

16/03/2015

CBC Radio-Canada Mail - Remarks for Senate Transport Committee

CBC  Radio-Canada

Shaun Poulter <shaun.poulter@cbc.ca>

Remarks for Senate Transport Committee

1 message

Shaun Poulter <shaun.poulter@cbc.ca>

Fri, Feb 6, 2015 at 1:55 PM

To: Hubert T Lacroix <ht.lacroix@cbc.ca>

Cc: Stephanie Duquette <stephanie.duquette@radio-canada.ca>, Bill Chambers <bill.chambers@cbc.ca>, Liliane Le <liliane.le@cbc.ca>

Hubert,

Attached is a first draft of your remarks. I have not shared with Heather or Louis. We will be sending you, Heather and Louis, the briefing materials for your appearance later this afternoon.

Shaun

Shaun Poulter
Senior Director, Premier directeur
Government Relations/ Relations gouvernementales
CBC/ Radio-Canada
Tel: (613) 288-6233
Cell: (613) 791-8054
shaun.poulter@cbc.ca

**Senate Committee Remarks Feb 5 2015 1730hrs DRAFT 1.docx**

27K

Today's Senate Prep session

1 message

Shaun Poulter <shaun.poulter@cbc.ca>

Fri, Feb 13, 2015 at 10:57 AM

To: Marc Pichette <marc.pichette@radio-canada.ca>, Chuck Thompson <chuck.thompson@cbc.ca>

Hi guys,

For the session today, can I divide up the questions with you to throw at the three of them?

Why don't you two pick questions at random off this doc?

(I'll pick from the "additional questions" doc)

Ça marche?

Shaun Poulter
Senior Director, Premier directeur
Government Relations/ Relations gouvernementales
CBC/ Radio-Canada
Tel: (613) 288-6233
Cell: (613) 791-8054
shaun.poulter@cbc.ca

 **D. Possible questions Draft3 11 Feb 1700hrs.docx**
58K

Briefing Book Section D. Possible Q and As

1 message

Shaun Poulter <shaun.poulter@cbc.ca>

Sun, Feb 8, 2015 at 3:00 PM

To: Hubert T Lacroix <ht.lacroix@cbc.ca>, Louis Lalande <louis.lalande@radio-canada.ca>, Heather Conway <heather.conway@cbc.ca>

Cc: Bill Chambers <bill.chambers@cbc.ca>, Chuck Thompson <chuck.thompson@cbc.ca>, Emmanuelle LAMARRE-CLICHE <elcliche@radio-canada.ca>, Jeff Keay <jeff.keay@cbc.ca>, Stephanie Duquette <stephanie.duquette@radio-canada.ca>, Guylaine Bergeron <guylaine.bergeron@radio-canada.ca>, Liliane Le <liliane.le@cbc.ca>

The missing Section D. from your briefing books

—
Shaun Poulter
Senior Director, Premier directeur
Government Relations/ Relations gouvernementales
CBC/ Radio-Canada
Tel: (613) 288-6233
Cell: (613) 791-8054
shaun.poulter@cbc.ca

**D. Possible questions Draft2.docx**

50K

Senate Committee updated Q and A's

1 message

Shaun Poulter <shaun.poulter@cbc.ca>

Thu, Feb 12, 2015 at 2:10 PM

To: Hubert T Lacroix <ht.lacroix@cbc.ca>, Heather Conway <heather.conway@cbc.ca>, Louis Lalande <louis.lalande@radio-canada.ca>

Cc: Bill Chambers <bill.chambers@cbc.ca>, Chuck Thompson <chuck.thompson@cbc.ca>, Stephanie Duquette <stephanie.duquette@radio-canada.ca>, Jeff Keay <jeff.keay@cbc.ca>, Emmanuelle LAMARRE-CLICHE <elcliche@radio-canada.ca>, Guylaine Bergeron <guylaine.bergeron@radio-canada.ca>, Marc Pichette <marc.pichette@radio-canada.ca>, MARC O'Sullivan <marc.osullivan@cbc.ca>, FRANCINE LEFEBVRE <francine.lefebvre@cbc.ca>, Cristina Tonner <cristina.tonner@cbc.ca>, Liliane Le <liliane.le@cbc.ca>, Chantale Gionet <chantale.gionet@radio-canada.ca>, Martine Menard <martine.menard@cbc.ca>

Attached you will find the updated collection of materials for our Q and A's. These will form the basis for our drills on Friday.

Revised:





C. Responses to Written Questions from Committee
D. Possible Questions

New documents:

- Additional Questions
- CBC/Radio-Canada Quick Facts

Shaun Poulter
Senior Director, Premier directeur
Government Relations/ Relations gouvernementales
CBC/ Radio-Canada
Tel: (613) 288-6233
Cell: (613) 791-8054
shaun.poulter@cbc.ca

4 attachments

-  **C. Responses to Written Questions from Committee DRAFT 3 Feb 12 1200hrs.docx**
65K
-  **D. Possible questions Draft3 11 Feb 1700hrs.docx**
58K
-  **Additional Questions 12 Feb 0900hrs DRAFT1.docx**
28K
-  **CBCRadio-Canada Quick Facts-DRAFT1 11 Feb 1300hrs.docx**
29K

CBC  Radio-Canada

Hubert T Lacroix <ht.lacroix@cbc.ca>

Fwd: Questions Fwd: DUE DECEMBER 17 - Prep for HTL's Senate Committee appearance

1 message

Sylvia Hums McStravick <sylvia.hums.mcstravick@cbc.ca> Mon, Feb 16, 2015 at 11:31 PM
To: Hubert T Lacroix <ht.lacroix@cbc.ca>, Stephanie Duquette <stephanie.duquette@radio-canada.ca>
Cc: ROULA ZAAROUR <roula.zaarour@radio-canada.ca>, Shaun Poulter <shaun.poulter@cbc.ca>, Lilliane Le <lilliane.le@cbc.ca>

These emails were in reference to the document just forwarded to you ...

now but I can ask his team if they can locate it first thing tomorrow.

Hope this helps in the meantime.

Sylvia

----- Forwarded message -----

From: **Jean-Marc Guerin** <jean-marc.guerin@cbc.ca>
Date: Thu, Jan 8, 2015 at 5:22 PM
Subject: Re: Questions Fwd: DUE DECEMBER 17 - Prep for HTL's Senate Committee appearance
To: Sylvia Hums McStravick <sylvia.hums.mcstravick@cbc.ca>

Hi,

See attached, it was the **Director Training** that we all participated in preparing.

Jean-Marc

----- Forwarded message -----

From: **Jean-Marc Guerin** <jean-marc.guerin@cbc.ca>
Date: Wed, Dec 17, 2014 at 4:52 PM
Subject: Re: Questions Fwd: DUE DECEMBER 17 - Prep for HTL's Senate Committee appearance
To: Sylvia Hums McStravick <sylvia.hums.mcstravick@cbc.ca>

Sylvia,

Jean-Marc

Jean-Marc Guérin

Directeur, avantages sociaux nationaux et gestion des invalidités | Director, Corporate Benefits and Disability Management

Personnes et Culture | People and Culture

CBC/Radio-Canada

Tél. / Tel: 613-288-6355

Télécopieur / Facsimile: 613-266-6066

jean-marc.guerin@cbc.ca

181, rue Queen | 181 Queen Street

Ottawa, ON K1P 1K9

www.radio-canada.ca | www.cbc.ca

CBC  Radio-Canada

Hubert T Lacroix <ht.lacroix@cbc.ca>

Re:

1 message

Sylvia Hums McStravick <sylvia.hums.mcstravick@cbc.ca>

Mon, Feb 16, 2015 at 11:14 PM

To: Hubert T Lacroix <ht.lacroix@cbc.ca>

Cc: ROULA ZAAROUR <roula.zaarour@radio-canada.ca>, "Le, Liliane" <liliane.le@cbc.ca>, Shaun Poulter <shaun.poulter@cbc.ca>, Stephanie Duquette <stephanie.duquette@radio-canada.ca>

Hi again,

Sorry!

Sylvia

On Mon, Feb 16, 2015 at 10:43 PM, Hubert T Lacroix <ht.lacroix@cbc.ca> wrote:

Hello Sylvia,

From: Sylvia Hums McStravick
Sent: lundi 16 février 2015 20:51
To: Hubert T Lacroix
Reply To: Sylvia Hums McStravick
Cc: ROULA ZAAROUR
Subject:

Hello Hubert,

Shaun informed me that you had requested the report -- I let him know that I would send it directly to you.
(Will send password under separate cover.)

Please let me know if you have any questions.

Sylvia



BoD_May13_Director_Training_EN[1].pdf

819K

12/03/2015

CBC Radio-Canada Mail - Fwd: Comparution devant le Sénat demain matin

CBC  Radio-Canada

Bill Chambers <bill.chambers@cbc.ca>

Fwd: Comparution devant le Sénat demain matin

1 message

Stephanie Duquette <stephanie.duquette@radio-canada.ca> Mon, Feb 16, 2015 at 5:18 PM
To: "Lacroix, Hubert T" <ht.lacroix@cbc.ca>, Marc O'Sullivan <MARC.OSULLIVAN@cbc.ca>, "Poulter, Shaun" <shaun.poulter@cbc.ca>, "Chambers, Bill" <bill.chambers@cbc.ca>

----- Message transféré -----

De : **JEAN MONGEAU** <jean.mongeau@radio-canada.ca>
Date : 16 février 2015 17:08
Objet : Re: Comparution devant le Sénat demain matin
À : Stephanie Duquette <stephanie.duquette@radio-canada.ca>

Mike Mooney peut vous donner le reste

Jean Mongeau
Directeur général et Chef des revenus/
General manager and Chief revenue officer
CBC/Radio-Canada
Tel : 514-597-4281
jean.mongeau@radio-canada.ca

Envoyé de mon iPhone

Le 2015-02-16 à 16:48, Stephanie Duquette <stephanie.duquette@radio-canada.ca> a écrit :

Bonjour Jean,

Merci!

Advertising

12/03/2015

CBC Radio-Canada Mail - Re: the National numbers

CBC  Radio-Canada

Bill Chambers <bill.chambers@cbc.ca>

Re: the National numbers

1 message

Liliane Le <liliane.le@cbc.ca>

Mon, Feb 16, 2015 at 10:22 PM

To: Hubert T Lacroix <ht.lacroix@cbc.ca>, Heather Conway <heather.conway@cbc.ca>

Cc: Stephanie Duquette <stephanie.duquette@radio-canada.ca>, Shaun Poulter <shaun.poulter@cbc.ca>, Bill Chambers <bill.chambers@cbc.ca>

Ok

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Hubert T Lacroix

Sent: Monday, February 16, 2015 10:20 PM

To: Heather Conway

Reply To: Hubert T Lacroix

Cc: Stephanie Duquette; Le, Liliane; Shaun Poulter; Bill Chambers

Subject: Re: the National numbers

Ok.

please, StE,phanie and Liliane.

From: Heather Conway

Sent: lundi 16 février 2015 22:17

To: Hubert T Lacroix

Reply To: Heather Conway

Cc: Stephanie Duquette; Le, Liliane; Shaun Poulter; Bill Chambers

Subject: Re: the National numbers

On Feb 16, 2015, at 10:12 PM, Hubert T Lacroix <ht.lacroix@cbc.ca> wrote:

Thanks.

What do you prefer?

From: Heather Conway

Sent: lundi 16 février 2015 21:52

To: Hubert T T. Lacroix

Reply To: Heather Conway

Subject: Fwd: the National numbers

See chart attached below

12/03/2015

CBC Radio-Canada Mail - Re: the National numbers

Begin forwarded message:

From: Chuck Thompson <chuck.thompson@cbc.ca>
Date: February 16, 2015 at 4:40:44 PM EST
To: Heather Conway <heather.conway@cbc.ca>
Subject: National numbers

Here you go...

----- Forwarded message -----
From: "Diane Sugai" <diane.sugai@cbc.ca>
Date: Feb 13, 2015 11:33 AM
Subject: Re: quick question
To: "Chuck Thompson" <chuck.thompson@cbc.ca>
Cc: "KRISTIN WOZNIAK" <kristin.wozniak@cbc.ca>

Hello Chuck,

I have attached an excel file showing the Monday-Friday and Sunday National broadcast for both CBC and CBC News Network. The data is based on PPM measurement for the 21 weeks from September to January of the 2014/15 broadcast season.

If you have any questions, please give me a call.

Regards,
Diane

On Fri, Feb 13, 2015 at 10:06 AM, KRISTIN WOZNIAK <kristin.wozniak@cbc.ca> wrote:

No problem. Diane can assist.

K

On Feb 13, 2015 9:56 AM, "Chuck Thompson" <chuck.thompson@cbc.ca> wrote:
Hi,

I need the audience numbers for The National...total audience when you combine all the plays on any given night and then the main net one at ten.

Thanks...it's for a meeting I have today with Heather and Hubert.
Chuck Thompson
Head of Public Affairs
CBC English Services
416-205-3747
416-509-3315 (cell)



Daniel Lauzon <daniel.lauzon@cbc.ca>

Re: Question re: Local strategy

1 message

Daniel Lauzon <daniel.lauzon@cbc.ca>
À : Andrew Cochran <andrew.cochran@cbc.ca>

9 février 2015 16:43

Thanks, as always, for the speedy response, Andrew. Much appreciated.

I'll take option 2: Something, very high level, sooner rather than later. It is literally one or two lines for Hubert's speech to the Senate and a letter to MPs. Two examples would be plenty. As more information comes up, we can add colour as needed.

Thanks again,

DAN

Daniel Lauzon

Directeur, Communications stratégiques et planification
Director, Strategic Communications and Planning
Communications institutionnelles / Corporate Communications
CBC/Radio-Canada
613-288-6731 (b) : 613-716-3832 (c) : daniel.lauzon@cbc.ca | @DanLauzon



2015-02-09 15:04 GMT-05:00 Andrew Cochran <andrew.cochran@cbc.ca>:

Happy to, but can it edit until beginning of next week? We are just convening a three day "summit" to figure out exactly that question so timing couldn't be better.

If you need something sooner I can, too. Just is bound to be a better "for instance" with a little more time.

Cheers,

...andrew

Andrew Cochran

416.205.2342
1 (151) 2342
@andrewbcochran

Messagerie CBC Radio-Canada - Re: Question re: Local strategy

On Feb 9, 2015, at 2:25 PM, Daniel Lauzon <daniel.lauzon@cbc.ca> wrote:

Hi Andrew - Hope you're well. As a follow-up to my voice mail message, below is the information we're looking for on Hubert's behalf.

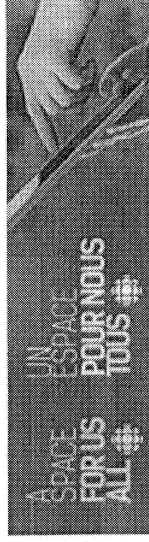
In our December release we said that: "Starting in fall 2015, CBC/Radio-Canada will introduce new services specifically for mobile users, and strengthen existing desktop and web services."

Can you give us a sense of what those new services will be? We are sending a letter to MPs, and Hubert would like a few examples (they can be very cursory... we need a "for instance").

DAN

Daniel Lauzon

Directeur, Communications stratégiques et planification
Director, Strategic Communications and Planning
Communications institutionnelles / Corporate Communications
CBC/Radio-Canada
613-288-6731 (b) : 613-716-3832 (c) : daniel.lauzon@cbc.ca | @DanLauzon





Daniel Lauzon <daniel.lauzon@cbc.ca>

Re: Senate Committee Remarks DRAFT 3

1 message

11 février 2015 10:03

Daniel Lauzon <daniel.lauzon@cbc.ca>

À : Shaun Poulter <shaun.poulter@cbc.ca>

Cc : Martine Menard <martine.menard@cbc.ca>, Bill Chambers <bill.chambers@cbc.ca>

Hey Shaun - couple notes based on our chats and a fresh pair of eyes:

The report is translated and available for download here:

<https://docs.google.com/a/cbc.ca/file/d/0B0NI98AEJ6VTS2R0T1ZMT1hBTzQ/edit>

<https://docs.google.com/a/cbc.ca/file/d/0B0NI98AEJ6VTev8yeUVTb0xhMMw/edit>

Daniel Lauzon

Directeur, Communications stratégiques et planification

Director, Strategic Communications and Planning

Communications Institutionnelles / Corporate Communications

CBC/Radio-Canada

613-288-6731 (b) : 613-716-3832 (c) : daniel.lauzon@cbc.ca | @DanLauzon



2015-02-09 17:59 GMT-05:00 Shaun Poulter <shaun.poulter@cbc.ca>:
Attached is the latest draft incorporating some of our discussion today.

