equivalent in the form of a lawyer with relevant expertise and good knowledge of the Corporation. The addition of this supplementary legal support to the ATIP Coordinator's office has proven extremely valuable and consequently has been made permanent for the coming fiscal year.

The Corporation has a formal network of twenty two ATIP liaison officers covering all of the Corporation's business areas. The liaison officers are responsible for retrieving records and providing initial release recommendations to the ATIP Office.

Delegation Order

Pursuant to section 73 of the *Access to Information Act* the President and CEO of CBC/Radio-Canada has delegated certain of his functions as they relate to the administration of the *Access to Information Act* within CBC/Radio-Canada to the Corporation's ATIP Coordinator and the Corporation's ATIP Director.

A copy of CBC/Radio Canada's delegation order is appended to this report as Annex A.

Statistical Reports

The statistical reports submitted to the Treasury Board Secretariat on the administration of the *Access to Information Act* have been completed and are appended to this report as Annexes B and C.

Interpretation of Statistical Reports

CBC/Radio-Canada received 327 requests under the *Access to Information Act* during 2010/2011. This is the second highest number of requests received by the Corporation since it became subject to the *Act* in 2007. The requests touched all sectors of the Corporation, primarily affecting the English and French broadcasting arms in approximately equal numbers. Combined with the 40 requests that were carried forward from 2009/2010, the 327 requests received during the reporting period produced a total of 367 requests to be acted on. During 2010/2011, 349 requests were completed thereby reducing the number of backlogged requests by 55% from 40 at the end of 2009/2010 to 18 at the end of 2010/2011. This is down from a high of 323 backlogged requests at the end of 2007/2008.

Distribution of the 327 new requests among the categories designated by the Treasury Board Secretariat is as follows:

- Media – 33
- Academia – 7
- Business – 195
- Organization – 4
- Public – 88

Of these 327 requests, 257 were responded to on time by the end of the reporting period. This figure includes 46 requests for which allowable extensions to the statutory 30 day response period were claimed; 26 requests that were abandoned by the applicants involved; and 1 request that could not be processed. Among the remaining 70 requests, 52 were answered late by the end of the reporting period and 18 were carried into 2011/2012. Of those 18 requests, 15 have since been answered – 13 on time and 2 late. In sum, 270 or 82.5% of the 327 requests received during the reporting period were completed within timeframes allowed by the *Act.* Three late requests carried forward from 2010/2011 remain to be responded to during 2011/2012.

The average number of days to respond to a request decreased by 63%, from 158 in 2009/2010 to 57 in 2010/2011. This is down from a high of 187 in 2008/2009. Our "Deemed Refusal Rate" decreased from 57.7% in 2009/2010 to 21.53% in 2010/2011. This is down from a high of 80.47% in 2007/2008. The number of deemed refusal complaints made against us decreased from 8 in 2009/2010 to 1 in 2010/2011 - a drop of 87.5%. This is down from a high of 388 deemed refusal complaints in 2007/2008.

The *Act* contains various exemption and exclusion provisions, including s. 68.1 which excludes records related to CBC/Radio-Canada's journalistic, creative, or programming activities from its application. Severance provisions were applied in part to 151 of the 349 requests responded to during 2010-2011. Specifically,

s. 68.1 was applied to 25.82% of these requests. This is down from the previous reporting period where s. 68.1 was applied to 31.95% of the requests where partial severances were made to released records.

As for the times where records were fully excluded under section 68.1 of the *Act*, this percentage has also decreased. In 2010-2011, s. 68.1 was applied in full to 19.19% of the 349 requests answered. This is down from 21.26% during the previous reporting period.

Education and Training Activities

During 2010-2011 the following training activities were carried out by the Access to Information office:

Formal ATIP Training Sessions: Formal ATIP training sessions were delivered to 15 key personnel in five of the Corporation's business areas including the CEO's Chief of Staff. The training sessions comprised written and oral material that allowed them to fully understand their obligations under the *Access to Information Act*.

Informal ATIP Training Sessions: As requests were answered during the year, informal education and training needs emerged from time to time among record holders contacted by the ATIP office. This informal training was conducted in relation to the ATIP request at issue and included subjects such as search time calculations, extensions, and the application of specific exemptions.

Newsletters: To augment the formal and informal education and training sessions that it delivers, the ATIP office began distributing a newsletter in October 2010 to the ATIP liaison officers in each of the Corporation's business areas. These newsletters are written and produced in the ATIP office and distributed in both official languages. Topics covered during 2010/2011 include the right of access, the purpose of the ATIP Acts, the 30 day response period, extensions to the 30 day response period, how to correctly estimate search time, and the difference between exclusions and exemptions.

New Institution-Specific Policies, Procedures and Guidelines

During 2010-2011 the ATIP office organizational structure was changed from a team of six staff all answering directly to the ATIP Director, to two teams of three, each headed by a Team Leader answering to the Director. Corresponding processes, responsibilities, and accountabilities were updated, recorded, and disseminated in separate manuals for use by ATIP office staff and ATIP liaison officers throughout the Corporation. Additional performance monitoring, measuring, and reporting practices were also put in place and applied rigorously throughout the year.

Distribution of the manuals referred to above was supplemented by the provision of an aide memoire to the Corporation's senior executive team and ATIP liaison officers that provided key information regarding the *Access to Information Act* exemption and exclusion provisions invoked by CBC/Radio-Canada and examples of the types of information to which they have potential application.

The Corporation also successfully developed an internet site during 2010/2011 where records released in answer to five categories of Access to Information (ATI) requests are posted for review by the public. Launched in November 2010, this addition to the Corporation's Transparency and Accountability web page has given the public access to more than 27,000 pages of records released under the *Act* that deal with expenses, audits, retreats, agendas, and policies. By the end of 2010/2011 this site had been visited more than 4500 times.

Key Issues Raised as a Result of Complaints

The Information Commissioner reviewed CBC/Radio-Canada's 2009/2010 ATI performance because of the number of prior complaints made to her office about us. The Information Commissioner issued her report on the Corporation in March of 2011. While our overall performance for 2009/2010 was assessed as unsatisfactory, the Information Commissioner noted that our backlog of ATI requests had been reduced by 60% in the year she reported on, that the average number of days to respond to ATI requests had dropped, and that delay complaints against us had diminished.

The Information Commissioner made four recommendations in her report ranging from leadership and planning to training and improving our 'deemed refusal' rate. They have all been concurred in and are being acted on.

A key issue that was first raised in 2009-2010, as a result of complaints, relates to the Information Commissioner's right to view records in respect of which CBC/Radio-Canada has invoked s.68.1 of the *Access to Information Act*. CBC/Radio Canada and the Commissioner disagree on the consequences that flow from a decision by CBC/Radio-Canada to invoke this exclusion. On September 2010, the Federal Court dismissed an application that we had made for judicial review and concluded that the Commissioner had the authority to order to CBC to disclose records including those that are related to its journalistic, creative or programming activities. A notice of appeal was filed in October 2010.

A second key issue that was first raised in 2008-2009, as a result of complaints, was the subject of a decision by the Federal Court concerning the interpretation of section 41 of the *Access to Information Act.* In a judgment dated October 13, 2009 the Federal Court dismissed an application for judicial review initiated by a requestor pursuant to section 41. A notice of appeal was filed in November 2009 by the requestor. In November 2010, the Federal Court of Appeal dismissed the

appeal, but costs were awarded to the requestor pursuant to subsection 53(2) because the appeal had raised an important principle.