Be advised, we are now at 1600 wrds (about 15 minutes) We'll need to chop 600 words.

Also,

We found the Dawson references:

Here:

<http://www.lapresse.ca/debats/chroniques/nathalie-petrowski/201411/10/01-4817421-la-tour-infermale.php>

And the interview with Radio-Canada *Pas de midi sans info*, last november that she refers to.

http://ici.radio-canada.ca/emissions/pas_de_midi_sans_info/2014-2015/chronique.asp?idChronique=354283

S

-

Shaun Poulter
Senior Director, Premier directeur
Government Relations/ Relations gouvernementales
CBC/ Radio-Canada
Tel: (613) 288-6233
Cell: (613) 791-8054
shaun.poulter@cbc.ca

Senate Committee Prep - Record of Correspondence

1 message

Shaun Poulter <shaun.poulter@cbc.ca> Tue, Feb 10, 2015 at 4:35 PM
To: Hubert T Lacroix <ht.lacroix@cbc.ca>, Heather Conway <heather.conway@cbc.ca>, Louis Lalande <louis.lalande@radio-canada.ca>
Cc: Bill Chambers <bill.chambers@cbc.ca>, Chuck Thompson <chuck.thompson@cbc.ca>, Jeff Keay <jeff.keay@cbc.ca>, Emmanuelle LAMARRE-CLICHE <elcliche@radio-canada.ca>, Guylaine Bergeron <guylaine.bergeron@radio-canada.ca>, Marc Pichette <marc.pichette@radio-canada.ca>, Cristina Tonner <crisrina.tonner@cbc.ca>, FRANCINE LEFEBVRE <Francine.lefebvre@radio-canada.ca>, Chantale Gionet <chantale.gionet@radio-canada.ca>, MARC O'Sullivan <marc.osullivan@cbc.ca>, Liliane Le <liliane.le@cbc.ca>

For your background, here is the complete set of correspondence between CBC/Radio-Canada and the Transportation Committee.

Please disregard the earlier email.

—

Shaun Poulter
Senior Director, Premier directeur
Government Relations/ Relations gouvernementales
CBC/ Radio-Canada
Tel: (613) 288-6233
Cell: (613) 791-8054
shaun.poulter@cbc.ca

8 attachments

-  **2013-12-11 CBC Welcome Letter to Committee.pdf**
94K
-  **2014-03-26 CBC Response to request for witnesses.pdf**
224K
-  **2014-04-09 Hubert's Follow up to Committee.pdf**
557K
-  **2014-05-16 CBC response to Senators' comments.pdf**
321K
-  **2014-09-15 -Senate request for witnesses.pdf**
2585K
-  **2014-09-19 CBC Response to request for witnesses.pdf**
1526K
-  **2014-11-17 Committee list of questions.pdf**
2765K
-  **2015-01-30 Chair's Follow up to Committee.pdf**
198K

SENATE



SÉNAT

STANDING SENATE COMMITTEE ON
TRANSPORT AND COMMUNICATIONS

COMITÉ SÉNATORIAL PERMANENT
DES TRANSPORTS ET DES
COMMUNICATIONS

OTTAWA

November 27, 2014

Hubert Lacroix
President and CEO
Canadian Broadcasting Corporation
1400 René-Lévesque Blvd. E.
Montreal, Quebec
H2L 2M2

Dear Mr. Lacroix,

I thank you for your letter dated September 19, 2014. I have taken the liberty of sharing its content with all members of the Standing Senate Committee on Transport and Communications. The membership has closely reviewed your letter and I have been mandated to provide you with the Committee's response.

Firstly, we look forward to your appearance and that of Mr. Rémi Racine before the Committee. It is my understanding that the Clerk of the Committee has been in contact with your staff and that discussions are underway to find mutually convenient dates.

In order to receive all the information needed to conclude this study, the Committee has decided to break from usual practice regarding witnesses and provide you and Mr. Racine with a list of questions in advance of your appearances, to permit you and your staff to prepare comprehensive responses. Attached herewith are questions for both you and Mr. Racine that will be raised during your appearances. If you feel that some of the questions can be best answered in writing before the meeting, we would welcome this initiative. All written responses will be tabled with the Committee and will be part of the public record. Obviously, committee members may wish to ask supplementary questions at our meeting based on your written responses.

Secondly, let me address our request for a meeting with journalists. Upon further reflection, the Committee accepted your suggestions to invite the heads of news and current affairs instead of Mr. Peter Mansbridge and Ms. Céline Galipeau. Ms. Jennifer McGuire and Mr. Michel Cormier appeared on October 28, 2014.

Finally, the Committee would like to thank you for the new information that you have provided regarding the salaries of senior executives and on-air talent. It has closely reviewed the document attached to your letter and it has determined that this information is not quite complete for our purposes. While this information does address many of our queries, we are asking for the maximum compensation paid to the on-air group in the \$300,000 and above category. With this

information, the Committee would feel satisfied with the responses and is prepared to conclude this inquiry. Please note that this Committee reserves its Parliamentary privilege to request any information it feels is relevant to this study.

On behalf of the members of the Committee, I look forward to our upcoming meeting.

Sincerely,

A handwritten signature in black ink, appearing to read 'Dennis Dawson', written in a cursive style.

The Honourable Dennis Dawson, Senator
Chair

c.c.: Members of the Standing Senate Committee on Transport and Communications

1. Compensation

- a. How many on-air personalities/journalists/senior-hosts receive total cash compensation (net of benefits) of over \$485,667, the average of the amount you provided on your website?
- b. In the previous fiscal year, how many employees were eligible to receive a bonus? Of that number, how many did not receive a bonus?
- c. What is the value of the regular benefits (non-bonuses) as a percentage of annual cash salary for your full-time and part-time (non-contract) employees?
- d. What is the value of the regular benefits (non-bonuses) as a percentage of annual cash salary for full-time and part-time employees working for private broadcasters?

2. Pay Incentive Schemes

- a. The CBC/Radio-Canada website contains the 2013 document *Director Training: Compensation, Benefits, and Pension*, which provides a table showing the "short-term incentive plan framework," which includes eight evaluation metrics (Revenue Generation; ... ; People, Programs, Pushing Forward (PMSD)).
 - Would you please explain how each metric is assessed?
 - What proportion of each metric contains subjective elements?
- b. A letter sent from the CBC to this Committee on 9 April 2014 contained a table of the maximum possible incentive pay as a percentage of the base salary; a footnote to the table explains that the maximum bonus is given, "Providing all performance targets are met."
 - Are these performance targets the same as the metrics mentioned in the above question? Who determines the extent to which the performance targets are met? What criteria are used in determining how much, if not all, of a performance target is met?
- c. The CBC/R-C website contains a *Compensation Summary* that notes: "Two senior executives also currently participate in a long-term incentive plan."
 - What are the differences between the short-term and long-term incentive plans?
 - What metrics (or performance targets) are included the long-term incentive plan?
 - Who determines the extent to which the performance targets are met? What criteria are used in determining how much, if not all, of a performance target is met?
- d. How do the pay-incentive schemes at the CBC/R-C compare with incentive schemes at your private-sector competitors?

3. Advertising Revenue and Costs

- a. In the previous fiscal year, what was the amount of total advertising revenue earned?
- b. What was the cost to raise that revenue (expenses related to advertising)?
- c. Can you provide this information in a ratio of answer a)/answer b)
- d. Can you estimate how much this ratio will change as a result of losing NHL hockey?

4. Pension Plan

The CBC/R-C provides a defined benefit pension plan to eligible employees, including "FlexPlan," which allows employees to make additional tax-deductible contributions (which do not affect their RRSP contribution limits) to increase their pension income at retirement.

- a. How does this pension scheme compare to those provided by private broadcasters?
- b. How much did the CBC/R-C spend to accommodate FlexPlan top-ups in the previous two fiscal years?
- c. How many former CBC/R-C employees who are currently collecting pensions from the CBC/R-C are now working on contract at the CBC/R-C?

5. Total expenditure on legal fees for outside counsel

In correspondence with the Committee, you have provided information relating to in-house legal activity (including costs).

- a. Please provide the Committee with your annual expenditure (previous fiscal year) on legal fees paid to outside counsel (i.e., non-CBC/Radio-Canada legal staff).

6. Total Expenses for News Division

For the previous fiscal year, please provide the Committee with the following cost information for your news services (English and French):

- a. Salaries and Benefits
- b. News production costs
- c. Travel
- d. Total expenditures for news services as a percentage of total CBC/R-C expenditures

SENATE



SÉNAT

STANDING SENATE COMMITTEE ON
TRANSPORT AND COMMUNICATIONS

COMITÉ SÉNATORIAL PERMANENT
DES TRANSPORTS ET DES
COMMUNICATIONS

OTTAWA

Le 27 novembre 2014

Monsieur Hubert Lacroix
Président-directeur général
Société Radio-Canada
1400, boulevard René-Lévesque Est
Montréal (Québec)
H2L 2M2

Monsieur Lacroix,

J'ai bien reçu votre lettre du 19 septembre dernier. Je me suis permis d'en communiquer le contenu aux membres du Comité sénatorial permanent des transports et des communications, qui a examiné attentivement votre lettre et m'a demandé de vous faire part de sa réponse.

Nous attendons avec impatience votre comparution, et celle de M. Rémi Racine, devant le comité. Je crois comprendre que le greffier du comité a communiqué avec votre personnel et que des discussions sont en cours pour trouver des dates qui conviennent à tous.

Afin d'avoir tous les renseignements dont le comité a besoin pour terminer son étude, il a décidé de déroger à ses pratiques habituelles à l'égard des témoins et de vous fournir à l'avance, ainsi qu'à M. Racine, une liste de questions pour que votre personnel et vous puissiez préparer des réponses détaillées. Vous trouverez ci-joint les questions qui vous seront posées lors de vos témoignages. Si vous estimez préférable de répondre par écrit à certaines questions avant la réunion, l'initiative sera bien accueillie. Les réponses écrites seront déposées au comité et consignées au compte rendu officiel. Bien entendu, les membres du comité pourraient poser d'autres questions à la réunion compte tenu des réponses écrites que vous aurez fournies.

Permettez-moi d'aborder la question de notre intention de rencontrer des journalistes. Après mûre réflexion, le comité a accepté votre proposition d'inviter les chefs des services des nouvelles et des actualités plutôt que M. Peter Mansbridge et Mme Céline Galipeau. Mme Jennifer McGuire et M. Michel Cormier ont témoigné le 28 octobre 2014.

En terminant, le comité tient à vous remercier d'avoir fourni de nouvelles informations sur les salaires des cadres supérieurs et des animateurs. Il a examiné attentivement le document annexé à votre lettre et a conclu que l'information fournie n'était pas suffisamment complète pour répondre à ses besoins. Elle répond à bon nombre de nos demandes, mais nous souhaitons connaître la rémunération maximale versée aux animateurs de la catégorie salariale de 300 000 \$ et plus. Lorsqu'il aura cette information, le comité s'estimera satisfait des réponses et pourra

terminer son étude. Veuillez noter que le comité se réserve le droit de demander tout autre renseignement qu'il estime utile à son étude.

Les membres du comité et moi sommes impatients de vous rencontrer.

Je vous prie d'agréer, Monsieur Lacroix, mes salutations distinguées.

Le président,

A handwritten signature in black ink, appearing to be 'Dennis Dawson', written in a cursive style.

L'honorable Dennis Dawson, sénateur

c. c. : Les membres du Comité sénatorial permanent des transports et des communications

1. Rémunération

- a. Combien de personnalités à l'antenne, de journalistes et d'animateurs principaux reçoivent une rémunération totale en argent (après déductions) de plus de 485 667 \$, ce qui correspond à la rémunération moyenne selon ce que vous avez indiqué sur votre site Web?
- b. Au cours de l'exercice financier précédent, combien d'employés ont été admissibles à une prime? Parmi les employés admissibles, combien n'ont pas reçu de prime?
- c. Quelle est la valeur des prestations ordinaires (sans la prime) exprimée en pourcentage du salaire annuel des employés à temps plein et à temps partiel (non contractuels) de CBC/Radio-Canada?
- d. Quelle est la valeur des prestations ordinaires (sans la prime) exprimée en pourcentage du salaire annuel des employés travaillant à temps plein et à temps partiel pour des diffuseurs privés?

2. Régimes de rémunération incitative

- a. On trouve sur le site Web de CBC/Radio-Canada l'édition 2013 du document *Formation des administrateurs – Rémunération, avantages sociaux et régime de retraite*. Dans ce document figure un tableau décrivant le « cadre du régime de rémunération incitative à court terme », qui repose notamment sur huit paramètres d'évaluation (Génération de revenus; [...] ; Individu, programmation et planification stratégique [GRD]).
 - Pourriez-vous expliquer comment on mesure chaque paramètre?
 - Dans quelle proportion chacun des paramètres est-il subjectif?
- b. Dans une lettre envoyée le 9 avril 2014 par CBC/Radio-Canada au comité se trouve un tableau de la prime de rendement maximale exprimée en pourcentage du salaire de base. Une note sous le tableau précise que la prime maximale est accordée « à condition que toutes les cibles de rendement soient atteintes ».
 - Ces cibles de rendement correspondent-elles aux paramètres dont il a été question dans la question précédente? Qui détermine la mesure dans laquelle les cibles de rendement sont atteintes? Quels sont les critères servant à déterminer quelle proportion de la cible de rendement est atteinte, si elle ne l'est pas entièrement?
- c. On trouve sur le site Web de CBC/Radio-Canada une page intitulée *Sommaire de la rémunération*. Dans ce document, il est précisé ce qui suit : « Deux cadres supérieurs participent également à un régime de rémunération incitative à long terme. »
 - En quoi les régimes de rémunération incitative à court et à long terme se distinguent-ils?
 - Quels paramètres (ou cibles de rendement) sont-ils prévus aux termes du régime de rémunération incitative à long terme?

- Qui détermine la mesure dans laquelle les cibles de rendement sont atteintes? Quels critères servent à déterminer la part de la cible de rendement qui est atteinte, si elle ne l'est pas entièrement?
- d. Comment les régimes de rémunération incitative de CBC/Radio-Canada se comparent-ils à ceux de ses concurrents du secteur privé?

3. Recettes et coûts de la publicité

- a. Au cours de l'exercice financier précédent, à combien se sont élevées, au total, les recettes publicitaires?
- b. À combien se sont élevées les dépenses pour générer ces recettes publicitaires?
- c. Pouvez-vous fournir l'information sous forme d'un ratio recettes- dépenses totales?
- d. Pouvez-vous estimer dans quelle mesure ce ratio est appelé à changer après la perte des droits de diffusion de *La Soirée du hockey*?

4. Régime de pension

CBC/Radio-Canada offre un régime de retraite à prestations déterminées aux employés qui y sont admissibles, qui comprend le régime PenFlex. Le régime PenFlex permet aux employés de verser des cotisations additionnelles déductibles d'impôts (ce qui n'a aucun effet sur leurs droits de cotisation à un REER) afin d'accroître leur revenu de pension à la retraite.

- a. Comment ce régime de pension se compare-t-il à ceux offerts par les diffuseurs privés?
- b. À combien s'est élevé le montant des cotisations de CBC/Radio-Canada au régime PenFlex au cours des deux exercices financiers précédents?
- c. Combien d'anciens employés de CBC/Radio Canada qui reçoivent actuellement des prestations de retraite de la société d'État sont-ils également contractuels pour cette dernière?

5. Total des dépenses en honoraires d'avocats externes

Dans votre correspondance avec les membres du comité, vous avez fourni de l'information concernant les mesures juridiques prises à l'interne (y compris les coûts).

- a. Veuillez fournir au comité les dépenses annuelles (pour l'exercice financier précédent) en honoraires d'avocats externes (c'est-à-dire autres que ceux de CBC/Radio-Canada).