Annex A – Delegation Order

Annex B – Statistical Report for Fiscal Year 2010-2011

A0046636_10-000639

Government of Canada / Gouvernement du Canada

REPORT ON THE ACCESS TO INFORMATION ACT
RAPPORT CONCERNANT LA LOI SUR L'ACCÈS À L'INFORMATION

Institution				Reporting Period / Période visée par le rapport	
CBC / Radio-Canada				2010-04-01 to/à 2011-03-31	
Source	Media / Médias	Academia / Secteur universitaire	Business / Secteur commercial	Organization / Organisme	Public
	33	7	195	4	88

I Requests under the Access to Information Act / Demandes en vertu de la Loi sur l'accès à l'information

Received during reporting period / Reçues pendant la période visée par le rapport	327
Outstanding from previous period / En suspens depuis la période antérieure	40
TOTAL	367
Completed during reporting period / Traitées pendant la période visée par le rapport	349
Carried Forward / Reportées	18

II Disposition of requests completed / Disposition à l'égard des demandes traitées

1.	All Disclosed / Communication totale	40	6.	Unable to process / Traitement impossible	38
2.	Disclosed in part / Communication partielle	151	7.	Abandoned by applicant / Abandon de la demande	37
3.	Nothing disclosed (excluded) / Aucune communication (exclusion)	77	8.	Treated informally / Traitement non officiel	1
4.	Nothing disclosed (exempt) / Aucune communication (exemption)	5	TOTAL		349
5.	Transferred / Transmission	0			

III Exemptions invoked / Exemptions invoquées

S. Art. 13(1)(a)	0	S. Art. 16(1)(a)	0	S. Art. 18(b)	75	S. Art. 21(1)(a)	24
(b)	0	(b)	0	(c)	0	(b)	27
(c)	0	(c)	1	(d)	1	(c)	4
(d)	0	(d)	0	S. Art. 19(1)	114	(d)	9
S. Art. 14	0	S. Art. 16(2)	55	S. Art. 20(1)(a)	2	S. Art. 22	0
S. Art. 15(1) International rel. / Relations Intern.	0	S. Art. 16(3)	0	(b)	51	S. Art. 23	19
Defence / Défense	0	S. Art. 17	0	(c)	4	S. Art. 24	0
Subversive activities / Activités subversives	0	S. Art. 18(a)	49	(d)	11	S. Art. 26	0

IV Exclusions cited / Exclusions citées

S. Art. 68(a)	11	S. Art. 69(1)(c)	0
(b)	0	(d)	0
(c)	0	(e)	0
S. Art. 69(1)(a)	0	(f)	0
(b)	0	(g)	0

V Completion time / Délai de traitement

30 days or under / 30 jours ou moins	213
31 to 60 days / De 31 à 60 jours	34
61 to 120 days / De 61 à 120 jours	66
121 days or over / 121 jours et plus	36

VI Extensions / Prorogations des délais

	30 days or under / 30 jours ou moins	31 days or over / 31 jours ou plus
Searching / Recherche	29	35
Consultation	0	5
Third party / Tiers	0	4
TOTAL	29	44

VII Translations / Traduction

Translations requested / Traductions demandées		0
Translations prepared / Traductions préparées	English to French / De l'anglais au français	0
	French to English / Du français à l'anglais	0

VIII Method of access / Méthode de consultation

Copies given / Copies de l'original	191
Examination / Examen de l'original	0
Copies and examination / Copies et examen	0

IX Fees / Frais

Net fees collected / Frais net perçus			
Application fees / Frais de la demande	$1,590.00	Preparation / Préparation	$0.00
Reproduction	$0.00	Computer processing / Traitement informatique	$0.00
Searching / Recherche	$4,353.60	TOTAL	$5,943.60
Fees waived / Dispense de frais		No. of times / Nombre de fois	$
$25.00 or under / 25 $ ou moins		30	$150.00
Over $25.00 / De plus de 25 $		0	$0.00

X Costs / Coûts

Financial (all reasons) / Financiers (raisons)	($ 000)
Salary / Traitement	561.91
Administration (O and M) / Administration (fonctionnement et maintien)	270.63
TOTAL	832.54
Person year utilization (all reasons) / Années-personnes utilisées (raisons)	
Person year (decimal format) / Années-personnes (nombre décimal)	6.71

A0046636_11-000640

Annex C – Additional Reporting Requirements for Fiscal Year 2010-2011

A0046636_12-000641

Part III - Exemptions invoked

Paragraph	13(1)(e)	0
Subsection	16.1(1)(a)	0
Subsection	16.1(1)(b)	0
Subsection	16.1(1)(c)	0
Subsection	16.1(1)(d)	0
Subsection	16.2(1)	0
Subsection	16.3	0
Subsection	16.4(1)(a)	0
Subsection	16.4(1)(b)	0
Subsection	16.5	0
Subsection	18.1(1)(a)	0
Subsection	18.1(1)(b)	0
Subsection	18.1(1)(c)	0
Subsection	18.1(1)(d)	0
Subsection	20(1)(b.1)	0
Subsection	20.1	0
Subsection	20.2	0
Subsection	20.4	0
Subsection	22.1(1)	0

Note: The CBC did not invoke any of the above-noted exemptions during the reporting period.

Part IV - Exclusions cited

Subsection	68.1	106	* 67 in full, and 39 in part
Subsection	68.2(a)	0	
Subsection	68.2(b)	0	
Subsection	69.1(1)	0	

Schedule A

Board of Directors

June 21-22, 2011

Subject matter

ANNUAL REPORT OF CBC/RADIO-CANADA RE THE ADMINISTRATION OF THE PRIVACY ACT

Background

The *Privacy Act* provides that an annual report be prepared and submitted to Parliament by the Corporation with respect to the administration of the Privacy Act within CBC/Radio-Canada. This is the third report since CBC/Radio-Canada became subject to the legislation on September 1, 2007 and covers the period: April 1, 2010- March 31, 2011.

Information on the matter

A copy of the report is appended.

For decision ☐ **For information** X

Prepared by

Name: Maryse Bertrand
Date: June 2, 2011

Management recommendation

Last discussed at the Board

Date: June 2010
Decision made: N/A

Next steps

Submit report to the Minister of Canadian Heritage for tabling in Parliament as required by the legislation

CBC Radio-Canada

Report on the Administration of the *Privacy Act* for the Fiscal Year 2010-2011

A0046637_2-000644

Introduction

Purpose of the *Privacy Act*

The *Privacy Act* describes its purpose as follows:

The purpose of this Act is to extend the present laws of Canada that protect the privacy of individuals with respect to personal information about themselves held by a government institution and that provide individuals with a right of access to that information.

This report on the administration of the *Privacy Act* is prepared and tabled in accordance with section 72 of the *Act.*

CBC/Radio-Canada Mandate

The Corporation's mission is set out in paragraphs 3(1)(l) and 3(1)(m) of the *Broadcasting Act*, which provide:

> *(l) the Canadian Broadcasting Corporation, as the national public broadcaster, should provide radio and television services incorporating a wide range of programming that informs, enlightens and entertains;*
>
> *(*m*) the programming provided by the Corporation should*
>
> > *(i) be predominantly and distinctively Canadian,*
> >
> > *(ii) reflect Canada and its regions to national and regional audiences, while serving the special needs of those regions,*
> >
> > *(iii) actively contribute to the flow and exchange of cultural expression,*
> >
> > *(iv) be in English and in French, reflecting the different needs and circumstances of each official language community, including the particular needs and circumstances of English and French linguistic minorities,*
> >
> > *(v) strive to be of equivalent quality in English and in French,*
> >
> > *(vi) contribute to shared national consciousness and identity,*
> >
> > *(vii) be made available throughout Canada by the most appropriate and efficient means and as resources become available for the purpose, and*
> >
> > *(viii) reflect the multicultural and multiracial nature of Canada;*

Board of Directors

The Corporation is governed by a Board of Directors composed of 12 members, including the Chair, and the President and CEO. The Board of Directors is responsible for the management of the businesses, activities and other affairs of the Corporation. The key responsibilities of the Board are to approve the strategic direction, corporate and business plans for the Corporation, to assess the Corporation's progress in achieving its strategic and business objectives, and to oversee the plans and policies in place to ensure effective communication with Parliament, the public and stakeholders.

Organizational Structure to Fulfill *Privacy Act* Responsibilities

CBC/Radio Canada's Associate General Counsel for Media Law is the Corporation's Access to Information and Privacy (ATIP) Coordinator. Reporting to the Vice-President, Real Estate, Legal Services and General Counsel, the ATIP Coordinator is assisted by a full time ATIP office of seven employees comprising a director, four analysts and two support staff. Support to the ATIP Coordinator was augmented on a temporary basis during 2010/2011 by half a full time equivalent in the form of a lawyer with relevant expertise and good knowledge of the Corporation. The addition of this supplementary legal support to the ATIP Coordinator's office has proven extremely valuable and consequently has been made permanent for the coming fiscal year.

The Corporation has a formal network of twenty two ATIP liaison officers covering all of the Corporation's business areas. The liaison officers are responsible for retrieving records and providing initial release recommendations to the ATIP Office.

Delegation Order

Pursuant to section 73 of the *Privacy Act* the President and CEO of CBC/Radio-Canada has delegated certain of his functions as they relate to the administration of the *Privacy Act* within CBC/Radio-Canada to the Corporation's ATIP Coordinator and the Corporation's ATIP Director.

A copy of CBC/Radio Canada's delegation order is appended to this report as Annex A.

Statistical Reports

The statistical reports submitted to the Treasury Board Secretariat on the administration of the *Privacy Act* have been completed and are appended to this report as Annexes B and C.

Interpretation of Statistical Reports

CBC/Radio-Canada received 14 requests under the *Privacy Act* during 2010/2011. During the reporting period 12 of them were responded to within the time limits allowed by the *Act*; 1 was answered late; and 1 was carried late into 2011/2012. That request has since been answered.

Additionally, 4 late requests were carried into this reporting period from the previous year. All of them were answered during 2010/2011.

Although trends are difficult to infer from the small number of requests received by CBC/Radio-Canada to date, the majority of them continue to be for employment and personnel files.

Education and Training Activities

A formal training session was given to the CEO's Chief of Staff that included a general briefing on the Corporation's obligations under the *Privacy Act*.

Informal training and support continued to occur on a file-by-file basis as individual requests were processed. This approach involved ATIP office staff, members of the Corporation's ATIP liaison network, and other employees throughout the Corporation.

New institution-specific procedures

During 2010-2011 the ATIP office organizational structure was changed from a team of six staff all answering directly to the ATIP Director, to two teams of three, each headed by a Team Leader answering to the Director. Corresponding processes, responsibilities, and accountabilities for responding to *Privacy Act* requests were updated, recorded, and disseminated in separate manuals for use by ATIP office staff and ATIP liaison officers throughout the Corporation. Additional performance monitoring, measuring, and reporting practices were also put in place and applied rigorously throughout the year.

Key Issues Raised as a Result of Complaints

A key issue that was raised last fiscal year as a result of complaints relates to the Privacy Commissioner's right to view records in respect of which CBC/Radio-Canada has invoked s.69.1 of the *Privacy Act*. CBC/Radio Canada and the Commissioner disagree on the consequences that flow from a decision by CBC/Radio-Canada to invoke this exclusion. In October 2010 CBC/Radio-Canada and the Commissioner reached an agreement on this matter and CBC/Radio-Canada withdrew the application it had made to the Federal Court for judicial review.

No new *Privacy Act* complaints were received during 2010/2011. Two previous severance-related complaints were resolved in 2010/2011 as a result of investigation conducted into them by the Office of the Privacy Commissioner.

Privacy Impact Assessments

No Privacy Impact Assessments were completed during the period covered by this report.

Disclosures Pursuant to Sections 8(2)(m) of the *Privacy Act*

No disclosures were made pursuant to s.8(2)(m) of the *Privacy Act* during the period covered by this report.

A0046637_6-000648

Annex A – Delegation Order

Annex B – Statistical Report for Fiscal Year 2010-2011

A0046637_8-000650

Government of Canada / Gouvernement du Canada

REPORT ON THE PRIVACY ACT

RAPPORT CONCERNANT LA LOI SUR LA PROTECTION DES RENSEIGNEMENTS PERSONNELS

Institution	Reporting Period / Période visée par le rapport
CBC / Radio-Canada	2010-04-01 to/à 2011-03-31

I Requests under the Privacy Act / Demandes en vertu de la Loi sur la protection des renseignements personnels

Received during reporting period / Reçues pendant la période visée par le rapport	14
Outstanding from pervious period / En suspens depuis la période antérieure	4
TOTAL	18
Completed during reporting period / Traitées pendant la période visée par le rapport	17
Carried Forward / Reportées	1

II Disposition of requests completed / Disposition à l'égard des demandes traitées

1.	All Disclosed / Communication totale	2
2.	Disclosed in part / Communication partielle	6
3.	Nothing disclosed (excluded) / Aucune communication (exclusion)	0
4.	Nothing disclosed (exempt) / Aucune communication (exemption)	0
5.	Unable to process / Traitement impossible	7
6.	Abandoned by applicant / Abandon de la demande	2
7.	Transferred / Transmission	0
TOTAL		17

III Exemptions invoked / Exemptions invoquées

S. Art. 18(2)	0
S. Art. 19(1)(a)	0
(b)	0
(c)	0
(d)	0
S. Art. 20	0
S. Art. 21	0
S. Art. 22(1)(a)	0
(b)	0
(c)	0
S. Art. 22(2)	0
S. Art. 23(a)	0
(b)	0
S. Art. 24	0
S. Art. 25	0
S. Art. 26	5
S. Art. 27	2
S. Art. 28	0

IV Exclusions cited / Exclusions citées

S. Art. 69(1)(a)	0
(b)	0
S. Art. 70(1)(a)	0
(b)	0
(c)	0
(d)	0
(e)	0
(f)	0

V Completion time / Délai de traitement

30 days or under / 30 jours ou moins	12
31 to 60 days / De 31 à 60 jours	1
61 to 120 days / De 61 à 120 jours	1
121 days or over / 121 jours et plus	3

VI Extensions / Prorogations des délais

	30 days or under / 30 jours ou moins	31 days or over / 31 jours ou plus
Interference with operations / Interruption des opérations	0	0
Consultation	0	0
Translation / Traduction	0	0
TOTAL	0	0

VII Translations / Traductions

Translations requested / Traductions demandées		0
Translations prepared / Traductions préparées	English to French / De l'anglais au français	0
	French to english / Du français à l'anglais	0

VIII Method of access / Méthode de consultation

Copies given / Copies de l'original	8
Examination / Examen de l'original	0
Copies and examination / Copies et examen	0

IX Corrections and notation / Corrections et mention

Corrections requested / Corrections demandées	0
Corrections made / Corrections effectuées	0
Notation attached / Mention annexée	0

X Costs / Coûts

Financial (all reasons) / Financiers (raisons)	($ 000)
Salary / Traitement	24.06
Administration (O and M) / Administration (fonctionnement et maintien)	11.59
TOTAL	35.65

Person year utilization (all reasons) / Années-personnes utilisées (raisons)	
Person year (decimal format) / Années-personnes (nombre décimal)	0.29

Annex C – Additional Reporting Requirements for Fiscal Year 2010-2011

A0046637_10-000652

Additional Reporting Requirements - ***Privacy Act***

Indicate the number of:

- Preliminary Privacy Impact Assessments initiated
- Preliminary Privacy Impact Assessments completed
- Privacy Impact Assessments initiated
- Privacy Impact Assessments completed
- Privacy Impact Assessments forwarded to the Office of the Privacy Commissioner (OPC)

Note: The CBC did not undertake any of the activities noted above during the reporting period.