6. Total des dépenses de la Division des nouvelles

Veuillez fournir au comité, pour l'exercice financier précédent, les coûts suivants pour votre service de nouvelles (réseaux anglais et français) :

- a. salaires et avantages sociaux;
- b. coûts de production des nouvelles;
- c. déplacements;

- d. total des dépenses pour les services de nouvelles exprimé en pourcentage du total des dépenses de CBC/Radio-Canada.



Le 16 mai 2014

L'honorable Dennis Dawson
Président
Comité permanent des transports et des communications
Le Sénat du Canada
Ottawa (Ontario)
K1A 0A4

Monsieur le Président,

Après avoir passé en revue les remarques faites par certains membres de votre Comité pendant votre réunion du 13 mai, de même qu'aux médias, je me dois de réagir. Certains membres du comité ont suggéré que la Société a tenté de tromper le Comité – une affirmation qui n'est pas appuyée par les faits.

Le 26 février, j'ai rencontré le Comité pendant plus de deux heures et demie pour discuter du sujet de votre *Étude sur les défis devant lesquels se trouve la Société Radio-Canada, dans le contexte d'une conjoncture complexe et changeante en matière de radiodiffusion et de communications*. Les sénateurs se sont intéressés à un grand nombre de sujets, notamment la couverture par CBC News de leurs dépenses, et ont discuté du salaire de Peter Mansbridge – le journaliste le plus respecté de CBC et le visage même de CBC News. Comme l'a dit un sénateur :

« La transparence est un mot clé dans cette ville. C'est un mot clé que votre animateur principal à The National ne cesse d'utiliser. Lorsqu'il a fait référence aux dépenses des sénateurs cette semaine, il a explicitement dit que c'est l'argent des contribuables qui était dépensé. C'est aussi l'argent du public qui est dépensé à CBC¹. »

J'ai expliqué au Comité que la *Loi sur la protection des renseignements personnels* interdit de partager les salaires des particuliers. J'ai également expliqué que, dans l'industrie de la radiodiffusion, la concurrence était vive pour recruter les talents et que les salaires que CBC/Radio-Canada versait à ses meilleurs talents étaient des renseignements très sensibles.

¹ <http://www.parl.gc.ca/content/sen/committee/412/TRCM/03EV-51227-E.HTM>

Je vous ai dit aussi que le nom de nos employés, leur classification d'emploi et les échelles salariales associées à ces classifications telles qu'elles sont établies dans nos conventions collectives sont des renseignements publics. Cette information avait déjà été communiquée en réponse à une demande d'accès à l'information et a été affichée sur le site web de CBC/Radio-Canada. Nous vous avons remis exactement le même document que celui divulgué en vertu de l'accès à l'information, par numéro d'identité d'employé. Nous n'avons pas « trompé » le Comité, et je suis déçu de ces insinuations.

À aucun moment nous n'avons laissé entendre que la rémunération totale de Peter Mansbridge pour le travail qu'il fait à CBC/Radio-Canada se situait entre 63 797 \$ et 80 485 \$. Nous avons expliqué qu'il s'agissait de l'échelle salariale associée au poste de « premier animateur », telle que prévu dans nos conventions collectives. Quatre-vingt-dix pour cent de tous nos employés gagnent des salaires qui se situent dans l'échelle salariale associée à leur poste.

En radiodiffusion, comme dans la plupart des secteurs, quelques employés peuvent négocier un salaire au-delà de leur classification. C'est de cette façon que les entreprises peuvent s'assurer de rémunérer leurs meilleurs talents à un niveau approprié pour leur industrie. La contribution de Peter Mansbridge à CBC News et à CBC/Radio-Canada en général est nettement supérieure à ce que prévoit la classification de son poste. Le salaire négocié avec la Société reconnaît sa valeur.

La *Loi sur la protection des renseignements personnels* existe pour protéger la vie privée des Canadiens. Le fait que CBC/Radio-Canada reçoive une partie de son financement du Parlement ne retire pas le droit d'une personne au respect de sa vie privée.

Donc, qui protège les intérêts des contribuables? La *Loi sur la radiodiffusion* établit le mandat de la Société ainsi que sa structure de gouvernance et la façon dont elle rend des comptes au gouvernement. La *Loi* donne au Conseil d'administration l'autorité d'établir les politiques de rémunération de CBC/Radio-Canada. Des administrateurs compétents et indépendants sont nommés par le gouvernement et travaillent à protéger l'indépendance du radiodiffuseur vis-à-vis du gouvernement, tout en s'assurant que l'investissement des Canadiens est protégé au nom du gouvernement.

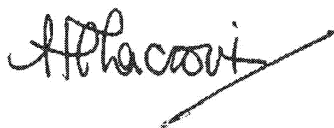
Qui dit indépendance, dit responsabilités : la *Loi sur la radiodiffusion* s'assure que CBC/Radio-Canada rend des comptes aux contribuables par l'entremise des rapports qu'elle présente au Parlement et aux Canadiens, au CRTC et au vérificateur général du Canada.

Nos finances sont aussi régulièrement vérifiées par le vérificateur général, qui a tout récemment exprimé une « opinion sans réserve » sur CBC/Radio-Canada, et a confirmé que nos ressources sont gérées de manière économique et efficace. Est-ce ce suffisant en matière de transparence? Non, et c'est pourquoi la Société cherche continuellement à améliorer sa façon de rendre des comptes aux Canadiens et sur quels aspects de ses activités.

Certains membres du Comité se sont aussi interrogés sur notre niveau de coopération. Les faits parlent d'eux-mêmes. Depuis que cette étude a commencé, CBC/Radio-Canada vous a fourni de l'information détaillée sur les habitudes d'écoute, les tendances en radiodiffusion, nos budgets et les défis auxquels nous faisons face actuellement. En plus de ma comparution, nous avons proposé et organisé des visites de trois stations de CBC/Radio-Canada pour les sénateurs, et nous nous sommes engagés à en faire davantage.

Comme je l'ai dit au Comité, le radiodiffuseur public devra faire des choix difficiles : comment équilibrer nos budgets dans une ère de déclin des revenus publicitaires; comment répondre aux besoins des Canadiens dans le futur; quelle est la place de CBC/Radio-Canada dans l'écosystème de radiodiffusion canadien qui change rapidement. Ce sont des questions importantes. C'est d'ailleurs ce qu'on demandé au Comité d'étudier. Je peux vous assurer que CBC/Radio-Canada reste disposée à aider le Comité dans ce travail.

Veillez agréer, Monsieur le Président, mes salutations distinguées.

A handwritten signature in black ink, appearing to read 'H. Lacroix', with a long horizontal stroke extending to the right.

Hubert T. Lacroix

c.c. Daniel Charbonneau, Greffier du Comité permanent des transports et des communications



May 16, 2014

The Honourable Dennis Dawson
Chair
Standing Committee on Transport and Communications
The Senate of Canada
Ottawa, Ontario
K1A 0A4

Dear Chair,

Having reviewed the remarks of some Members of your Committee during your May 13th meeting, and comments made to the media, I feel I must speak out. Members have suggested that we have misled the Committee, a statement which is inconsistent with the facts.

I met with your Committee for more than two and a half hours on February 26th, to talk about the subject of your study – “*the challenges faced by CBC/Radio-Canada in relation to the changing broadcast environment*”. Senators were interested by various issues including CBC News coverage of their Senate expenses, and how much Peter Mansbridge – CBC’s top journalist and arguably the face of CBC News – gets paid. As one senator put it:

“Transparency is a key word around this town. It’s a key word that your main broadcaster on The National continues to use all the time. When making reference to senators’ expenses this week, he directly referred to it as the public’s money that was being spent. It’s the public’s money that’s being spent at CBC, too.”¹

I explained to the Committee that the *Privacy Act* prohibits the release of the salaries of individuals. I also explained that in the broadcasting world where companies compete for talent, what CBC pays its top talent is highly competitive information.

¹ <http://www.parl.gc.ca/content/sen/committee/412/TRCM/03EV-51227-E.HTM>

As I mentioned, what is public are the names of our employees, their job classifications, and the salary ranges for those classifications as set out in our collective agreements. That information had already been released in response to a specific access to information request and was posted on CBC/Radio-Canada's website. We provided a copy to you which was identical to the one that was released under ATI, by employee ID number. We did not "deceive" the Committee and I am disappointed by the suggestion.

At no time did we suggest that Peter Mansbridge's total pay for the work he does at CBC/Radio-Canada is between \$63,797 and \$80,485. As we explained, that is the salary range for the position of "senior host" as set out in our collective agreements. Ninety percent of all our employees earn salaries within the range of their position as provided to you.

In broadcasting, as in most businesses, a few employees can negotiate salaries beyond the range of their classification. That is how businesses ensure they can compensate their top talent at a level appropriate to their industry. The contribution Peter Mansbridge makes to CBC News, and to CBC/Radio-Canada as a whole is clearly much more than his job classification. The salary negotiated with the Corporation recognizes his value.

The *Privacy Act* exists to protect Canadians' privacy. That CBC/Radio-Canada receives part of its funding from Parliament does not allow encroachment on an individual's privacy rights.

So who looks out for taxpayers? The *Broadcasting Act* sets out the Corporation's mandate as well as its structure and reporting relationship with Government. The *Act* gives the Board of Directors the authority to determine the compensation policies of CBC/Radio-Canada. Qualified, independent directors are named by Government and work to protect the independence of the broadcaster from Government, while ensuring that Canadians' investment is protected on behalf of Government.

Our independence also comes with responsibility. The *Broadcasting Act* ensures that CBC/Radio-Canada is accountable to taxpayers in its reports to Parliament and Canadians, the CRTC, and the Auditor-General of Canada.

Our finances are also regularly audited by the Auditor-General, who most recently gave the Corporation a "clean audit opinion", and confirmed that our resources are managed economically and efficiently. Will all this ever be enough accountability? No, and the Corporation is continually looking at ways to improve how and what it reports to Canadians.

Some members seem to be concerned about us not wanting "to cooperate" with the Committee. The facts speak for themselves. Since this study began, CBC/Radio-Canada has been providing you with detailed information on audience patterns, broadcasting trends, our budgets, and the challenges we currently face. In addition to my appearance, we have offered and organized tours for Senators at three CBC/Radio-Canada stations, and have committed to doing more.

As I told the Committee, the public broadcaster is in the midst of some difficult choices; about how to balance our budgets in an era of declining advertising revenue; how to meet the needs of Canadians in the future; about the place of CBC/Radio-Canada in the fast-changing Canadian broadcasting ecosystem. These are important questions. Indeed, that is what this Committee has been asked to study. I can assure you that CBC/Radio-Canada remains ready to assist the Committee in this work.

Sincerely,

A handwritten signature in black ink, appearing to read "H. Lacroix", with a long horizontal stroke extending to the right.

Hubert T. Lacroix

Cc. Daniel Charbonneau, Clerk of the Standing Committee on Transport and Communications



December 11, 2013

Honorable Dennis Dawson, Chair
Standing Committee on Transportation and Communications
The Senate of Canada
Ottawa, Ontario
K1A 0A4

Dear Senator,

CBC/Radio-Canada welcomes the Committee's interest in public broadcasting through its study on "*the challenges faced by the Canadian Broadcasting Corporation in relation to the changing environment of broadcasting and communications*". We are pleased to offer our assistance to the Committee in its work. Our Senior Director of Government Relations, Shaun Poulter has been in contact with the Committee clerk to coordinate your needs.

I thought it might be useful to share with you the attached "environmental scan", prepared by CBC/Radio-Canada and presented to our Board of Directors last month. This document provides a valuable overview of the current broadcasting environment, CBC/Radio-Canada's role in it, and some of the key challenges facing the industry.

We look forward to meeting with the Committee.

Sincerely,

A handwritten signature in black ink, appearing to read "H. Lacroix", with a long horizontal stroke extending to the right.

Hubert T. Lacroix
President & CEO

c.c.: Daniel Charbonneau, Clerk
Standing Committee on Transportation and Communications

Encl.



Le 11 décembre 2013

L'honorable Dennis Dawson, président
Comité permanent des transports et des communications
Sénat du Canada
Ottawa (Ontario)
K1A 0A4

Monsieur le Sénateur,

CBC/Radio-Canada est heureuse de constater l'intérêt du Comité pour la radiodiffusion publique dans le cadre de son étude « *les défis que doit relever la Société Radio-Canada en matière d'évolution du milieu de la radiodiffusion et des communications* ». Nous avons le plaisir de proposer aux membres du Comité de les appuyer dans leur travail. Le premier directeur des Relations gouvernementales de la Société, Shaun Poulter, est en contact avec le greffier du Comité afin de coordonner vos besoins.

J'ai pensé qu'il serait utile de vous faire parvenir une copie de l'analyse de l'environnement préparée par CBC/Radio-Canada et présentée à notre Conseil d'administration le mois dernier. Vous y trouverez un bon aperçu du contexte actuel de la radiodiffusion, du rôle que CBC/Radio-Canada y joue et de certains défis importants que l'industrie doit relever.

En attendant d'avoir l'occasion de rencontrer le Comité, veuillez agréer, Monsieur le Sénateur, mes salutations distinguées.

A handwritten signature in black ink, appearing to read "H. Lacroix", with a horizontal line underneath.

Hubert T. Lacroix
Président-directeur général

c. c. : Daniel Charbonneau, Greffier
Comité permanent des transports et des communications

p.j.



April 9, 2014

Honourable Dennis Dawson
Chair
Standing Committee on Transportation and Communications
The Senate of Canada
Ottawa, Ontario
K1A 0A4

Mr. Chair,

Bonjour Dennis,

On behalf of CBC/Radio-Canada, I would like to thank the Committee for having met with us in the course of its study on *"the challenges faced by the Canadian Broadcasting Corporation in relation to the changing environment of broadcasting and communications"*. During my appearance, several members of the Committee pursued other lines of questioning and requested additional information. I would like to take this opportunity to address those questions.

Salaries

Several Senators asked about the specific salaries of some of our employees. While the salary range for every employee is public, a Canadian's specific salary is private information, protected under the federal *Privacy Act*. The *Act* limits the disclosure of personal information on salaries to the position or functions of an individual, including "the classification, salary range and responsibilities of the position"¹. The names of every employee of the Corporation, their position, and their salary classification is available on our website: <http://www.cbc.radio-canada.ca/en/reporting-to-canadians/transparency-and-accountability/access-to-information/documents-released-in-answer-to-ati-requests-of-general-interest/miscellaneous/>

We would also note the Government's response in Parliament to a similar request for specific salary information, made in Parliamentary Question 246, January 30, 2012: <http://www.parl.gc.ca/HousePublications/Publication.aspx?Language=E&Mode=1&Parl=41&Ses=1&DocId=5342809>

¹ *Privacy Act*, Section 3, J (iii)

Travel to Sochi

Senator Plett asked about the number of CBC/Radio-Canada employees who flew to Sochi for the Winter Olympics: “Of the people who went, did any of them fly in business class or did they all fly in economy class.” The Senator also asked about our travel policies.

The trip from Canada to Sochi takes approximately 16 hours. As I mentioned, we sent 287 employees of CBC/Radio-Canada to Sochi to produce our coverage of the recent Winter Olympics. In addition, five employees went in advance of the Games to set up the installations and another 23 non production staff were also there for business purposes. Eleven (senior management and talent) flew business class. In addition, one contract member of the production team flew business class for one flight from Montreal to Frankfurt because no economy seat was available.

Under the Corporation’s travel policies, business class airfare is permitted for members of the Senior Executive Team² outside the Montreal – Toronto – Ottawa triangle. Our policy states that “All travelers are expected to use economy class unless approved by the Vice-President or his/her delegate.” 2.3.23 Travel Management Policy.

Incentive Pay and Pension contributions

With respect to eligible incentive pay amounts, Senator White asked for a list of “how many executives are in the 5 to 10 per cent range, (...) 11 to 20 and so on up to the 41 to 50 per cent range, as well as the pension plan funding ratio so I have an understanding as to whether it's 1 to 1, 2 to 1, 3 to 1, 4 to 1 or 5 to 1 of all people who would fit into the executive description?”

In 2012–2013, 564 employees were eligible for incentive pay based on their success in meeting specific performance targets. Of those, 47 would be considered senior management. The following tables show the reduction in incentive pay over the past two years as well as the percentage ranges.