Part III - Exemptions invoked

Paragraph	19(1)(e)	0
Paragraph	19(1)(f)	0
Subsection	22.1	0
Subsection	22.2	0
Subsection	22.3	0

Note: The CBC did not invoke any of the above noted exemptions during the reporting period.

Part IV - Exclusions cited

Subsection	69.1	0
Subsection	70.1	0

Note: The CBC did not invoke any of the above noted exclusions during the reporting period.

Board of Directors
June 21-22, 2011

Subject matter

Annual Report – Organizational Health and Wellness
April 1, 2010 to March 31, 2011

Background

This report is presented on an annual basis. It reviews CBC/Radio-Canada performance and future plans in the area of: disability management, health & safety, health & wellness, crisis management and environment.

Information on the matter

Attached document.

For decision:	☐	**For information:**	X

Prepared by

Name: **Maryse Bertrand**, Interim Vice-President, People and Culture
Date: May 27, 2011

Recommendation

Last discussed at the Board

Date: June 2010
Decision made: Annual Review

Next steps

Resolution

Annual Report
Organizational Health and Wellness
April 1, 2010 to March 31, 2011

Board of Directors
June 21-22, 2011

People and Culture

Agenda

- **Absenteeism Overview**

- **Health & Safety**
  - On-duty injuries
  - Major accomplishments
  - Next steps

- **Health & Wellness – Employee Assistance Program**
  - Employee Assistance Program utilization
  - Major accomplishments
  - Next steps

- **Crisis Management**
  - Review of incidents
  - Next steps

- **Environment**
  - Review of incidents
  - Next steps

A0046638_3-000656

Absenteeism overview

- **Total number of days of absence in 2010-2011 is 16.5 per employee**
  (slight decrease from last year at 16.6)

– STD	7.2 days per employee*		
(1-85 days)	<u>1-3 days:</u>	<u>4-85 days:</u>	
	- 2.5 days per employee	- 4.6 days per employee	
	- 66% of employees had one occurrence	- 21% of employees had one occurrence	
– LTD	8.6 days per employee		
(86 days+)			
– Special Leave**	0.7 day per employee		
	- 28% of employees had one or more occurrence		

- **2009 Statistics Canada *** reports total number of days of absence per employee (STD and LTD):**
  - 12.6 for Public sector
  - 8.9 for Private sector

  Observations:
  - 2009 Statistics Canada benchmark: On average, Quebec reports1.9 days/employee higher (11.8) than Ontario (8.9)
  - French Services is 1.8 days/employee higher (17.5) than English Services (15.7) – consistent with reported Benchmark

- **Total cost of absenteeism in 2010-2011:$17.7M****

* Days per employee = total number of days of absence divided by the total number of employees
** Special leave includes: Bereavement, marriage, divorce, parental leave, jury duty, moving, domestic emergency, etc.
*** From Household Survey: Questionable methodology
**** Excludes $9.6M in LTD, an employee -paid benefit

A0046638_4-000657

Absenteeism overview

Causes

- **Leading causes of disability are mental disorders**
  - STD *: 31% of all occurrences and 40% of all absence days
  - LTD: 44.6% of all occurrences
- **Second leading causes of disability are musculoskeletal problems**
  - STD *: 16% of all occurrences and 15% of all absence days
  - LTD: 13.5% of all occurrences

Next steps

- **Establish a 12 month pilot aimed at reducing short term disability absences by further investing in early intervention resources, health promotion and assistance to employees on disability**

* Based on reported STD cases of more than 10 days

Health and Safety

On-duty injuries

- Total injuries*: 133 cases (down from 150 last year)
- Lost Time injuries: 43 cases (down from 48 last year)
- Frequency: 0.50 (down from 0.56)
  - Reduced value attributed to ongoing case management
  - Frequency = (number of lost work cases / total employees) x 100
- Severity: 13.23 (down from 14.11)
  - No major incidents have occurred in the last fiscal year.
  - Severity = (number of days lost / total employees) x 100

Major accomplishments

- **On-line ergonomic training courses developed and launched:**
  - Workstation Ergonomics
  - Preventing Back Pain Associated With Manual Handling Activities
  - Preventing MSDs Among Camera Operators
- **Developed new Health and Safety guidelines:**
  - Personal Protective Equipment Guideline (Non Hostile Environment)
  - Violence Prevention Guideline

Next Steps

- **Continue to support management to ensure our employees are well protected:**
  - Conduct Health & Safety review at La Maison Radio-Canada
  - Launch training courses for reporters and associated managers and schedulers:
  - Develop new Health and Safety Guidelines

* Total includes days lost, medical care and first aid injuries

A0046638_6-000659

Health and Wellness – Employee Assistance Program (EAP)

EAP utilization

- **2010-2011 Utilization : 13.7% (14.1% last year):**
  - Number of users: 1,232 (vs 1,327 last year)
  - Consultation for psychological difficulties: 23.5% of cases
  - Consultation for marital & family issues: 29.7% of cases
  - Consultation for legal and financial difficulties: 24.8% of cases

Major accomplishments

- **Launched a national EAP critical incident protocol to ensure managers are aware of services in case of crisis**
- **Launched successful on-line magazine *Wellness Matters***

Next steps

- **Continue promoting wellness and EAP services through:**
  - Turn key national events
  - Additional on-line wellness tools, services and content

Incidents / Threats

1. Earthquake impacting our Ottawa, Toronto, and Montreal office (June 2010)
2. Power Failure in Toronto (July and October 2010)
3. Gunman entering Calgary Vestibule (August 2010)
4. Hurricane Earl impacting our Maritime offices (September 2010)
5. Threat to our reporters following the Al-Hariri / Lebanon story (November 2010)
6. CBC Whitehorse office flood (January 2011)
7. Suspicious Vehicle in front of the Toronto office (January 2011)

All successfully managed by our Emergency Operation Teams with no resulting impact on our employees' health and safety

Next Steps

- **Continue to improve coordination between all involved parties during a crisis by the implementation of an automated communication tool**
- **Continue to improve our tracking of employees in high risk environments**

Environment

Review of incidents

- **Total incidents in 2010-2011: 38* (up from 25 last year)**
- **14 environmental incidents required reporting to government authorities (up from 9 last year)**
  - Halocarbon releases: 11
  - Spills: 3
- **24 additional incidents were reported internally**
  - Halocarbon releases: 21
  - Spills/Leaks: 3

Conclusions:

- Few halocarbon incidents compared to the number of equipment used
- Our preventive maintenance standards compare advantageously with industry standards. The situation is not considered abnormal or problematic.