Table 1 Fiscal year	Management			Senior Management (Executives, VP and EVP)			Total	
	Total \$ (millions)	# FTEs	Average \$ (thousands)	Total \$ (millions)	# FTEs	Average \$ (thousands)	Total \$ (millions)	# FTEs
2011–2012	6.3	513	12.3	3.3	50	66.0	9.6	563
2012–2013	5.6	517	10.8	2.9	47	61.7	8.5	564

² The Senior Executive Team is composed of the President & CEO, Vice-Presidents and Executive Vice-Presidents.

Table 2 Level	Target possible payout ¹ (% of base salary)	Eligible FTEs (fiscal year 2012-2013)	
Management	8% or 10%	489	87%
	20%	28	5%
Executives	25%	41	7%
Vice-Presidents	40%	5	1%
Executive Vice-Presidents	50%	1	
Total Eligible		564	100%

¹ Providing all performance targets are met.

With respect to pension contributions, as of July 1, 2013, all CBC/Radio-Canada employees contributed a share of 40% to their pension plan. The Corporation will be increasing that ratio to 50-50 by 2017, consistent with Government objectives outlined in the 2012 Federal Budget.


Legal Expenses and Real Estate Revenues

The Deputy Chair asked for the number of “in-house” lawyers at CBC/Radio-Canada as well as the “Corporation’s total budget for legal advice and legal fees”. CBC/Radio-Canada has 23 in-house lawyers. The total 2013-2014 budget for the Corporation’s legal department is \$9 million.

The Deputy Chair also asked for the amount of revenue generated by CBC/Radio-Canada through its infrastructure and real estate. In 2012-2013, CBC/Radio-Canada earned \$46.7 million in revenue from its buildings, tower, facility and service rentals.

Again, I thank you for your interest in CBC/Radio-Canada.

Respectfully yours,



Hubert T. Lacroix
President & CEO

Chairman, Board of Directors
P.O. Box 3220, Station
Ottawa, Ontario, K1Y 1E4

Président du Conseil d'administration
Case postale 3220, Succursale C
Ottawa (Ontario) K1Y 1E4

Canadian Broadcasting
Corporation
Société Radio-Canada



30 January 2015

Senator Dennis Dawson
Chair
Standing Senate Committee on Transport and Communication
Senate of Canada
Ottawa, Ontario
K1A 0A4

Dear Chair,

On behalf of the Board of Directors, I would like to thank the Committee for its interest in CBC/Radio-Canada and for the opportunity to meet with Senators to discuss some of the challenges facing the public broadcaster in the changing broadcast environment.

During our December 10th meeting, some Senators requested additional details about the Corporation's operations. I would like to provide them to you now. I would also like to take this opportunity to clarify some common misconceptions which came up during our meeting, about television audiences and the performance of the public broadcaster, which I believe are important to correct.

Audiences

Some have taken the view that, CBC Television, when compared to Radio-Canada Television and other broadcasters, performs poorly because it does not attract larger numbers of viewers. That view is incorrect and based on a misunderstanding of the fragmented broadcast environment. In French Canada, where audiences overwhelmingly prefer French programming, the television audience is divided primarily among three broadcasters. In English Canada the audience is splintered among hundreds of channels. The attached chart, "Audience fragmentation" gives you an idea of the reality of attracting audiences in today's environment.

Some have suggested that audience measurement is the primary, if not the only, measure of a broadcaster's success. That is certainly true in the case of private broadcasters. Their business model depends on generating profit for shareholders by securing advertising revenue for large audiences between the ages of 15 and 35. That age group represents the *consumers* that advertisers will pay the most in order to reach. The public broadcaster has a different mandate; to offer a wide range of Canadian programming that "informs, enlightens, and entertains" its *citizens*. That doesn't mean that

every program it offers should have wide appeal; some programs aim to serve a small but crucial viewing audience.

With the exception of CBC Television, the only choices available to English Canadians are overwhelmingly the heavily promoted, popular American programs. The attached "Programming Schedules" charts show you the mix between Canadian and foreign programming in the 2015 Winter television season.

Even with all of those American programs, in the last full broadcast year, 2013-14, CTV Television had an average prime time audience share of 12.3%, and Global had a 7.8% share¹. CBC television - with its prime time schedule almost entirely Canadian - had an audience share of 8.2%². That is not only consistent with its mandate to showcase Canadian programs, but it demonstrates that many Canadians do indeed enjoy these programs.

It is also important not to confuse market *share* (the average percentage of viewers tune to a particular program at a particular time), with *reach* (the total number of viewers who watch a network). CBC Television's reach is 89%; that is 89% of all Canadians watched CBC Television on a monthly basis in 2013-14.

Of course, CBC/Radio-Canada also strives to also attract large audiences with high quality Canadian programs. For example, this past month CBC Television began airing the six-part miniseries, *The Book of Negroes*, the adaptation of the Lawrence Hill historical novel about slaves escaping to freedom in Canada. This is exactly the kind of story CBC is mandated to tell; a Canadian story about this country's history. The program is also an audience success, attracting 1.7 million Canadians in its first airing – a tremendous response. Earlier this month, the debut of CBC Television's new comedy, *Schitt's Creek*, attracted 1.35 million Canadians, another incredible success.

But success is never guaranteed. Last season, CBC presented a new Canadian drama, *Strange Empire*. While critics praised the story and its Canadian production³, the audience levels were disappointing⁴. If audience measure was all that mattered, CBC television could purchase and simulcast the same (cheaper) American programs that English private networks do. That would call into question why the public broadcaster exists. Simply, CBC exists because it offers what no other broadcaster does – a wide range of Canadian programming that informs, enlightens and entertains, and is offered in prime time, when most Canadians are watching television.

¹ Numeris (BBM Canada), Full broadcast year 2013-2014 (Total EN TV - Total Canada 2+) (PPM). *Excluding Olympic weeks.

² For the most recent week of January 12-18, CTV Television had an average prime time audience share of 12.9%, Global had 8.2%, and CBC had 8.5% (Numeris BBM Canada).

³ John Doyle, *The Globe and Mail*: A "remarkable drama, one that is the most substantial, serious and thrilling thing since Chris Haddock's *Intelligence* arrived on CBC a few years ago."

<http://www.theglobeandmail.com/arts/television/john-doyle-strange-empire---a-remarkable-rugged-western-drama/article20918020/>

⁴ Average 302,000

Transparency

With respect to transparency, several senators have now publicly suggested that the British Broadcasting Corporation (BBC) is much more transparent than CBC/Radio-Canada. As you are likely aware, the BBC receives £3.726B⁵ (\$6.014B CAD or \$97 per person) each year from Britons in the form of a license fee. It does not compete with other broadcasters for commercial advertising. In addition, in Canada, the *Privacy Act* prevents the disclosure of specific salaries of individuals. In some cases our transparency is actually greater than that of the BBC. If you compare salary disclosure for on-air talent for example, the BBC salary ranges⁶ are considerably broader (£250K-£750K, a \$930K CDN range) than the \$50K ranges reported by CBC/Radio-Canada⁷.

Now, I would like to address the requests for additional details about our operations.

Travel

Senator Plett asked whether it was “reasonable” for the President of CBC/Radio-Canada, who is based in Montreal, to travel to Ottawa and Toronto. He asked, “how often would the President and CEO be required to travel to Toronto and Ottawa?”, and whether this had been approved by the Board. He also asked if there were “any other CBC employees who would travel maybe to Vancouver or Washington to do their work, living somewhere else.”

The 2007 Notice of Vacancy for the President and CEO, published in the *Canada Gazette*, specifies the requirements of travel for the position: “The President and CEO will be called to travel to several locations across Canada and more particularly to Toronto and Montreal on a regular basis, where the Corporation also has offices. The President and CEO has the option of residing in Ottawa, Toronto or Montreal.”⁸

As you know, CBC/Radio-Canada has locations in every region of the country. While technology has certainly allowed us to reduce the amount of travel required of employees of the Corporation, it has not eliminated it.

The President of CBC/Radio-Canada works primarily in Montreal where he conducts business through teleconference and videoconference calls. In the last full fiscal year 2013-14, the President travelled for business to Ottawa 9 times and to Toronto 18 times. Another year, it could be the reverse. Senior management are regularly required to travel in performance of their duties. Our regional directors also manage locations over a large area which requires frequent travel. Our Senior Managing Director for English Services in Winnipeg, for example, is responsible for our facilities across Saskatchewan, Manitoba and the North.

⁵ BBC 2013-14 Annual Report [http://downloads.bbc.co.uk/annualreport/pdf/2013-14/bbc annualreport 201314 bbcexecutive managingourfinances.pdf](http://downloads.bbc.co.uk/annualreport/pdf/2013-14/bbc%20annualreport%20201314%20bbcexecutive%20managingourfinances.pdf)

⁶ <http://www.bbc.co.uk/annualreport/2014/executive/how-we-run-the-bbc/diversity>

⁷ <http://www.cbc.radio-canada.ca/files/cbcrc/documents/proactive-disclosure/business-documents/table-on-air-en.pdf>

⁸ *Canada Gazette*, Vol. 141, n30 July 28, 2007 p.2129.

Senator Batters asked for a number of details about a *specific* case: the departure of former CBC Radio host Jian Ghomeshi. For a company to reveal personal information about the departure of any employee would be a violation of the *Privacy Act*. However, in his statement of claim for his lawsuit against CBC, Mr. Ghomeshi stated that CBC terminated his employment for cause. Mr. Ghomeshi subsequently withdrew his lawsuit and is required to pay the Corporation's court costs.

Retirees

Senator MacDonald asked if there were people who had retired from CBC/Radio-Canada, and are collecting their pensions, but who have been "rehired on contract". Our current workforce is 8,030 (Full time equivalents) of whom there are currently 30 who are retirees performing short-term contract work. Those contracts are managed in accordance with the Corporation's human resources policy. That policy specifies that employees who have received severance may be re-hired to perform short term assignments 12 months following their departure. Former employees receiving pensions but who end up working more than six months will have their pension benefits reassessed. Employees who have received severance payment under a voluntary incentive program cannot be re-hired.

Ombudsmen

With respect to our ombudsmen, Senator Plett said he found it "strange" that the ombudsmen did not interview him in the course of investigating his complaint about *The National*, and said the ombudsman told him "she would interview the journalist". What the CBC Ombudsman told the Committee on September 30th was that she often does not *need* to interview the complainant who has filed a written complaint:

Generally speaking because their complaint is very clear, and I don't feel I need more information. I will almost always speak to the journalist because they are accountable, so I have to ask a series of questions⁹

Senator Plett also asked for a copy of the terms of reference for the Corporation's ombudsmen which are approved by the Board. A copy of that document is attached. It is also posted on the public websites of the ombudsmen.¹⁰

Real Estate

Senator Plett asked how much money the Corporation will save annually with its real estate strategy to reduce space. Forecast savings from this strategy are between \$20M and \$30M annually by 2020.

The Corporation's Board of Directors approved the Real Estate Strategic Plan in May 2011. It aims to reduce operational costs and maximize proceeds from the real estate portfolio, including increasing leasing revenues. The Corporation's new Strategic Plan 2020, *A Space for us all*, released in June 2014, supports the same principles and targets an overall reduction of the Corporation's real estate portfolio

⁹ Evidence, September 30, 2014

¹⁰ <http://www.ombudsman.cbc.radio-canada.ca/en/about/mandate/>

by 2,000,000 square feet by 2020, from the previous target of 800,000 square feet. By reducing its real estate footprint, the Corporation will be able to invest more of its resources on content and programs.

Spending on Canadian Content

Finally, Senator Greene asked if Canadians “would achieve more bang for their buck if the money that was spent by Parliament on the CBC...could be better spent by providing it to content providers through the Canada Media Fund or through Telefilm”? He also asked how much of the Corporation’s annual parliamentary appropriation is spent on “Canadian content providers for stories”.

While it is not possible to separate the parliamentary appropriation spent on Canadian programming from the Corporation’s total budget, I can tell you that in the most recent full broadcast year (2013), CBC/Radio-Canada spent a total of \$1.024 billion on Canadian programming (radio and television). Of that, \$700.8M was spent on Canadian content for conventional television, an amount greater than for all of the private conventional broadcasters combined¹¹.

As to the question of “bang for the buck”, CBC/Radio-Canada is, in fact, the most effective way of investing in Canadian programming that Canadians will be able to access, because Canadian programming is its priority. The Corporation broadcasts across the country, and fills its prime time schedule with Canadian content which means that those programs are available to all Canadians at a time when most Canadians are watching television.

A 2013 Deloitte study on the economic impact of CBC/Radio-Canada found the public investment in CBC/Radio-Canada creates a wide range of benefits not available elsewhere. It is worth looking at the entire study¹², but the highlights include:

- CBC/Radio-Canada invests significantly more on Canadian programming than all of the other private broadcasters combined.
- For every dollar CBC/Radio-Canada receives in appropriation, it generates almost four dollars for the Canadian economy.
- CBC/Radio-Canada’s regional and local activities contribute to local economies and creative clusters in cities across Canada.
- CBC/Radio-Canada supports a stronger, broader Canadian independent production sector by commissioning a wide range of genres of programming.
- The Corporation is a leader in taking advantage of new technologies, which are later adopted by other broadcasters and the wider creative sector.

¹¹ The total investment on Canadian programming by private conventional broadcasters was \$605M. CRTC Communications Monitoring Report 2014

<http://www.crtc.gc.ca/eng/publications/reports/PolicyMonitoring/2014/cmr4.htm#s4-2e>.

¹² <http://www.cbc.radio-canada.ca/files/cbcrc/documents/latest-studies/cbcradio-canada-economic-impact-deloitte-2013.pdf>

CBC/Radio-Canada Pension Plan

Senator Unger asked a number of questions about the health of the CBC/Radio-Canada pension plan, particularly around the issue of pension solvency. A more accurate measurement of the health of the plan is its going concern funded position which is currently at 119% (Approximately \$1.19 in assets for every dollar of pension plan obligations). I believe the attached letter from the CEO of the CBC Pension Plan will reassure Senators further of the sound management and strong condition of the plan.

I hope this addresses the Committee's outstanding questions on the challenges facing CBC/Radio-Canada. As we did last year, I would like to share with you an updated version of our "environmental scan", prepared by CBC/Radio-Canada and presented to our Board of Directors in November. This will provide you with a valuable overview of the current broadcasting environment, CBC/Radio-Canada's role in it, and some of the ongoing challenges facing the industry, particularly the weak conventional television market, the growth of non-linear services like Netflix, and the shift of advertising spending from television to the Internet.

As I said in my remarks to the Committee, the current broadcasting system can no longer sustain the creation and distribution of the Canadian content Canadians expect. I believe the corporation's strategic plan, *A space for us all*, is the appropriate response to these challenges. If Canadians want more from their public broadcaster, then investing in public broadcasting needs to be made a priority.

I look forward to reading the Committee's final report.

Sincerely,



Remi Racine
Chair
CBC/Radio-Canada

c.c Daniel Charbonneau, Committee Clerk

Encl. Audience Fragmentation
Television Programming Schedules
Terms of Reference, CBC/Radio-Canada Ombudsmen
Letter from CEO, CBC/Radio-Canada Pension Plan
Media Environment, Nov 2014 Presentation to Board of Directors

Chairman, Board of Directors
PO. Box 3220, Station
Ottawa, Ontario, K1Y 1E4

Président du Conseil d'administration
Case postale 3220, Succursale C
Ottawa (Ontario) K1Y 1E4

**Canadian Broadcasting
Corporation**
Société Radio-Canada



Le 30 janvier 2015

Sénateur Dennis Dawson
Président
Comité sénatorial permanent des transports et des communications
Sénat du Canada
Ottawa (Ontario)
K1A 0A4

Monsieur le Président,

Au nom du Conseil d'administration, j'aimerais remercier le Comité de son intérêt pour CBC/Radio-Canada et de l'occasion qui nous a été donnée de rencontrer les sénateurs pour discuter de certains des défis que pose l'évolution du milieu de la radiodiffusion pour le radiodiffuseur public national.

Lors de la réunion du Comité du 10 décembre dernier, certains de ses membres nous ont demandé des renseignements supplémentaires sur les activités de la Société. Je vous les fais parvenir sous pli. J'aimerais également en profiter pour clarifier certaines conceptions erronées, qui ont été entendues lors de cette rencontre, notamment au sujet des auditoires de la télévision et du rendement du radiodiffuseur public. J'estime qu'il est important de rectifier les faits.