Next steps

- **Continue our employee awareness campaigns and the management of our operations and buildings in a way that reduces our environmental impact and supports compliance to legislation:**
  - Implement additional E-Waste recycling programs
  - Implement on-line spill training for fuel storage tanks >2500 liters
  - Implement containment plans for product transfer area for fuel storage tanks subject to new regulation effective June 2012

***Incidents from 2008- 2009 reported in 2010**

A0046638_9-000662

Per Province – days / employee

	STD	LTD	SPECIAL LEAVE	TOTAL
	Days per employee (FTE)	Days per employee (FTE)	Days per employee (FTE)	
Alberta	6.6	9.1	0.8	16.4
British Columbia	6.1	6.6	0.5	13.2
Manitoba	5.3	11.5	0.7	17.5
New Brunswick	7.4	13.2	0.5	21.1
Newfoundland	9.2	14.2	0.8	24.2
Nova Scotia	5.4	8.1	0.7	14.2
North West Territories	5.7	7.0	1.1	13.7
Nunavut	7.8	8.2	2.1	18.2
Ontario	6.4	8.7	0.7	15.8
Prince Edward Island	4.3	17.1	1.0	22.4
Quebec	8.5	8.0	0.8	17.3
Saskatchewan	4.2	9.0	0.7	13.9
Yukon	8.8	0.0	1.7	10.4
Out of country	4.0	6.9	0.3	11.2
TOTAL	7.2	8.6	0.7	16.5

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Per component – days / employee

	STD 1-3 days	STD 4-85 days	LTD	Special Leave **	TOTAL
	Days per employee (FTE)	Days per employee (FTE)	Days per employee (FTE)	Days per employee (FTE)	
Corporate Services	2.5	3.8	9.1	0.8	16.2
English Services	2.4	3.6	9.0	0.7	15.7
French Services	2.6	6.0	8.1	0.8	17.5
TOTAL	2.5	4.6	8.6	0.7	16.5

** Special leave includes: Bereavement, marriage, divorce, parental leave, jury duty, moving, domestic emergency, etc.

Board of Directors

June 21-22, 2011

Subject matter

Executive Summary of the Employment Equity Annual Report

Background

This Executive Summary of the Employment Equity Report is presented as an information item and covers the calendar year 2010.

Information on the matter

See attached documentation.

For decision:	☐	For information:	X

Prepared by

Name: **Maryse Bertrand**, Interim Vice-President, People and Culture

Date: June 3, 2011

Recommendation

Last discussed at the Board

Date:

Decision made:

Next steps

CBC/RADIO-CANADA 2010
ANNUAL EMPLOYMENT EQUITY REPORT
TO HUMAN RESOURCES SKILLS DEVELOPMENT CANADA
(LABOUR)
EXECUTIVE SUMMARY

I. GENERAL OVERVIEW

The Canadian Broadcasting Corporation/Société Radio-Canada was first established by an Act of Parliament in 1936. As Canada's national public broadcaster and one of its largest cultural institutions, it has operations in each province, the Northwest Territories, Yukon and Nunavut, and its head office located in Ottawa. There are also three news bureaus in the United States of America and eight locations abroad. The Corporation is accountable to all Canadians, reporting annually to Parliament through the Minister of Canadian Heritage. It is governed by the Board of Directors which is comprised of 12 members, including both the Chair and the President-CEO, all of whom are appointed by the federal government.

CBC/Radio-Canada is uniquely Canadian. As the nation's greatest supplier of Canadian content, the Corporation is the mirror in which all Canadians must see themselves reflected. A leader in reaching Canadians on new platforms, we deliver a comprehensive range of radio, television, Internet and satellite-based services.

A Year in Review

In 2010, CBC/Radio-Canada's media services continued to attract strong and loyal audiences. The programming we provide helps to define and understand what it means to be Canadian. It is this aspect which sets us apart from the competition and it is the true role of the public broadcaster. While other conventional broadcasters struggled to maintain audience levels, CBC Television's prime-time Canadian content continued to attract more viewers in 2010. Télévision de Radio-Canada maintained its strong position in prime time, despite ever increasing competition from reality shows and specialty channels. Our radio services continued their outstanding performance, maintaining their historical levels. And, every month, our Internet sites drew seven million visitors, who downloaded 1.2 million podcasts of our programs. In fact, despite an ever-wider range of media choices, more and more Canadians are choosing CBC/Radio-Canada.

Mandate

CBC/Radio-Canada has a mandate to reflect Canadian culture and to foster understanding and a shared sense of national identity through programs that reflect Canada's cultural and regional diversity. The Corporation's broadcasting reach extends across Canada and around the world in nine languages on its international radio service, Radio Canada International, and in eight languages on its Web-based radio service *RCI Viva*. No other Canadian broadcaster, commercial or public, has a mandate to generate the range, depth and quality of Canadian content through a multitude of services, that CBC/Radio-Canada generates, and to make it available to all Canadians, across the country, in both official languages plus eight Aboriginal languages.

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Mission andVision

Diversity is at the core of CBC/Radio-Canada's corporate mission and vision which state respectively that the goal is 'connecting Canadians through compelling Canadian content' and producing programs that 'reflect Canadians and Canada's regions…'

Creating an inclusive and representative workplace environment and one where employees are valued and respected is essential to delivering on the Corporation's mandate. Our newly created diversity vision and mission statements illustrate our commitment to diversity and inclusion.

Our Commitment*…In its mandate, CBC/Radio-Canada makes diversity one of its priorities, which means reflecting Canada and its regions, as well as the country's multicultural and multiracial nature… The Corporation is committed to reflecting the country's diversity through its programming. It's important that all Canadians be able to recognize themselves on-air and that its programs reflect the changing face of Canada on all platforms. The Corporation is also focused on attracting a diversified talent pool, thus ensuring that diversity is incorporated in the way it recruits and develops its workforce. Through this commitment, the Corporation can leverage our society's similarities and differences as it strives to become an increasingly open, inclusive and progressive organization.*

II. QUANTITATIVE INFORMATION

The representation rate for women in CBC/Radio-Canada's permanent workforce has increased by 5% since 2000 (over 700 women). For 2010, women now represent 45.3% of the permanent workforce. There were 113 (1.5%) Aboriginal Peoples; 126 (1.7%) persons with disabilities; and 478 (6.5%) members of visible minorities occupying permanent positions in 2010.

The growth for women is reflected in 2010 hiring (54%) and promotion (52%) rates that continue to outpace their representation rate in CBC/Radio-Canada's workforce. The hiring rate for members of visible minorities (10.1%) was above their representation rate. This marks the fourth consecutive year where the hiring rate has been at 10%. The hiring rate and promotion rate for Aboriginal Peoples was above their representation rate (2.0% and 1.9% respectively). For persons with disabilities, the hiring rate (1.4%) was below their representation rate (1.7%).

Year-to-Year Variances

This marks the third year that CBC/Radio-Canada is using the Government offered reporting tool, WEIMS, to produce its annual report.

As a large organization, there are naturally year-to-year variances that occur during a reporting year. Jobs are created which are assigned National Occupational Classifications (NOCs) and existing jobs are reviewed to ensure they still reflect the NOCs assigned to them. As a result there are always shifts in the occupational group distribution from one year to the next that aren't accounted for by workflow alone (hires, promotions and terminations). There were also the usual year-to-year (workflow) variances resulting from employee movement within occupations,

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within geographic locations, changes in employment status, and changes in leave of absence status.

The following points highlight specific examples of the year-to-year variance for permanent full-time employees:

- In the Senior Managers occupational group, there was a temporary promotion that accounted for 1 employee moving from Middle Managers (in 2009) to Senior (in 2010).
- Approximately 310 employees who were non-permanent in 2009 became permanent full-time in 2010 (+310).
- Approximately 180 permanent full-time employees who were on absence without pay in 2009 returned to regular employment in 2010; approximately 195 permanent full-time employees went on to absence without pay in 2010 (Net -15).
- Approximately 20 permanent full-time employees in 2009 became permanent part-time in 2010; approximately 50 permanent part-time employees in 2009 became permanent full-time employees in 2010 (Net +30).

The following points highlight specific examples of the year-to-year variance for permanent part-time employees:

- Approximately 30 employees who were non-permanent in 2009 became permanent part-time in 2010 (+30).
- Approximately 10 permanent part-time employees who were on absence without pay in 2009 returned to regular employment in 2010. Approximately 15 part-time employees went on to absence in 2010 (-5).
- Approximately 20 permanent full-time employees in 2009 became permanent part-time in 2010. Approximately 50 permanent part-time employees in 2009 became permanent full-time employees in 2010 (Net -30).