Auditoires

Selon les propos formulés par certains membres du Comité, CBC Television se comparerait défavorablement à ICI Radio-Canada Télé et à d'autres radiodiffuseurs sur la question du rendement, du fait que ses auditoires sont peu nombreux. Il s'agit en fait d'une perception erronée qui découle d'une mauvaise compréhension de la fragmentation du marché de la radiodiffusion. Au Canada français, où les émissions d'expression française ont très largement la faveur des téléspectateurs, l'auditoire se partage essentiellement entre trois diffuseurs. La situation est tout autre au Canada anglais, puisque les téléspectateurs ont le choix entre des centaines de chaînes. Le graphique ci-joint, intitulé « Fragmentation de l'auditoire », donne un aperçu de la réalité avec laquelle doivent composer les radiodiffuseurs pour attirer des auditoires dans l'environnement actuel.

Certains d'entre vous ont également avancé l'idée que les cotes d'écoute s'avèrent le principal indicateur, sinon le seul, permettant de mesurer le succès remporté par un diffuseur. C'est effectivement le cas pour les diffuseurs privés, en raison de leur modèle d'affaires dans lequel les bénéfices des actionnaires dépendent des revenus publicitaires et de la capacité de joindre un public nombreux dans la tranche des 15 à 35 ans. Ce segment de la population correspond en effet aux *consommateurs* – l'auditoire que les annonceurs souhaitent le plus joindre et qui justifie les tarifs les plus élevés. Le mandat du radiodiffuseur public est toutefois différent : il doit offrir un large éventail d'émissions canadiennes qui « informent, éclairent et divertissent » aux citoyens. Cela ne signifie pas que chaque émission diffusée doive viser à plaire au plus grand nombre; certaines émissions visent un public plus étroit, mais néanmoins vital.

Si on fait abstraction de l'offre de CBC Television, les seules autres options dont disposent les Canadiens d'expression anglaise sont les grands succès d'écoute américains, qui sont appuyés par des campagnes publicitaires massives. Pour illustrer cette réalité, nous avons joint les grilles de programmation d'hiver 2015 où l'on voit clairement la proportion d'émissions canadiennes et d'émissions étrangères à la télévision.

Malgré toutes les émissions américaines que ces réseaux présentent, au cours de la dernière année de diffusion complète, soit 2013-2014, CTV Television a obtenu une part d'auditoire moyenne aux heures de grande écoute de 12,3 % et Global, de 7,8 %¹. CBC Television — qui propose presque exclusivement du contenu canadien aux heures de grande écoute — a enregistré une part d'auditoire de 8,2 %². Non seulement ce résultat s'inscrit dans le mandat du diffuseur à présenter des émissions canadiennes, mais il démontre qu'un grand nombre de Canadiens apprécie ce type de contenu.

Il faut également faire une distinction entre le concept de *part* de marché (soit le pourcentage moyen de téléspectateurs qui regardent une émission donnée à une heure donnée) et celui de *portée* (soit le nombre total de téléspectateurs qui regardent un réseau de télévision). La portée mensuelle de CBC Television est de 89 %, c'est-à-dire que 89 % de tous les Canadiens ont regardé la chaîne au cours d'un mois donné en 2013-2014.

Évidemment, CBC/Radio-Canada s'efforce aussi d'attirer les auditoires les plus nombreux possible en présentant des émissions canadiennes de très grande qualité. Par exemple, au début du mois, CBC Television a mis en ondes une minisérie de six épisodes intitulée *The Book of Negroes*, une adaptation à l'écran du roman historique de Lawrence Hill, qui raconte l'histoire d'esclaves noirs venus chercher leur liberté au Canada. Ce récit s'inscrit tout à fait dans le mandat de CBC : raconter une page d'histoire de notre pays selon une perspective canadienne. Cette émission a également remporté un immense succès d'auditoire, inscrivant 1,7 million de téléspectateurs à sa première diffusion. En janvier également, la nouvelle comédie *Schitt's Creek* a été regardée par 1,35 million de Canadiens, voilà un autre succès retentissant.

¹ Numeris (BBM Canada), chiffres pour l'année de radiodiffusion 2013-2014 (Total de la Télévision anglaise - Total des Canadiens âgés de 2 ans ou plus) (PPM). *Exclut les semaines de diffusion des Jeux olympiques.

² Pour la plus récente semaine du 12 au 18 janvier, CTV Television a obtenu une part d'auditoire moyenne aux heures de grande écoute de 12,9%, Global de 8,2% et CBC de 8,5% (Numeris BBM Canada).

Malheureusement, le succès n'est jamais assuré. Ce fut notamment le cas de la nouvelle dramatique canadienne, *Strange Empire*, diffusée la saison dernière. Malgré les critiques élogieuses remportées par l'histoire et la réalisation³, les cotes d'écoute ont été décevantes⁴. Or, si les cotes d'écoute faisaient foi de tout, CBC Television n'aurait qu'à acheter et à diffuser en simultané le même genre d'émissions américaines que les réseaux privés de langue anglaise, qui sont moins coûteuses. Cela remettrait toutefois en question l'existence même du radiodiffuseur public. CBC a en effet été créée pour offrir ce qu'aucun autre diffuseur n'offre : un large éventail d'émissions canadiennes qui informent, éclairent et divertissent, et ce, aux heures de grande écoute, lorsque la plupart des Canadiens sont devant leur écran.

Transparence

En ce qui concerne la transparence, plusieurs sénateurs ont laissé entendre publiquement que la British Broadcasting Corporation (BBC) est beaucoup plus transparente que CBC/Radio-Canada. Comme vous le savez sans doute, la BBC reçoit 3,726 G£⁵ (6,014 G\$ CA ou 97 \$ CA par personne) par année en redevances. Elle n'a donc pas à rivaliser avec aucun autre diffuseur pour des revenus publicitaires. Ajoutons qu'au Canada, la *Loi sur la protection des renseignements personnels* interdit de divulguer les salaires et traitements de personnes particulières. Dans certains cas, notre niveau de transparence dépasse même celui de la BBC. Par exemple, en ce qui concerne la divulgation des salaires des personnalités à l'écran, les fourchettes utilisées par la BBC⁶ sont beaucoup plus larges (de 250 k£ à 750 k£, soit un écart équivalant à 930 k\$ CA) que les fourchettes de 50 k\$ utilisées par CBC/Radio-Canada⁷.

J'aimerais maintenant répondre plus précisément aux demandes de renseignements additionnels sur nos activités.

Déplacements

Le sénateur Plett a demandé s'il était « raisonnable » que le président-directeur général de CBC/Radio-Canada, qui est basé à Montréal, se rende à Ottawa et à Toronto. Il a demandé : « Dans l'exercice de ses fonctions, à quelle fréquence le PDG doit-il se rendre à Toronto et à Ottawa? » Et il a voulu savoir si le Conseil d'administration avait approuvé cela. Il a demandé également si « d'autres employés de CBC/Radio-Canada doivent se rendre à Vancouver ou à Washington par exemple pour faire leur travail, alors qu'ils vivent ailleurs? »

³ John Doyle, *The Globe and Mail* : (traduction) « Une série remarquable, la plus étoffée, la plus sérieuse et la plus captivante depuis *Intelligence* signée Chris Haddock diffusée sur CBC il y a quelques années. »

<http://www.theglobeandmail.com/arts/television/john-doyle-strange-empire---a-remarkable-rugged-western-drama/article20918020/>

⁴ Moyenne de 302 000 téléspectateurs

⁵ Rapport annuel de 2013-2014 de la BBC, <http://downloads.bbc.co.uk/annualreport/pdf/2013-14/bbc-annualreport-201314-bbc-executive-managing-our-finances.pdf> (en anglais seulement)

⁶ <http://www.bbc.co.uk/annualreport/2014/executive/how-we-run-the-bbc/diversity>

⁷ <http://www.cbc.radio-canada.ca/files/cbcrc/documents/proactive-disclosure/business-documents/table-on-air-fr.pdf>

L'avis de poste vacant 2007 du président-directeur général, publié dans la *Gazette du Canada*, précise les exigences en matière de déplacement pour le poste : « Le président-directeur général et premier dirigeant doit s'attendre à voyager partout au Canada, en particulier à Toronto et à Montréal sur une base régulière, où la Société a des bureaux. Le président-directeur général peut choisir de résider à Ottawa, à Toronto ou à Montréal⁸. »

Comme vous le savez, CBC/Radio-Canada a des établissements dans chacune des régions du pays. Certes, les progrès de la technologie nous ont permis de réduire les déplacements de notre personnel, mais ils ne les ont pas abolis, certains demeurent nécessaires.

Le président-directeur général de CBC/Radio-Canada travaille principalement à Montréal où il mène ses activités en recourant aux téléconférences ou aux vidéoconférences. Dans le dernier exercice financier complet (2013-14), le président-directeur général s'est rendu 9 fois à Ottawa et 18 fois à Toronto. Cela pourrait être le contraire une autre année. Les membres de la haute direction, dont le président-directeur général, sont souvent appelés à se déplacer dans l'exercice de leurs fonctions. Les directeurs régionaux gèrent également plusieurs établissements sur un grand territoire, ce qui explique leurs déplacements fréquents. Le premier directeur principal des Services anglais à Winnipeg, par exemple, gère également les installations en Saskatchewan, au Manitoba et dans le Nord.

Lors de la réunion, la sénatrice Batters a demandé des détails au sujet d'un cas *précis* : celui de l'ancien animateur de CBC Radio Jian Ghomeshi. Divulguer des renseignements personnels sur le départ d'un employé constituerait une violation de la *Loi sur la protection des renseignements personnels*. Toutefois, dans l'avis de poursuite qu'il a envoyé à CBC, M. Ghomeshi a affirmé que CBC lui avait signifié un congédiement motivé. Par la suite, M. Ghomeshi a retiré sa poursuite et il est tenu de payer les frais judiciaires de la Société.

Retraités

Le sénateur MacDonald a demandé si d'anciens employés de CBC/Radio-Canada à la retraite et ayant commencé à toucher leur rente ont été « réembauchés à titre contractuel ». L'effectif de la Société se chiffre actuellement à 8 030 personnes (équivalents temps plein), dont 30 retraités embauchés pour des contrats de courte durée. Ces contrats respectent la politique des Ressources humaines de la Société. Cette politique stipule que des employés qui ont reçu une indemnité de départ peuvent être réembauchés pour des affectations de courte durée, 12 mois après leur départ. Les anciens employés qui touchent des prestations de retraite, mais qui travaillent pour une période de plus de six mois verront leurs prestations réévaluées. Les employés qui ont reçu des indemnités de départ dans le cadre d'un programme de départ volontaire ne peuvent être réembauchés.

⁸ *Gazette du Canada*, vol. 141, n° 30, 28 juillet 2007, p. 2129.

Ombudsmans

Le sénateur Plett a fait remarquer qu'il avait trouvé « curieux » que l'ombudsman des Services anglais ne le convoque pas dans le cadre de son enquête au sujet de sa plainte sur *The National*, et a ajouté que l'ombudsman lui avait indiqué « qu'elle rencontrerait le journaliste en cause ». Lors de son témoignage devant le Comité le 30 septembre dernier, l'ombudsman des Services anglais a déclaré que, bien souvent, elle n'a pas *besoin* de rencontrer l'auteur d'une plainte formulée par écrit :

En règle générale, parce que leur plainte est très claire et j'estime ne pas avoir besoin de complément d'information. Je parle presque toujours aux journalistes, car ils ont des comptes à rendre, alors je dois poser une série de questions⁹.

Le sénateur Plett a également demandé copie du mandat des ombudsmans de la Société approuvé par le Conseil d'administration. Je joins ce document à la présente. Précisons qu'il figure également sur les sites web publics des ombudsmans¹⁰.

Actifs immobiliers

Dans ce dossier, le sénateur Plett a demandé à la Société combien d'argent elle parviendrait à économiser chaque année grâce à sa stratégie de gestion immobilière qui vise à réduire la superficie qu'elle occupe. Selon les prévisions, les économies se chiffreraient entre 20 M\$ et 30 M\$ par année lorsque le programme de réduction sera complété en 2020.

Le Conseil d'administration de la Société a approuvé le plan stratégique des Services immobiliers en mai 2011. La stratégie adoptée vise à réduire les coûts d'exploitation et à maximiser le produit tiré des actifs immobiliers de la Société, en plus d'accroître les revenus de location. Le nouveau plan stratégique de la Société pour 2020, *Un espace pour nous tous*, rendu public en juin 2014, reprend les mêmes principes et pose des cibles de réduction globale de la superficie occupée par la Société de 2 000 000 de pieds carrés d'ici 2020, une hausse par rapport à la cible précédente de 800 000 pieds carrés. En réduisant son empreinte immobilière, la Société pourra investir davantage dans le contenu et la programmation.

Dépenses en contenu canadien

Finalement, le sénateur Greene a demandé si « cet argent pourrait être mieux dépensé s'il était versé à des fournisseurs de contenus par l'intermédiaire du Fonds des médias du Canada, de Téléfilm ou d'une organisation quelconque, plutôt qu'à CBC/Radio-Canada? » Il a aussi demandé quelle proportion des crédits parlementaires versés à la Société chaque année était versée aux « fournisseurs de contenus canadiens pour les histoires » présentées.

Même s'il n'est pas possible de faire la part entre les fonds provenant des crédits parlementaires qui sont investis dans la programmation canadienne du reste du budget de la Société, je peux vous dire que,

⁹ Témoignages du 30 septembre 2014

¹⁰ <http://www.ombudsman.cbc.radio-canada.ca/fr/a-propos/mandat-de-l-ombudsman/>

dans l'année de radiodiffusion complète la plus récente (2013), CBC/Radio-Canada a dépensé un total de 1,024 milliard de dollars pour la programmation canadienne (radio et télévision), dont 700,8 millions de dollars en contenu canadien pour la télévision généraliste, un montant qui est supérieur au total des dépenses combinées des diffuseurs généralistes privés¹¹.

En ce qui concerne l'optimisation de l'investissement public, confier les fonds à CBC/Radio-Canada est la façon la plus efficace d'investir pour obtenir une programmation canadienne qui soit accessible aux Canadiens, parce qu'il s'agit pour elle d'une priorité. La Société diffuse partout au pays et bâtit sa grille aux heures de grande écoute autour d'émissions canadiennes, ce qui signifie qu'elles seront offertes à l'ensemble des Canadiens au moment où la majorité d'entre eux regarde la télévision.

Selon une étude menée par Deloitte en 2013 sur l'impact économique de CBC/Radio-Canada, les fonds publics accordés à CBC/Radio-Canada ont un large éventail de retombées qui ne se retrouvent nulle part ailleurs. L'étude en soi est fort intéressante¹², mais je me contenterai d'en résumer les grandes lignes :

- CBC/Radio-Canada dépense sensiblement plus en programmation canadienne que tous les autres radiodiffuseurs généralistes combinés.
- Chaque dollar de financement public versé à CBC/Radio-Canada rapporte environ quatre dollars à l'économie canadienne.
- Les activités régionales et locales de CBC/Radio-Canada contribuent à la vitalité des économies locales et des regroupements créatifs dans différentes villes au pays.
- CBC/Radio-Canada contribue à soutenir un secteur canadien de la production indépendante plus vaste et en meilleure santé grâce aux nombreuses émissions qu'elle commande dans un large éventail de genres de programmation.
- La Société est un chef de file dans l'exploitation des nouvelles technologies, qui sont ensuite adoptées par les autres radiodiffuseurs et le secteur de la création de manière plus générale.

Régime de retraite de Radio-Canada

La sénatrice Unger a posé plusieurs questions au sujet de la santé financière du Régime de retraite de Radio-Canada, en particulier à ce qui a trait à sa solvabilité. Le coefficient de capitalisation selon le principe de la continuité, qui constitue une mesure plus exacte de la santé du Régime, se chiffre à 119 % (ce qui signifie que le Régime dispose d'environ 1,19 \$ pour chaque dollar d'obligations au titre des prestations à verser). Je pense que la lettre ci-jointe de l'administratrice déléguée et présidente-directrice générale du Régime de retraite saura rassurer les membres du Comité sénatorial quant à la gestion et à la santé financière du Régime.

¹¹ L'investissement total des diffuseurs généralistes privés dans la programmation canadienne s'est élevé à 605 millions de dollars. Rapport de surveillance des communications 2014 du CRTC

<http://www.crtc.gc.ca/fra/publications/reports/policymonitoring/2014/cmr4.htm>

¹² <http://www.cbc.radio-canada.ca/files/cbcrc/documents/plus-recentes-etudes/cbcradio-canada-impact-economique-deloitte-2013.pdf>

J'espère avoir répondu à toutes les questions du Comité quant aux défis auxquels CBC/Radio-Canada doit faire face. Comme nous l'avons fait l'an dernier, je vous transmets la nouvelle version du « rapport d'analyse de l'environnement » de la Société qui a été présentée au Conseil d'administration en novembre dernier. Vous y trouverez un aperçu utile du contexte actuel de la radiodiffusion, du rôle de CBC/Radio-Canada dans ce cadre et de certains des défis qui se posent à notre industrie, en particulier les difficultés de la télévision généraliste, la croissance des services non linéaires tels que Netflix et le glissement des dépenses publicitaires de la télévision vers Internet.

Comme je l'ai mentionné au Comité dans mes propos d'introduction lors de mon témoignage, le système actuel de radiodiffusion n'a plus la capacité de soutenir la création et la distribution du contenu canadien auquel les Canadiens s'attendent. Je crois en revanche que le plan stratégique de la Société, *Un espace pour nous tous*, est la réponse appropriée pour surmonter tous les défis qui se présentent. Si les Canadiens souhaitent que leur radiodiffuseur public leur en offre davantage, il faut alors que l'investissement dans la radiodiffusion publique devienne une priorité.

J'attends avec intérêt le rapport final que déposera le Comité à la conclusion de son étude.

Veillez recevoir, Monsieur le Président, mes salutations distinguées.

Le président du Conseil d'administration de CBC/Radio-Canada,



Rémi Racine

- c. c. Daniel Charbonneau, greffier du Comité
- p. j. Fragmentation de l'auditoire
Grilles de programmation de la télévision
Mandats des ombudsmans de CBC/Radio-Canada
Lettre de l'administratrice déléguée et présidente-directrice générale du Régime de retraite de Radio-Canada
Analyse du contexte des médias, exposé au Conseil d'administration, nov. 2014

SENATE



SÉNAT

STANDING SENATE COMMITTEE ON
TRANSPORT AND COMMUNICATIONS

COMITÉ SÉNATORIAL PERMANENT
DES TRANSPORTS ET DES
COMMUNICATIONS

OTTAWA

September 15, 2014

Hubert Lacroix
President and CEO
Canadian Broadcasting Corporation
1400 René-Lévesque Blvd. E.
Montreal, Quebec
H2L 2M2

Dear Mr. Lacroix,

Let me begin by thanking you for your past correspondence regarding the Senate Standing Committee on Transport and Communications' study of the challenges faced by the Canadian Broadcasting Corporation/Radio-Canada in relation to the changing environment of broadcasting and communications.

Before the summer recess, the Committee was engaged with the examination of several pieces of government legislation. With these tasks completed, the Committee is now returning to its study of the CBC/SRC. Since your last appearance, the ground has shifted substantially with the announced budget cuts, staffing reductions, the CRTC hearings into the future of television broadcasting, your announcement of modernization plans for the corporation and the arrival of Unis, just to name a few of the many developments currently underway. When Parliament resumes for the fall session, we will recommence our study of the CBC/SRC and plan to address these new considerations.

With these new efforts, we would like to re-invite you and Mr. Rémi Racine to appear before the Committee this fall. This opportunity would permit you to address some of the topics I mentioned above and some of the outstanding issues from your last appearance. Due to the diversity of subject matter that the Committee would like to address, we wish to hear from you and Mr. Racine at separate times. The Committee will be holding hearings outside the National Capital Region in October and November. This may be an opportune time to hear from you and Mr. Racine when we are in Montreal. I have instructed the Clerk of the Committee to make the necessary arrangements with your officials to find a convenient time.

During our hearings today and throughout our fact-finding activities, many individuals commented positively about the CBC/SRC's news coverage both at the national and international level. Several have commented that bringing a Canadian perspective to Canadians is a core value to be continued. With news being disseminated over multiple platforms, how Canadians receive their information is evolving. For our review to be complete and

comprehensive, we feel that hearing about the journalism component is important. We feel that it is necessary to hear about how journalism is adapting to the changing environment of broadcasting and communications.

With this in mind, we wish to invite Mr. Peter Mansbridge and Ms. Céline Galipeau to appear jointly to address how journalism is changing in the new environment of broadcasting. These individuals have a long history in the field of journalism and with the CBC/SRC, and so we feel that their insight would greatly benefit our deliberations. As a Committee, we understand the issues of having journalists appear before individuals about whom they report. We believe that we can put in place the necessary parameters to respect their journalistic independence while permitting the Committee to gather the information it needs. As I mentioned previously, the Committee will be traveling to various Canadian locales and we can easily accommodate their schedule by hearing each individual in Toronto and Montreal respectively. We look forward to a positive response.

In your April 9, 2014 letter, you referenced a document containing the “names of every employee of the Corporation, their position, and their salary classification” for the Committee’s review as a follow-up to the questions asked on employee compensation during your appearance on February 26, 2014. This list was distributed to members. There is consensus among the members of the Committee that the information is incomplete for our inquiry. Questions from senators address issues of transparency related to the money provided to the CBC/SRC from taxpayers. The Committee feels that it did not receive the information it requires, either during your presentation, or in your subsequent letters. We therefore request that the CBC/SRC provide a list of all persons, with their positions, remuneration and other benefits received under a contract of employment or contract for services, whose total compensation (remuneration and other benefits received) exceeded \$200,000 for 2013; we would like to receive this information no later than December 1, 2014. This information should be forwarded to the clerk.

It is our strong belief that this information is essential to our work in order to gain a complete picture of employee compensation within the corporation. As you stated in your May 26, 2014 letter, “[i]n broadcasting, as in most businesses, a few employees can negotiate salaries beyond the range of their classification.” The Committee needs to fully understand these processes and outcomes for its report to the Senate and to Canadians. I would like to note that a Committee of the Senate, just like a Committee of the House of Commons, is entitled to receive information it requests for the purpose of a study, even if it is of a confidential nature. If you require, the clerk can provide you with the constitutional and parliamentary authorities to support our request.

In your testimony and your letters, you raised the issue of privacy. The Committee is prepared to make some accommodation to respect the privacy of CBC/SRC employees. Some measures that could be explored include: an *in camera* review by members, limited and numbered copies, and special dispositions for the destruction of the document after the Committee has completed its work. The information would be considered a protected document, and any unauthorized disclosure would be considered a breach of privilege and contempt of the Senate. Officials from your office can further discuss any special arrangements with the clerk.

It is the Committee's intention that, through this study, it will provide parliamentary input into the future of public broadcasting. As is stated in the introduction of the questionnaire that the CBC/SRC has recently launched, "the broadcasting industry is dramatically changing and we must make tough choices to ensure that we are able to seize opportunities and position ourselves to meet the evolving needs of Canadians." We fully agree and this is why the Committee has undertaken this study.

On behalf of the members of the Committee, I look forward to hearing from you regarding our requests.

Sincerely,



The Honourable Dennis Dawson, Senator
Chair

c.c.: The Honourable Leo Housakos, Senator
The Honourable Donald Plett, Senator
Peter Mansbridge, Chief Correspondent of CBC News
Céline Galipeau, Chef d'antenne du Téléjournal

SENATE



SÉNAT

STANDING SENATE COMMITTEE ON
TRANSPORT AND COMMUNICATIONS

COMITÉ SÉNATORIAL PERMANENT
DES TRANSPORTS ET DES
COMMUNICATIONS

OTTAWA

Le 15 septembre 2014

Hubert Lacroix
Président et directeur général
Société Radio-Canada
1400 boul. René-Lévesque E.
Montreal (Québec)
H2L 2M2

Monsieur,

Je voudrais d'abord vous remercier de votre correspondance antérieure concernant l'étude par le Comité sénatorial permanent des transports et des communications des défis que doit relever la Société Radio-Canada/Canadian Broadcasting Corporation en matière d'évolution du milieu de la radiodiffusion et des communications.

Avant le congé estival, le comité a procédé à l'étude de plusieurs projets de loi du gouvernement. Ce travail étant achevé, il reprend maintenant son étude de la SRC/CBC. Depuis votre dernière comparution, la situation a beaucoup changé. Les compressions budgétaires annoncées, les réductions d'effectifs, les audiences du CRTC sur l'avenir de la télédiffusion, votre annonce des plans de modernisation de la Société, et l'arrivée d'Unis ne sont que quelques-uns des nombreux faits nouveaux. Dès la rentrée parlementaire, nous reprendrons notre étude de la SRC/CBC et nous comptons tenir compte de ces nouveaux éléments.

Pour cette raison, nous aimerions vous inviter de nouveau, vous et M. Rémi Racine, à comparaître devant le comité cet automne. Ce serait une occasion pour vous d'aborder certains des éléments que j'ai mentionnés ci-dessus et de revenir sur certains points inachevés à la suite de votre dernière comparution. Compte tenu de la diversité des questions que le comité aimerait soulever, nous souhaitons vous entendre séparément, vous et M. Racine. Le comité tiendra des audiences à l'extérieur de la région de la capitale nationale en octobre et en novembre. Le moment serait peut-être bien choisi de vous entendre tous les deux lors de notre passage à Montréal. J'ai demandé au greffier du comité de fixer une date avec vos collaborateurs.

Dans le cadre de nos audiences et tout au long de nos activités d'établissement des faits, de nombreuses personnes ont loué la qualité des reportages de la SRC/CBC sur l'actualité nationale et internationale. Plusieurs ont mentionné que le fait d'offrir une perspective canadienne aux Canadiens représente une valeur fondamentale à préserver. À une époque où les nouvelles sont diffusées sur diverses plateformes, la manière dont les Canadiens s'informent évolue. Si nous voulons que notre examen soit complet et exhaustif, il nous paraît important

d'entendre parler du volet journalistique. Il nous semble essentiel d'apprendre comment le journalisme s'adapte à l'évolution du milieu de la radiodiffusion et des communications.

Pour cette raison, nous souhaitons inviter M. Peter Mansbridge et M^{me} Céline Galipeau à comparaître pour témoigner de l'évolution du journalisme dans le nouveau contexte de la radiodiffusion. Ces deux personnes travaillent depuis longtemps dans le domaine du journalisme et à la SRC/CBC, de sorte que leurs aperçus nous seraient très utiles dans nos délibérations. Le comité est conscient du fait qu'il peut être problématique de faire comparaître des journalistes devant des personnes qui font parfois l'objet de leurs reportages. Nous croyons pouvoir mettre en place des paramètres qui nous permettraient à la fois de respecter leur indépendance journalistique et de recueillir les renseignements dont nous avons besoin. Comme je l'ai mentionné, le comité se rendra dans différents centres canadiens, et nous pouvons facilement nous adapter à l'emploi du temps de M. Mansbridge et de M^{me} Galipeau en les entendant à Toronto et Montréal respectivement. Nous espérons recevoir une réponse favorable.

Dans votre lettre du 9 avril 2014, vous mentionnez un document contenant le nom de tous les employés de la Société, leur poste et leur classification salariale dans lequel le comité pourrait trouver des réponses aux questions qu'il vous avait posées lors de votre comparution le 26 février 2014. Cette liste a été distribuée aux membres. De l'avis général de ces derniers, cette information est incomplète pour les besoins de notre étude. Les questions des sénateurs concernent la transparence à l'égard des fonds publics fournis à la SRC/CBC. Le comité estime ne pas avoir reçu les renseignements voulus, ni pendant votre présentation, ni dans vos lettres qui ont suivi. Nous demandons par conséquent à la SRC/CBC de nous fournir une liste de toutes les personnes dont la rémunération globale (rémunération et autres avantages) était supérieure à 200 000 \$ pour 2013, en précisant leur poste, ainsi que leur rémunération et les autres avantages découlant d'un contrat d'emploi ou d'un marché de services. Nous vous demandons de bien vouloir faire parvenir ces renseignements au greffier d'ici le 1^{er} décembre 2014.

Nous croyons fermement que ces renseignements sont essentiels pour nous donner une idée complète de la rémunération des employés de la Société. Comme vous le dites dans votre lettre du 26 mai 2014, dans le secteur de la radiodiffusion, comme dans la plupart des entreprises, certains employés peuvent négocier un salaire supérieur à leur échelle salariale. Le comité doit comprendre pleinement ces processus et les résultats afin d'établir son rapport au Sénat et à la population canadienne. Il est bon de rappeler qu'un comité du Sénat, tout comme un comité de la Chambre des communes, a le droit d'obtenir les renseignements qu'il demande pour les besoins d'une étude, même s'ils sont de nature confidentielle. Au besoin, le greffier pourra vous éclairer sur les fondements constitutionnels et parlementaires de notre demande.


Dans votre témoignage et dans vos lettres, il est question de la protection des renseignements personnels. Le comité est disposé à prendre certaines mesures pour protéger la vie privée des employés de la SRC/CBC. Les membres pourraient, par exemple, examiner le document à huis clos; le nombre de copies pourrait être limité, et celles-ci pourraient être numérotées; toutes les précautions nécessaires pourraient être prises pour détruire le document une fois que le comité aurait terminé ses travaux. Les renseignements que contient le document seraient protégés, et toute divulgation non autorisée serait considérée comme une atteinte au

privilège du Sénat et un outrage à celui-ci. Vos collaborateurs pourront en discuter davantage de toute disposition particulière avec le greffier.

Le but de cette étude est de permettre au comité d'apporter une contribution parlementaire à la détermination de l'avenir de la radiodiffusion publique. Comme l'affirme l'introduction du questionnaire que la SRC/CBC a récemment mis en ligne : « Alors que l'industrie de la radiodiffusion change de manière fondamentale, nous devons faire des choix difficiles pour nous assurer que nous sommes capables de saisir les occasions qui s'offrent à nous et de nous positionner pour répondre aux besoins changeants des Canadiens. » Nous sommes entièrement de cet avis, et c'est pour cela que le comité a entrepris cette étude.

Dans l'attente de votre réponse aux demandes des membres du comité, je vous prie d'agréer, Monsieur, mes sincères salutations.

Le président,



L'honorable Dennis Dawson, sénateur

c.c. L'honorable Leo Housakos, sénateur
L'honorable Donald Plett, sénateur
Peter Mansbridge, Chief Correspondent of CBC News
Céline Galipeau, chef d'antenne du Téléjournal



19 September, 2014

The Honourable Dennis Dawson, Senator
Chair
Standing Committee on Transportation and Communications
The Senate of Canada
Ottawa, Ontario
K1A 0A4

Dear Chair,

I have reviewed your letter of September 15th regarding your Committee's continuing study of "the challenges faced by the Canadian Broadcasting Corporation in relation to the changing environment of broadcasting and communications".

Since the beginning of this study, the Corporation has assisted the Committee in its work by sharing information, arranging witnesses, and providing visits to CBC/Radio-Canada operations. With respect to your request to meet with myself and the Corporation's Chair, Rémi Racine, this Fall, we both welcome the opportunity to share with you how the Corporation is meeting the challenges it faces. We will make the necessary arrangements with your Clerk.

I would agree that an important area for study is "how journalism is adapting to the changing environment of broadcasting and communications". Consistent with your stated objectives, we suggest that it would be more useful for our heads of news and current affairs, Jennifer McGuire for CBC and Michel Cormier for Radio-Canada, to meet with the Committee. They have been responsible for developing and implementing the Corporation's strategies to ensure that our journalism adapts to the changing needs of Canadians while remaining the independent, trusted source Canadians depend upon. They can also speak for the journalism on all of our platforms; television, radio, and internet.

I must respectfully decline your invitation for our journalists, Peter Mansbridge and Céline Galipeau to appear as witnesses before your Committee. As I said in my March 26th letter to the Committee's earlier request; *"It is not appropriate for journalists, whose job includes reporting on the activities of Senators, to be questioned by those same Senators at a Parliamentary Committee. As you know, some Senators have already been using the current study to pursue Mr. Mansbridge's presentation of Senate expense stories; the salary he earns from the Corporation; and the terms of his public speeches. Journalists, any journalists, must be allowed to do their job, free of political interference."*

The way journalists contribute to public discourse is by fulfilling their responsibilities as journalists. To be summoned before a Committee would force journalists to abandon their journalistic role of observer and become a participant in the Committee's work, including any resulting report and recommendations to Government. This is not a position unique to CBC/Radio-Canada. Other broadcasters have similarly declined invitations for their journalists to appear in the past and we are compelled to do so as well.