III. QUALITATIVE MEASURES

Communications

Information pertaining to diversity and employment equity can be accessed on the Corporation's website and the employee and manager portals. Here, information can be found on initiatives outlined in the Corporation's annual reports on employment equity and multiculturalism as well as workforce demographics and trends, training programs, corporate policies and more.
There are three core ways that CBC/Radio-Canada employee communications integrates stories celebrating diversity into the employee portal including: 1) profiles featuring employees from diverse backgrounds; 2) programming news presented on the employee portal at times touching upon topics involving diversity; 3) employee news including notices about panel discussion and information sessions for employees, also at times highlighting messages or events geared to generating further awareness regarding diversity including Black History Month, National Asian Heritage Month, Aboriginal Awareness Week, Canadian Multiculturalism Day, Canadian Women History Month and International Day of Persons with Disabilities.

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Equity Environment/Inclusive Workplace

*A **Culture That Embraces Diversity**…* at the corporate level, the Talent Acquisition and Diversity Team under the 'People and Culture' function is to ensure that the Corporation is focused on attracting, recruiting and developing a diversified workforce. This team has been actively engaged in fostering a corporate culture that embraces diversity through the following activities:

- Creation and implementation of a three year Corporate Diversity and Equity plan (2009 – 2012);
- Implementation of a diversity governance model by creating senior management, national, and local diversity committees;
- Revision of HR policies to reflect a corporate culture that embraces diversity;
- Revision of the CBC/Radio-Canada jobsite to reflect the voices of our diverse employees;
- Deepening focus and expansion of CBC Inclusion and Diversity Steering Committee – including senior representatives from across business lines.

Both CBC and Radio-Canada also have a strategic committee on diversity, and contribute to the work of national committees on equity and diversity. As with the English Services, diversity is now part of strategic planning exercises for French Services.

Dialogue: Engagement Survey...Sixty-seven percent (67%) of all CBC/Radio-Canada employees answered the 'Dialogue: Engagement Survey', conducted from September 15 to October 22, 2010. Questions on diversity were incorporated in the survey. Of the respondents, seventy-four percent (74%) agreed or tended to agree with the statement "CBC/Radio-Canada supports diversity in the workplace recognizing and respecting the value of human differences". Other findings indicated that overall, engagement levels among staff are high with a strong belief in CBC/Radio-Canada's mission.

Employment Systems…The Corporation's policies are reviewed and revised to adjust to new business practices and changing market conditions. In this context, a calendar has been created for the review of all People and Culture policies over the next several years. The past year saw the introduction of a new policy on Prevention Of Work Place Violence and the updating of the policy on Anti-Discrimination and Harassment to further reinforce the principle of an inclusive, respectful, discrimination and harassment-free workplace that promotes sensitivity to individual differences. All new People and Culture policies and current policy revisions are vetted by the People and Culture senior management team before they are submitted for approval by senior management and/or by the Board of Directors.

Corporate Diversity and Equity Plan (2009 – 2012)…the development of this plan, led by the Talent Acquisition and Diversity team, was a collaborative effort by management and unionized representatives. Using the results of the workforce analysis, the plan identifies those areas where effort will be focused over the duration of the plan. The implementation of the actions in the plan will further the strategy to embed diversity principles in programming, human resources, and management practices. Some of the key actions identified in the plan which have been

implemented include the introduction of on-boarding guides as part of the hiring process, exit interviews including a diversity component, revamping the CBC/Radio-Canada jobs site, diversity training, and development of a cultural census. Implementation of the plan is monitored on an annual basis with revisions to the plan where necessary and records maintained to reflect the changes.

Recruitment Tools

CBC-Radio-Canada Jobs Site: the online jobs site www.CBC.ca/jobs and http://cbc.radio-canada.ca/emplois/ was revamped in 2010 to enhance the focus on diversity. The aim was to make the jobsite attractive to the best and most diverse talent including showcasing dynamic employee profiles from the four designated groups. The site which is both informative and user-friendly invites applicants to submit their resumes in response to specific job postings or alternatively to submit their resumes in the candidate database for future consideration. There is also a section on 'Frequently Asked Questions' that discusses the benefits of working for CBC/Radio-Canada and the Corporation's commitment to diversity. The online jobs site which is W3C compliant for visually impaired people assists the recruiting team and hiring managers to track and monitor the attraction efforts that have been put in place. CBC/Radio-Canada also has a recruitment DVD/video designed to attract diverse candidates to work at the Corporation which is shown at conferences, career fairs, in schools and universities visited by CBC/Radio-Canada staff.

Recruitment Practices: From coast to coast, CBC/Radio-Canada managers worked hard to attract the best and brightest people with a focus on diversity. Recruitment practices were varied and numerous including sending vacant job postings to diverse organizations and post-secondary institutions; posting job vacancies in special media and/or linking to specialized websites; using social media, Twitter, Facebook and Linkedin to help promote our opportunities; working with outreach organizations specializing in placing candidates from specific target populations; attending career fairs targeted at Aboriginal Peoples including VISIONQUEST; and building strong relations with local immigrant organizations including Immigrant Services Society, to name a few. A diversity dashboard was created this year to monitor the progression of diversity attractions, hiring, retention, promotion and departure.

Community Snapshots: This tool provides CBC programmers and hiring managers critical information on national and regional demographic trends in the areas of population makeup, immigration trends, family education, jobs and housing, and consumption of radio and television (as per 2006 census information). It also includes "community input" data highlighting key issues in each of our major cities and providing feedback on CBC's portrayal of diverse communities based on public opinion surveys and community roundtables undertaken by the CBC Regional Partnerships Managers. Community Snapshots are available on the Corporation's portal.

Diversity Hiring Goals: Hiring goals were set this past year by the English Network's key television and radio managers to improve the representation of diverse employees in the Corporation's workforce. As part of an overall workforce planning exercise, Finance managers in the French Network participated in a pilot using a recently developed tool for setting hiring

goals. We're planning a full launch using this tool for French Services and Corporate Groups in 2011.

Self-Identification: During the on-boarding process, new hires are given the opportunity to complete and submit an employment equity self-identification questionnaire. Employees may update their self-identification information at any time by accessing the online tool. This information is automatically updated in the employee database. A new cultural census form was developed this year to include questions pertaining to culture and ethnicity in addition to designated group status. It will be tested with new hires before it is used in a corporation-wide census.

Outreach

Consistent with the Corporation's mandate to bring diverse regional and cultural perspectives into the daily lives of Canadians, CBC/Radio-Canada is the only Canadian broadcaster with a local Chinese news site – cbc.ca/bc/chinesenews and an Aboriginal news site. Located at cbc.ca/aboriginal, the website showcases CBC's coverage of Aboriginal issues on television, Newsworld, radio and CBCNEWS.ca. The website also features employee profiles which give a greater sense of recognition and act as a focal point for maintaining a sense of community among Aboriginal staff. Both websites have enhanced CBC's connection to Aboriginal and Chinese communities.

Radio-Canada's coverage of the catastrophe in Haiti in January 2010 allowed us to promote dialogue and cooperation among groups in Canada. We covered the event on TV, radio, and the Web across the country. We also created the "Le cri de l'espoir" microsite in tandem with Média Mosaique and the Conseil des relations interculturelles du Québec. The site allowed people in Canada to search for missing persons after the earthquake. We aired open-line programs at night for several weeks to accompany, comfort and listen to Canadians originally from Haiti and teamed up with CEPAM radio to simulcast these programs in Montreal and Haiti. We also aired a major benefit telethon for Haiti, to which thousands of listeners generously responded. Our regional stations from coast to coast followed suit.