Finally, you have again requested the identity and specific salaries of individuals who work for CBC/Radio-Canada, specifically those whose income exceeds \$200,000. This would be a breach of the Federal *Privacy Act*¹. I fail to see how disclosing individual salaries in breach of privacy laws will assist the Committee's study or even improve the Committee's assessment of the ways in which CBC/Radio-Canada manages the public's investment in the public broadcaster.

I would suggest instead, that you consult the information which is already public. We recently published additional details about the salaries paid to CBC/Radio-Canada senior executives and on-air talent. We have shared this information with all MPs and Senators. I have included it here. It is also on our proactive disclosure website².

This level of disclosure goes further than what is currently available from any other federal Crown Corporation or national Canadian broadcaster. It represents a balance between responding to the legitimate interests of Canadians for as much information as possible about our operations, while respecting federal privacy laws. It also provides a clearer picture of the remuneration earned by our employees, while maintaining our ability to attract and retain high-calibre talent in a very competitive broadcasting industry.

I hope that you will understand our position, and our efforts to participate in the Committee's study. I look forward to meeting with you again.

Sincerely,



Hubert T. Lacroix
President & CEO

cc: Daniel Charbonneau, Clerk of the Standing Committee on Transportation and Communications
encl.

¹ *Privacy Act*, Section 3, J (iii)

² <http://www.cbc.radio-canada.ca/en/reporting-to-canadians/transparency-and-accountability/proactive-disclosure/compensation/>
<http://www.cbc.radio-canada.ca/fr/rendre-des-comptes-aux-canadiens/transparence-et-responsabilisation/divulgation-proactive/remuneration/>

Reporting to Canadians

Latest Stories

Acts and Policies

Transparency and Accountability

Access to Information

Proactive Disclosure

Business travel and hospitality expenses

Board of Directors Meeting

Court Judgements

External information sources

Privacy

InfoSpace

Annual Public Meeting

Reports and Plans

Official Languages

Employment Equity

Technology Standards

SYNQ, online technology magazine

Compensation Summary

Background

People remain a priority of CBC/Radio-Canada. It is the talent, passion and commitment of its people that continue to drive its success. CBC/Radio-Canada is a rewarding, progressive and diverse workplace, enabling a high performance culture of dedicated, innovative and highly skilled professionals.

CBC/Radio-Canada faces the challenge of competing for talent within a vibrant competitive private sector, while also operating as a federal Crown corporation. The Corporation's compensation philosophy is to provide a total compensation package that supports its ability to attract, develop, motivate and retain the talent required to enable the organization to deliver on its strategic objectives.

It positions its total cash compensation offering, with elements such as base salary and at-risk pay, in the middle range of what is offered by comparable Canadian companies from the entertainment, publishing and telecom industries, as well as a selection of Crown corporations and federally-regulated companies. The Corporation also has a short-term incentive plan that senior management are eligible to participate in. This plan aligns all parts of the business around organizational objectives and drives desired behaviours and superior business performance, supported by metrics and thresholds. Two senior executives also currently participate in a long-term incentive plan.

Unionized workforce

As of April 1, 2014, CBC/Radio-Canada had 8,203 full-time equivalents. Approximately 87% of our workforce is comprised of unionized employees represented by 6 bargaining units; their compensation ranges from \$26,716 to \$99,500, as set out in their respective collective agreements.

On-Air Talent

In some cases, on-air talent (eg. announcers, hosts, reporters and presenters) receive additional remuneration, above and beyond their union scale, as negotiated individually, based on factors such as their recognized prominence and excellence, as well as their special skills and expertise.

The following chart summarizes the actual compensation for on-air talent, as of April 1, 2014 (excluding overtime). This information is set out in the form of salary bands (of \$50,000 increments) and is aggregated, where necessary, to protect the privacy rights of individuals under the *Privacy Act*.

Senior Management

The following chart summarizes the compensation for CBC/Radio-Canada's senior management. It sets out their base salary range and total cash compensation range. It also provides comparisons with compensation in the market.

Proactive Disclosure

Over the past five years, CBC/Radio-Canada has continued to look for ways to increase its accountability and transparency with Canadians, including through proactive disclosure. By providing the information set out below, the Corporation is at the forefront of other Crown Corporation and other broadcasters, providing a clear picture of the remuneration earned by its employees, while maintaining its ability to attract and retain high-calibre talent in a very competitive broadcasting industry and respecting existing federal law regarding the privacy of individual's specific salaries.

In this way, Canadians can be assured of the Corporation's continued responsible management of its public resources.

Looking for our news sites?



Explore CBC/Radio-Canada

Media Centre
News/Releases
Get the facts

Reporting to
Canadians

Commercial Services

Ombudsmen

**ON-AIR GROUPS COMPENSATION SUMMARY
(at April 1, 2014)**

Compensation	Average Actual Compensation ⁽¹⁾	Count	
		#	%
>=\$300k	\$485,667	4	0.31%
\$250k - \$299k	\$270,078	6	0.47%
\$200k - \$249k	\$226,395	9	0.70%
\$150k - \$199k	\$179,322	21	1.63%
\$100k - \$149k	\$121,232	89	6.92%
\$50k - \$99k	\$72,147	1,067	82.97%
<\$50k	\$32,146	90	7.00%
Total Count		1,286	100%

Classification ⁽²⁾

Canadian Media Guild ⁽³⁾	Syndicat des communications de Radio-Canada ⁽⁴⁾
-------------------------------------	--

Announcer-Operator	Host
Host	Announcer
News-Editor Presenter	Announcer-Interviewer
Provincial Affairs Reporter	Columnist
Reporter/Editor	Columnist-Researcher
Senior Host	Traffic Reporter
Senior Reporter	Commentator-Interviewer
Video-Journalist	Foreign Correspondent
	Journalist
	Journalist-Presenter
	Journalist-Presenter (Thematic / Blended Newscasts)
	Journalist-Producer
	Meteorologist
	Presenter-Producer
	National Reporter
	National Specialized Reporter
	Specialized Reporter
	Lineup Editor (National)
	Lineup Editor (Regional)
	Videojournalist
	Videojournalist (Grandfathered)

⁽¹⁾ Does not include overtime (average 9.6%)

⁽²⁾ Classifications determined as "on-air"

⁽³⁾ CMG Band 12 Top of Scale (Apr 1/14): \$81,617.96 - 38.75 hours/week

⁽⁴⁾ SCRC Band 13 Top of Scale (Mar 3/14): \$89,702 - 37.50 hours/week

**2014 SENIOR MANAGEMENT COMPENSATION SUMMARY
(at April 1, 2014)**

Cash Compensation at CBC/Radio-Canada	President and CEO ⁽²⁾	Executive Vice-President (EVP) ⁽³⁾	Vice-President (VP) ⁽⁴⁾
Number Eligible	1	2	5
Base Salary Range	\$367,500 – \$432,300	\$275,000 – \$375,000	\$250,000 – \$350,000
Total Cash Compensation Range ⁽¹⁾	\$430,500 – \$580,031	\$302,000 – \$594,500	\$274,000 – \$519,000
Comparative Market Data			
Total Cash Compensation - Public and Private Sector Peer Median ⁽⁵⁾	\$1,741,000	\$1,072,000	\$292,000 – \$547,000
Total Cash Compensation - Publicly Traded Peer Median ⁽⁶⁾	\$4,231,000	\$1,692,000	\$1,394,000

⁽¹⁾ Total Cash Compensation for the President and CEO is governed by the regime for Governor-in-Council appointees. The compensation system for the rest of the Senior Executive Team is overseen by the Human Resources and Governance Committee of the Board. This compensation includes base salary, applicable at-risk incentive pay at target, and other taxable benefits (e.g. car allowance, medical assessment, financial planning, etc.). The two EVPs also participate in a long term incentive plan, but no payment has been made to date.

⁽²⁾ Governor in Council Appointee.

⁽³⁾ Positions are EVP, English Services and EVP, French Services.

⁽⁴⁾ Consistent with a desire to reduce the number of executives, some positions are combined and are not easily comparable with other companies of similar size and scope. Positions are: VP and Chief Financial Officer; VP, Brand, Communications and Corporate Affairs; VP, People and Culture; VP, Real Estate, Legal Services and General Counsel; VP, Technology and Chief Regulatory Officer.

⁽⁵⁾ Per external consultant market studies, including long-term incentives; comparative data from 36 peer companies in the entertainment, publishing and telecommunications industries as well as Crown Corporations and federally-regulated companies. Peer companies include, for example, Cirque du Soleil, Paramount Pictures, La Presse, The Globe and Mail, Bell Canada, Rogers Communications, Shaw Communications, Canada Post, Export Development Canada, and the Treasury Board of Canada Secretariat. President/CEO data from 2011 study; EVP and VP/CFO data from 2013 study.

⁽⁶⁾ Per external consultant studies of the compensation disclosed in proxy statements of publicly traded peer companies, including long-term incentives, for President/CEO, Executive Vice-President and VP/Chief Financial Officer positions only. Companies include BCE, Cineplex, Cogeco Cable, CORUS Entertainment, IMAX, Lions Gate Entertainment, Quebecor, Rogers Communications, Shaw Communications, TELUS, Torstar, Transcontinental, and the TVA Group. President/CEO data from 2011 study; EVP and VP/CFO data from 2013 study.



Le 19 septembre 2014

L'honorable Dennis Dawson, Sénateur
Président
Comité permanent des transports et des communications
Sénat du Canada
Ottawa (Ontario)
K1A 0A4

Monsieur le président,

J'ai pris connaissance de votre lettre du 15 septembre concernant l'étude du Comité sur « les défis que doit relever la Société Radio-Canada en matière d'évolution du milieu de la radiodiffusion et des communications ».

Depuis le début de cette étude, la Société a collaboré aux travaux du Comité en répondant à ses demandes d'information, en prenant des dispositions avec les témoins et en organisant des visites des installations de CBC/Radio-Canada. En ce qui concerne votre demande de me rencontrer ainsi que le président du Conseil d'administration, Rémi Racine, cet automne, nous serons heureux d'avoir l'occasion de vous expliquer comment la Société relève les défis auxquels elle est confrontée. Nous prendrons les arrangements nécessaires avec votre greffier.

Je suis d'accord sur le fait qu'un aspect important de cette étude est d'examiner « comment le journalisme s'adapte à l'évolution du milieu de la radiodiffusion et des communications ». Compte tenu des objectifs dont vous faites mention, nous croyons qu'il serait plus utile que nos chefs de l'information et des émissions d'affaires publiques Jennifer McGuire pour CBC et Michel Cormier pour Radio-Canada, rencontrent le Comité. Ce sont eux qui ont la responsabilité de développer et de mettre en œuvre les stratégies de la Société pour s'assurer que nos activités de journalisme s'adaptent aux besoins changeants des Canadiens, tout en demeurant la source indépendante et fiable de nouvelles en laquelle le public peut avoir confiance. Ils pourront également vous parler de nos activités de journalisme sur toutes nos plateformes : à la télévision, à la radio et sur Internet.

Je dois décliner respectueusement l'invitation que vous faites à nos journalistes, Peter Mansbridge et Céline Galipeau, de témoigner devant votre Comité. Comme je l'ai mentionné dans ma lettre du 26 mars en réponse à une demande précédente du Comité : « *Les journalistes qui dans le cadre de leur travail font notamment des reportages sur les activités des sénateurs, ne devraient pas se retrouver devant ces mêmes sénateurs dans le cadre d'un comité parlementaire. Comme vous le savez, certains sénateurs se sont déjà servis de l'examen en cours pour attaquer la présentation par M. Mansbridge de reportages portant sur les dépenses des sénateurs; le salaire que lui verse la Société; et les conditions des contrats qui régissent ses prises de parole en public. Les journalistes, quels qu'ils soient, doivent pouvoir faire leur travail sans ingérence politique.* »

C'est en remplissant leurs responsabilités journalistiques que les journalistes participent au débat public. Le fait de devoir témoigner devant un comité les obligerait à abandonner leur rôle d'observateurs au plan journalistique et à devenir des participants aux travaux du Comité, ainsi qu'à tout rapport et à toute recommandation au gouvernement qui en résulterait. CBC/Radio-Canada n'est pas la seule à adopter cette position. Dans le passé, d'autres radiodiffuseurs ont décliné des invitations à témoigner similaires adressées à leurs journalistes. Nous nous voyons dans l'obligation de faire de même.

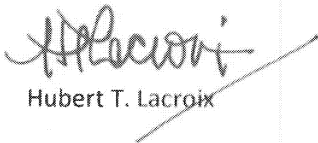
Enfin, vous nous avez demandé encore une fois de vous révéler l'identité et les salaires spécifiques de personnes qui travaillent à CBC/Radio-Canada, notamment celles dont le revenu dépasse 200 000 dollars. Cela contreviendrait à la *Loi sur la protection des renseignements personnels*¹. Je ne vois pas en quoi la divulgation du salaire de ces personnes, en violation de la *Loi sur la protection des renseignements personnels*, aidera le Comité dans son étude ou même contribuera à améliorer son évaluation de la manière dont CBC/Radio-Canada gère l'investissement du public dans le radiodiffuseur public.

Je vous invite à consulter l'information que nous avons déjà rendue publique. Nous avons récemment publié des détails additionnels sur les salaires versés aux hauts dirigeants et aux personnalités à l'antenne de CBC/Radio-Canada. Nous avons partagé cette information avec tous les députés et sénateurs. Elle est jointe à cette lettre. De plus, elle figure sur notre site web de divulgation proactive².

Ce niveau de divulgation va encore plus loin que ce que n'importe quelle autre société d'État ou radiodiffuseur national canadien rend disponible comme information. C'est un juste équilibre entre les attentes légitimes des Canadiens pour avoir le plus d'informations possible sur nos activités et le respect de la *Loi sur la protection des renseignements personnels*. Cela donne également une image claire de la rémunération de nos employés, tout en maintenant notre capacité d'attirer et de retenir des talents de haut calibre dans l'industrie très concurrentielle qu'est la radiodiffusion.

J'espère que vous comprendrez notre position et les efforts que nous faisons pour participer à l'étude du Comité. C'est avec plaisir que je me présenterai de nouveau devant le comité.

Je vous prie d'agréer, Monsieur le Président, mes salutations distinguées.



Hubert T. Lacroix

Président-directeur général

c.c.: Daniel Charbonneau, Greffier du comité permanent des transports et des communications

p.j.

¹ *Loi sur la protection des renseignements personnels*, article 3, J (iii)

² <http://www.cbc.radio-canada.ca/fr/rendre-des-comptes-aux-canadiens/transparence-et-responsabilisation/divulgation-proactive/remuneration/>

DÉCOUVREZ CBC/RADIO-CANADA

RENDRE DES COMPTES AUX CANADIENS

CENTRE DE PRESSE

SERVICES COMMERCIAUX

OMBUDSMANS

Accueil

Rendre des comptes aux Canadiens

Transparence et responsabilisation

Divulgence proactive

Rémunération

Rendre des comptes
aux Canadiens

Plus récentes études

Lois et politiques

Transparence et
responsabilisation

Accès à l'information

Divulgence proactive

Frais de déplacement
et de représentationRévisions du Conseil
d'administrationJugements rendus en
courSources d'information
externesRenseignements
personnels

Info Source

Assemblée publique
annuelle

Rapports et plans

Langues officielles

Équité en emploi

Normes technologiques

SYNC : la revue
technologique

Sommaire de la rémunération

Contexte

Les personnes demeurent une priorité pour CBC/Radio-Canada. Le talent, la passion et l'engagement de nos effectifs sont toujours les moteurs de notre réussite. CBC/Radio-Canada propose un milieu de travail gratifiant, progressiste et diversifié, propice à l'épanouissement d'une culture axée sur l'excellence, soutenue par des professionnels dévoués, créatifs et très compétents.

Bien qu'elle soit une société d'État fédérale, CBC/Radio-Canada doit rivaliser avec un secteur privé très dynamique et concurrentiel pour séduire et retenir les talents. En matière de rémunération, la Société cherche à offrir un régime de rémunération globale qui lui permet d'attirer, de développer, de motiver et de fidéliser les talents dont elle a besoin pour réaliser ses objectifs stratégiques.