Employees also have access to tools such as *'Languages We Speak'*, a database of languages spoken by our employees which is used as a resource when there is a need for interpreters or contacts within specific linguistic communities as well as the *'New Faces/New Voices Rolodex'*, CBC's most diverse contacts database available primarily to journalists, producers and researchers throughout the organization intended to provide an up-to-date resource of experts and analysts on a broad range of topics.

Partnerships

CBC/Radio-Canada enjoys partnerships with other broadcasters including the Aboriginal Peoples Television Network (APTN). Radio-Canada has established various types of partnerships with cultural community organizations, for instance with the Vues d'Afrique festival, the City of Montreal, the Conférence régionale des élus de Montréal, the Maison de l'Afrique and African Cabaret. Our on-air personalities from cultural communities are also involved in major events celebrating diversity. As both a broadcaster and producer of content, we have created programs and reports to promote events that celebrate our Canadian heritage.

For two years, CBC Toronto has been a partner for TRIEC (Toronto Region Immigrant Employment Council) Success Awards involving programming, hosting and promotion initiatives.

Special Diversity Events… CBC and the Canadian Media Guild partnered to have a panel discussion with CBC personalities to celebrate Black History Month on February 4, 2010 in CBC Toronto's Glenn Gould Studio. This was an opportunity to present a panel of CBC employees from across the organization, discussing how Black history and heritage have influenced their careers in the broadcast industry. The panel included a senior producer, Metro Morning; a host, Canada Live; a host, Radio 2 Morning; a reporter, The National; and a broadcast technician, CBC Television. In addition to the live presentation, a video of the session was posted on the employee portal for viewing after the event. On May 12, 2010, a day of awareness of the First Nations realities took place at Radio-Canada in Montreal. The day was jointly organized with the CEPN (Conseil en education des Premieres Nations). Among others, journalists, anchors, managers of different sectors (i.e. television, radio, news, public affairs) participated in this event. Subjects that were discussed included the historical, cultural, educational and financial challenges experienced by members of the First Nations. Over the past year, Radio-Canada has held several diversity panels to find out how people from French-speaking cultural communities across the country perceive social issues, to understand their realities, and to find out their expectations for the public broadcaster. CBC/Radio-Canada celebrated the 2010 International Day of Persons with Disabilities on its facebook page and on the employee portal. Articles included a link to the CBC Language Guide on the appropriate way to speak or write about disabilities.

Internships/Mentoring and Training

In 2010, the HELP (Help Energize Local Projects) Fund provided financial assistance to managers in the English and French Networks to support twenty-three (23) internships in a variety of on-air and production roles for candidates from three of the four designated groups and one workplace accommodation for a person with a disability. Internships include workplace assignments with an identified mentor, coaching and on the job training. Since 2005, the HELP Fund boasts a fifty-five percent (55%) retention rate with one in three persons in a full-time position.

Training and Development

CBC/Radio-Canada includes modules on diversity and equity in the workplace in its training courses covering fundamentals of effective leadership and management. For example, the three-hour inclusion and diversity module in the training program 'Ready to Lead for Managers' is designed to encourage and engage group reflection on the concepts of inclusion and diversity in the work place and to generate managers' understanding of their roles and responsibilities in the development of a harmonious and inclusion culture as well as how their personal values and behaviours may affect the organization's ability to achieve its business objectives. Anywhere from 12 to 16 groups of 16 managers and supervisors take this program in a year.

Promotion

As part of the performance management and development process, a succession planning exercise has been in place at CBC/Radio-Canada for senior management for a number of years.

The Diversity and Equity Plan calls for the development of diversity strategies for succession planning activity for key and critical positions in the Corporation.

Retention and Termination

In tandem with its recruitment efforts, CBC/Radio-Canada also encourages employee retention through a number of initiatives designed to meet the diverse needs of employees. Examples include helping employees manage their work-life balance through flexible work hours, compressed workday schedules, job rotations and special leaves. Also, thanks to the HELP Fund, we have been able to integrate and retain talented employees. Here is just one example of the comments from managers, "I wanted to send this on to you as an example of how the HELP Fund paid off in allowing us to both train and then hire permanently, a really good, young and enthusiastic Aboriginal broadcaster in our Cree Bureau in Montreal. All are thrilled with the success of this."

Workplace Accommodation

In addition to those examples listed above, workplace accommodations included devices for employees with hearing impairments, installation of special computer software for those with visual impairments, ergonomic assessments, building improvements such as improved lifts in a couple of CBC/Radio-Canada locations to ensure accessibility for people with impaired mobility.

IV. CONSTRAINTS

Self-identification still presents a barrier to accurate reporting on the diversity of the Corporation's workforce. Efforts in the short-term will focus on capturing this information from those employees who have not submitted a questionnaire. Budget pressures, an increasingly competitive market and possible workforce reduction may impede progress in achieving a fully diverse and representative workforce.

V. CONSULTATIONS WITH EMPLOYEE REPRESENTATIVES

The Joint Employment Equity Committee which is made up of representatives of unionized and non-unionized employees met three times face-to-face and once by teleconference in 2010. The subject matters discussed included workplace accessibility, a presentation on the revamped jobsite, updates on the implementation of the Diversity and Equity Plan, and the new cultural census. There was also considerable consultation on the content of the cultural census including members of the English and French Diversity Committees and the National Steering Committee.

VI. FUTURE STRATEGIES

The Corporation will continue to implement strategies that enable us to recruit and develop a diverse and skilled workforce from entry-level to the most senior positions in the Corporation. We will ensure that we improve the response rate to our self-identification questionnaire in order to accurately reflect the representation of three of the four designated groups in our workforce. We will continuously review our employment systems and practices including our policies with a focus on ensuring a supportive and inclusive workplace.

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CBC Radio-Canada

BOARD OF DIRECTORS of the CANADIAN BROADCASTING CORPORATION

GOVERNANCE AND NOMINATING COMMITTEE

Minutes of the Meeting held on

May 4, 2011

By Conference Call

Members of the Committee present:

Edna Turpin, Committee Chair
Linda Black
John Young
Edward Boyd

Members of the Committee absent:

None

Other Board members present:

Timothy W. Casgrain, Chairperson of the Board

In attendance:

Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel
Tranquillo Marrocco, Associate Corporate Secretary and Compliance Officer

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1. **Opening of the Meeting**

   At 2:00 p.m., the Chair called the meeting to order.

2. **Adoption of the Minutes**

   On a motion duly moved and seconded, **IT WAS RESOLVED**, – That the Minutes of the March 15, 2011 Committee meeting be approved.

3. **Committee Membership**

   Timothy Casgrain advised the Committee that he had spoken to Pierre Gingras about a proposed committee assignment.

   On a motion duly moved and seconded, **IT WAS RESOLVED**, – That the Committee recommend to the Board the appointment of Pierre Gingras as a member of the Governance and Nominating Committee effective May 16, 2011.

4. Proposed Plan for Board Regional Meeting locations

Maryse Bertrand presented the plan of proposed Board regional meeting locations. Members noted that, as there were no regional meeting in 2010, the plan should be adjusted by replacing the proposed Alberta 2015 destination with the one for Manitoba in 2012. The Corporate Secretary will update the plan and frame it as a 2011 to 2020 plan.

On a motion duly moved and seconded, **IT WAS RESOLVED**, – That the Committee recommend that the Board approve the Plan of Proposed Board Regional Meeting Locations as a guide for the preparation of the Board's annual meeting calendars, as amended.

5. Calendar of Meetings

Timothy Casgrain and Maryse Bertrand summarized the various options presented and the rationale for the suggestions. Members discussed the advantages and disadvantages of each option, including their immediate and longer term impacts and indicated their preferences if any.

The Committee agreed that the options should be discussed by the full Board without a specific recommendation of the Committee.

6. Board Self Assessment

Tim Casgrain presented his report on the Board Self-Assessment. He also noted that, since the Board had addressed meeting locations at its last meeting, this item was not included in the report as requiring further attention.

Committee members discussed the methodology used and some of the results. They also indicated that they found the compilation and presentation format useful.

7. Board Members' Orientation program

Maryse Bertrand explained that Board members had inquired about the Corporation's orientation program for new Board members and had asked that it be presented to the Governance and Nominating Committee.

Members expressed their satisfaction with the program and supported its continued application.

8. Guest Speakers

Tranquillo Marrocco updated the Committee on the status of invitations made to various potential speakers. Members discussed options for future guest speakers and the order in which they should be invited.

9. Information Items

The following document was distributed as an information item:

a) Regular Meeting and Business of the Board and its Committees

10. Other Business

Edna Turpin drew to members' attention a seminar offered by Deloitte entitled "Director Alert: 11 issues for 2011".

The Committee discussed the difficulty for the President and CEO to attend, in person, the May 2011 Board meeting and, in light of the circumstances, unanimously encouraged his participation by video-conference.

11. Adjournment

The meeting was adjourned at 2:45 p.m.

CBC Radio-Canada

BOARD OF DIRECTORS of the CANADIAN BROADCASTING CORPORATION

REAL ESTATE COMMITTEE COMMITTEE

Minutes of the Meeting held on

May 10, 2011

Vancouver, British Columbia

Members of the Committee present:

Rémi Racine, Chairperson of the Committee
Timothy W. Casgrain, Chairperson of the Board
Patricia McIver
Brian Mitchell

Members of the Committee absent:

None

In attendance:

Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel
Marc Lapierre, Executive Director, Real Estate Services
Tranquillo Marrocco, Associate Corporate Secretary

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1. **Opening of the Meeting**

   At 11:00 a.m., the Chairperson called the meeting to order.

2. **Adoption of the Minutes**

   On a motion duly moved and seconded, **IT WAS RESOLVED**, — That the Minutes of the February 15, 2011, and the March 15, 2011, Committee meetings be approved.

3. **Business arising from previous Minutes**

   There were no matters to report.

4. **Toronto Broadcast Centre Lease**

   Maryse Bertrand provided an update on a potential lease agreement being negotiated for space within the Toronto Broadcast Centre. She indicated that a conference call Committee meeting would most likely be called within the next few weeks to approve a potential lease agreement.

5. Real Estate Strategy

Marc Lapierre presented the Real Estate Services' 5-Year Strategic Plan and answered questions on the standard occupancy area per employee and corresponding production area allocation; staffing levels and functions within Real Estate Services; real estate assets for the transmission towers; options for the Toronto Broadcast Centre, la Maison de Radio-Canada, regional centres, and small centres; impacts of population changes on the portfolio distribution; emergency planning; neighbourhood design process; and costs per building. He concluded by noting that it would be in the best interest of the Corporation to significantly reduce the amount of space it uses and that Real Estate Services' objectives to that end is to complete real estate master plans for each facility in consultation with the media lines.

6. Adjournment

At 12:30 p.m., the meeting was adjourned.

DRAFT

CBC Radio-Canada

BOARD OF DIRECTORS of the CANADIAN BROADCASTING CORPORATION

HUMAN RESOURCES AND COMPENSATION COMMITTEE

Minutes of the Meeting held on

May 10, 2011

Vancouver, British Columbia

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* = by telephone / ** = by videoconference

Members of the Committee present:

Rémi Racine, Chairperson of the Committee
Tim Casgrain, Chairperson of the Board
George Cooper*

Members of the Committee absent:

Linda Black

In attendance:

Hubert T. Lacroix, President and CEO**
Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel
Katya Laviolette, Vice-President, People and Culture
Tranquillo Marrocco, Associate Corporate Secretary

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1. **Opening of the Meeting**

   At 9:00 a.m., the Chairperson called the meeting to order.

2. **Adoption of the Minutes**

   On a motion duly moved and seconded, **IT WAS RESOLVED,** – That the Minutes of the March 15, 2011 Committee meeting be approved.

3. **Business arising from previous Minutes**

   Katya Laviolette noted that the salary gap analysis will be presented in September 2011, that Long Term Incentive Plan (LTIP) metrics would be addressed in the meeting and that revised employment tables had been included for information.

4. Executive Compensation Planning

Katya Laviolette explained the salary and incentive planning for the Senior Executive Team and the rationale for proposing two exceptions to the normal salary adjustments and incentives based on market adjustments in one case and on exceptional achievement in the other. Hubert T. Lacroix then reviewed the performance of each Vice-President (except Maryse Bertrand and Katya Laviolette, which were deferred until they withdrew from the meeting) and answered questions from Committee members.

Katya Laviolette then reviewed the overall performance results for all executives as well as the corporate and component performance results, and answered questions on the total annual payroll and timing of the payouts.

Maryse Bertrand, Katya Laviolette, and Tranquillo Marrocco withdrew from the meeting to enable the Committee to complete its consideration of this agenda item.

The Chairperson reported to the Secretary that, on a motion duly moved and seconded, **IT WAS RESOLVED,** – That the Committee recommend that the Board approve the salary increase for 2011/12 and 2010/11 incentive payouts for members of the Senior Executive Team, including two exceptions, as provided for in Exhibit 1.

The Chairperson also reported to the Secretary that, on a motion duly moved and seconded, **IT WAS RESOLVED,** – That the Committee recommend that the Board approve an additional payment for the interim position of Vice-President, People Culture, as provided for in Exhibit 2:

5. Long-Term Incentive Plan (LTIP) Metrics

Katya Laviolette summarized the objectives for both Executive Vice-Presidents and noted that some of the objectives were still being finalized. She indicated that the long-term objectives were grouped under three equally weighted umbrellas: regional, digital and programming. Committee members then discussed the merits of an additional objective relating to the diversity of voices in programming.

On a motion duly moved and seconded, **IT WAS RESOLVED,** – That the performance objectives for the initial cycle of April 1, 2011 to March 31, 2013, as stated in section 4 of each of the participant's CBC/Radio-Canada Key Executive LTIP Award Agreement, be approved subject to the approval by the Chairperson of the Committee of an eighth objective relating to programming diversity.

7. Approval of Mandates

Katya Laviolette provided an overview of the collective bargaining strategy with the Société professionnelle des auteurs et des compositeurs du Québec (SPACQ) and the Alliance of Canadian Cinema, Television and Radio Artists (ACTRA).

On a motion duly moved and seconded, **IT WAS RESOLVED,** – That the Committee recommend that the Board approve the mandate to renegotiate the collective agreement between Radio-Canada and the Société professionnelle des auteurs et des compositeurs du Québec (SPACQ) as per the terms and conditions presented.

On a motion duly moved and seconded, **IT WAS RESOLVED,** — That the Committee recommend that the Board approve the mandate to renegotiate the scale agreements between CBC and the Alliance of Canadian Cinema, Television and Radio Artists (ACTRA) as per the terms and conditions presented.

6. CEO's Performance Review for 2010/11 and Objectives for 2011/12

8. Information items

s.19(1)
s.21(1)(b)

The following documents were distributed as information items:

a) Progress Report on Voluntary Retirement Incentive Program (VRIP)
b) 2010 Engagement Survey Update
c) Workforce Information

9. Adjournment

At 11:00 a.m., the meeting was adjourned.

Appendices:
1. The President and CEO's Objectives for the 2011/12 fiscal year, as amended.

Exhibits:
1. 2010/11 Incentive Payouts for members of the Senior Executive Team
2. Additional payment for the interim position of Vice-President, People Culture

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is withheld pursuant to sections

est retenue en vertu des articles

19(1), 21(1)(b)

of the Access to Information Act

de la Loi de l'accès à l'information