Nous veillons à faire correspondre notre régime de rémunération totale en argent, qui comprend notamment le salaire de base et la rémunération incitative à risque, à la moyenne de ceux offerts par un groupe d'entreprises canadiennes comparables dans les secteurs du divertissement, de l'édition et des télécommunications, et par certaines sociétés d'État et entreprises sous réglementation fédérale. Nos dirigeants sont en outre admissibles à un régime de rémunération incitative à court terme. Ce régime vise à orienter tous les secteurs de la Société vers l'atteinte des objectifs institutionnels, à favoriser les comportements souhaités et à stimuler le rendement, et s'appuie sur un système de paramètres et de seuils. Deux cadres supérieurs participent également à un régime de rémunération incitative à long terme.

Main-d'œuvre syndiquée

Au 1^{er} avril 2014, CBC/Radio-Canada comptait 8 203 équivalents temps plein. Environ 87 % de notre effectif est constitué d'employés syndiqués, qui sont représentés par six unités de négociation. Leur rémunération se situe entre 26 716 \$ et 99 500 \$, selon les dispositions de leurs conventions collectives respectives.

Personnalités d'antenne

Dans certains cas, les personnalités d'antenne (p. ex., les annonceurs, les animateurs, les reporters et les présentateurs) reçoivent une rémunération additionnelle au-delà de leur échelle syndicale. Cette rémunération est négociée sur une base individuelle et est calculée en fonction de facteurs comme la réputation et l'excellence reconnues de chaque personne, ainsi que ses compétences et son savoir-faire spécifiques.

Le tableau suivant résume la rémunération réelle des personnalités d'antenne au 1^{er} avril 2014 (à l'exclusion des heures supplémentaires). L'information est présentée par plages salariales (échelons de 50 000 \$), et sous forme de totaux, au besoin, afin de protéger les renseignements personnels de nos employés, conformément à la *Loi sur la protection des renseignements personnels*.

Haute direction

Le tableau suivant résume la rémunération des hauts dirigeants de CBC/Radio-Canada. Il comprend le salaire de base et la plage de la rémunération totale en argent. Il inclut également des valeurs comparatives du marché.

Divulgence proactive

Depuis cinq ans, CBC/Radio-Canada continue de chercher des moyens d'être encore plus responsable et transparente envers les Canadiens, notamment grâce à la divulgation proactive. En fournissant l'information présentée plus bas, la Société se place au tout premier rang devant d'autres sociétés d'État et d'autres radiodiffuseurs, donnant une image claire de la rémunération de ses employés, tout en maintenant sa capacité d'attirer et de retenir des talents de haut calibre dans une industrie de la radiodiffusion très concurrentielle, et en respectant la législation fédérale concernant la divulgation des salaires particuliers.

De cette manière, les Canadiens peuvent être assurés que la Société gère toujours de manière responsable les fonds publics qui lui sont confiés.

Cherchez-vous nos sites de nouvelles?



**SOMMAIRE DE LA RÉMUNÉRATION DES PERSONNALITÉS D'ANTENNE
(au 1er avril 2014)**

Rémunération	Rémunération réelle moyenne ⁽¹⁾	Nombre d'employés	
		#	%
>= 300 k\$	485 667 \$	4	0,31 %
250 k\$ à 299 k\$	270 078 \$	6	0,47 %
200 k\$ à 249 k\$	226 395 \$	9	0,70 %
150 k\$ à 199 k\$	179 322 \$	21	1,63 %
100 k\$ à 149 k\$	121 232 \$	89	6,92 %
50 k\$ à 99 k\$	72 147 \$	1 067	82,97 %
< 50 k\$	32 146 \$	90	7,00 %
Total		1 286	100%

Classification ⁽²⁾

La guilde canadienne des médias ⁽³⁾

Syndicat des communications de Radio-Canada ⁽⁴⁾

Annonceur-opérateur	Animateur
Animateur	Annonceur
Rédacteur/présentateur de nouvelles	Annonceur-interviewer
Reporter aux affaires provinciales	Chroniqueur
Reporter/rédacteur	Chroniqueur-rechercheur
Premier animateur	Commentateur à la circulation
Premier reporter	Commentateur-interviewer
Vidéojournaliste	Correspondant à l'étranger
	Journaliste
	Journaliste-présentateur
	Journaliste-présentateur (bulletins thématiques/nouvelles intégrées)
	Journaliste-réalisateur
	Météorologue
	Présentateur-réalisateur
	Reporter national
	Reporter national spécialisé
	Reporter spécialisé
	Secrétaire de rédaction (national)
	Secrétaire de rédaction (régional)
	Vidéojournaliste
	Vidéojournaliste (avec droits acquis)

⁽¹⁾ N'inclus pas le surtemps (en moyenne 9,6 %)

⁽²⁾ Les classifications désignées comme "personnalité d'antenne"

⁽³⁾ Valeur maximale de l'échelle salariale 12 de la GCM (au 1er avril 2014) : 81 617,96 \$ pour 38,75 heures par semaine

⁽⁴⁾ Valeur maximale de l'échelle salariale 13 du SCRC (au 3 mars 2014) : 89 702 \$ pour 37,50 heures par semaine

SOMMAIRE DE LA RÉMUNÉRATION DE LA HAUTE DIRECTION POUR 2014
(au 1er avril 2014)

Rémunération en argent à CBC/Radio-Canada	Président-Directeur général ⁽²⁾	Vice-président principal ⁽³⁾	Vice-président ⁽⁴⁾
Nombre de postes admissibles	1	2	5
Gamme salariale de base	367 500 \$ à 432 300 \$	275 000 \$ à 375 000 \$	250 000 \$ à 350 000 \$
Gamme de la rémunération totale en argent ⁽¹⁾	430 500 \$ à 580 031 \$	302 000 \$ à 594 500 \$	274 000 \$ à 519 000 \$
Données comparatives sur le marché			
Rémunération totale en argent - Médiane d'un groupe de pairs (entreprises des secteurs public et privé) ⁽⁵⁾	1 741 000 \$	1 072 000 \$	292 000 \$ à 547 000 \$
Rémunération totale en argent - Médiane d'un groupe de pairs (sociétés cotées en bourse) ⁽⁶⁾	4 231 000 \$	1 692 000 \$	1 394 000 \$

⁽¹⁾ La rémunération totale en argent du président-directeur général est assujettie au régime de rémunération des dirigeants nommés par le gouverneur en conseil. La rémunération attribuée au reste de l'Équipe de la haute direction est supervisée par le Comité des ressources humaines et de la gouvernance du Conseil d'administration. Cette rémunération comprend le salaire de base, la rémunération incitative à risque applicable basée sur l'atteinte des cibles ainsi que d'autres avantages imposables (ex. : allocation de véhicule, évaluation médicale, planification financière, etc.). Les deux vice-présidents principaux participent également à un régime de rémunération incitative à long terme, mais aucun paiement n'a été fait à date.

⁽²⁾ Nommé par le gouverneur en conseil.

⁽³⁾ Titres correspondants : vice-président principal, Services anglais, et vice-président principal, Services français.

⁽⁴⁾ Selon la volonté de la Société de réduire le nombre de dirigeants, certains postes ont été regroupés et sont donc difficiles à comparer avec ceux d'autres entreprises de même taille ou de même envergure. Les postes représentés ici sont les suivants : vice-président et chef de la Direction financière; vice-président, Image de marque, Communications et Affaires institutionnelles; vice-président, Personnes et Culture; vice-président, Services immobiliers, Services juridiques et avocat-conseil; et vice-président, Technologies et chef des Affaires réglementaires.

⁽⁵⁾ Conformément aux études de marché de consultant externe, ces données comprennent la rémunération incitative à long terme; données comparatives provenant de 36 entreprises comparables des secteurs du divertissement, de l'édition et des télécommunications, ainsi que des sociétés d'État et des sociétés sous réglementation fédérale (ex. : Cirque du Soleil, Paramount Pictures, La Presse, The Globe and Mail, Bell Canada, Rogers Communications, Shaw Communications, Postes Canada, Exportation et développement Canada, et le Secrétariat du Conseil du Trésor du Canada). Données de 2011 pour le poste de président-directeur général, et de 2013 pour ceux de vice-président principal et de vice-président et chef de la Direction financière.

⁽⁶⁾ Conformément aux études de marché de consultant externe sur la rémunération d'entreprises comparables cotées en bourse et divulguée dans leurs circulaires d'information, ces données comprennent la rémunération incitative à long terme pour les postes de président-directeur général, de vice-président principal et de vice-président et chef de la Direction financière seulement. Les entreprises comprises dans l'étude sont les suivantes : BCE, Cineplex, Cogeco Câble, CORUS Entertainment, IMAX, Lions Gate Entertainment, Québecor, Rogers Communications, Shaw Communications, TELUS, Torstar, Transcontinental et le Groupe TVA. Données de 2011 pour le poste de président-directeur général, et de 2013 pour ceux de vice-président principal et de vice-président et chef de la Direction financière.



March 26, 2014

Senator Dennis Dawson
Chair
Standing Senate Committee on Transport and Communication
Senate of Canada
Ottawa, Ontario
K1A 0A4

Dear Chair,

Mr Dawson,

We have received the March 6th notices from the Clerk of the Standing Senate Committee on Transport and Communication for four witnesses to appear before the Committee:

Remi Racine, Chair of CBC/Radio-Canada's Board of Directors

Peter Mansbridge, Chief Correspondent of CBC NEWS and host of THE NATIONAL

Pierre Tourangeau, Ombudsman for Radio-Canada

Ester Enkin, Ombudsman for CBC

The Clerk's notices state that these requests are in the context of the Committee's study, authorized by the Senate December 9, 2013, "*to examine and report on the challenges faced by the Canadian Broadcasting Corporation in relation to the changing environment of broadcasting and communications.*"

We would like to take this opportunity to respond to all four requests.

Mr. Racine is available to meet with the Committee to discuss the role and responsibilities of the Board of Directors. We will consult with the Clerk on the arrangements.

We must decline your invitation to Mr. Mansbridge. It is not appropriate for journalists, whose job includes reporting on the activities of Senators, to be questioned by those same Senators at a Parliamentary Committee. As you know, some Senators have already been using the current study to pursue Mr. Mansbridge's presentation of Senate expense stories; the salary he earns from the Corporation; and the terms of his public speeches. Journalists, any journalists, must be allowed to do their job, free of political interference.

With regards to our ombudsmen, Mr. Tourangeau and Ms. Enkin can certainly provide the Committee with expertise about how their respective offices handle complaints from the public. Since they operate independently from the Corporation, the Clerk will have to

contact them directly. However, we do not believe it would be appropriate for an ombudsman to appear in order to discuss the complaint made by one of the Committee's Senators about CBC News coverage of his Senate expenses or, the Ombudsman's ruling on that complaint.

CBC/Radio-Canada has the utmost respect for the work of Parliament. As you know, the Corporation has been working with the Senate Committee and sharing detailed information about its audiences, viewing habits and the effect of changing technology. I have met with the Committee; I look forward to doing so again. The Corporation has been organizing visits to CBC/Radio-Canada locations at the Committee's request.

As I said during my appearance, CBC/Radio-Canada is facing significant challenges. Rapid changes in broadcasting, new technologies, changing viewing habits, challenges to advertising revenue are all testing CBC/Radio-Canada's ability to serve Canadians in the manner they expect. We would urge Senators to focus on understanding these challenges, as reflected in the terms of reference authorized by the Senate of Canada. CBC/Radio-Canada stands ready, as always, to assist the Committee in this work.

Sincerely



Hubert T. Lacroix
President and CEO
CBC/Radio-Canada

c.c Daniel Charbonneau, Committee Clerk



Le 26 mars 2014

Sénateur Dennis Dawson
Président
Comité sénatorial permanent des transports et des communications
Sénat du Canada
Ottawa (Ontario)
K1A 0A4


Monsieur le Président,

Nous avons reçu les avis du greffier du Comité sénatorial permanent des transports et des communications, le 6 mars dernier, concernant la comparution de quatre témoins devant le Comité :

Rémi Racine, président du Conseil d'administration de CBC/Radio-Canada;

Peter Mansbridge, correspondant en chef de CBC News et animateur de l'émission *The National*;

Pierre Tourangeau, ombudsman de Radio-Canada;

Ester Enkin, ombudsman de CBC.

Les avis du greffier stipulent que ces demandes s'inscrivent dans le cadre de l'examen du Comité, autorisé par le Sénat le 9 décembre 2013, visant les « *défis que doit relever la Société Radio-Canada en matière d'évolution du milieu de la radiodiffusion et des communications* ».

Nous aimerions profiter de cette occasion pour répondre aux quatre demandes.

M. Racine est disponible pour rencontrer le Comité afin de discuter du rôle et des responsabilités du Conseil d'administration. Nous consulterons le greffier au sujet des dispositions à prendre.

Nous devons décliner l'invitation que vous avez lancée à M. Mansbridge. Les journalistes, qui dans le cadre de leur travail font notamment des reportages sur les activités des sénateurs, ne devraient pas se retrouver devant ces mêmes sénateurs dans le cadre d'un comité parlementaire. Comme vous le savez, certains sénateurs se sont déjà servis de l'examen en cours pour attaquer la présentation par M. Mansbridge de reportages portant sur les dépenses des sénateurs; le salaire que lui verse la Société; et les conditions des

contrats qui régissent ses prises de parole en public. Les journalistes, quels qu'ils soient, doivent pouvoir faire leur travail sans ingérence politique.

Quant à nos ombudsmans, M. Tourangeau et M^{me} Enkin, ils peuvent assurément partager avec le Comité leur expertise sur la manière dont leurs bureaux respectifs traitent les plaintes du public. Puisqu'ils travaillent de manière indépendante de la Société, le greffier devra communiquer avec eux directement. Toutefois, nous ne pensons pas qu'il soit convenable qu'un ombudsman compareisse afin de discuter de la plainte déposée par l'un des sénateurs du Comité concernant la couverture par CBC News de ses dépenses ou de la décision de l'ombudsman à l'égard de cette plainte.

CBC/Radio-Canada a le plus grand respect pour le travail du Parlement. Comme vous le savez, la Société travaille avec le Comité sénatorial et lui communique de l'information détaillée sur ses auditoires, les habitudes d'écoute du public et les effets de l'évolution technologique. J'ai rencontré le Comité et je serai heureux de le faire de nouveau. À la demande du Comité, la Société a organisé des visites de ses établissements.

Comme je l'ai dit durant ma comparution, CBC/Radio-Canada fait face à des défis importants. Les changements rapides dans les modes de diffusion, les nouvelles technologies, les habitudes d'écoute et les défis sur le plan des revenus publicitaires mettent à l'épreuve la capacité de CBC/Radio-Canada de servir les Canadiens comme ils s'y attendent. Nous recommandons vivement aux sénateurs de se concentrer sur la compréhension de ces défis, comme le stipule le mandat autorisé par le Sénat du Canada. Comme toujours, CBC/Radio-Canada se tient à la disposition du Comité pour l'aider dans son travail.

Veuillez agréer mes salutations distinguées.



Hubert T. Lacroix
Président-directeur général
CBC/Radio-Canada

c.c. Daniel Charbonneau, greffier du Comité

FYI Senate Committee Background: CBC/Radio-Canada Correspondence with the Committee





1 message

Shaun Poulter <shaun.poulter@cbc.ca> Tue, Feb 10, 2015 at 1:51 PM
To: Hubert T Lacroix <ht.lacroix@cbc.ca>, Heather Conway <heather.conway@cbc.ca>, Louis Lalande <louis.lalande@radio-canada.ca>
Cc: Stephanie Duquette <stephanie.duquette@radio-canada.ca>, Bill Chambers <bill.chambers@cbc.ca>, Chuck Thompson <chuck.thompson@cbc.ca>, Jeff Keay <jeff.keay@cbc.ca>, Emmanuelle LAMARRE-CLICHE <elcliche@radio-canada.ca>, Guylaine Bergeron <guylaine.bergeron@radio-canada.ca>, Liliane Le <liliane.le@cbc.ca>

Attached for your background is the record of correspondence with this Committee.

--
Shaun Poulter
Senior Director, Premier directeur
Government Relations/ Relations gouvernementales
CBC/ Radio-Canada
Tel: (613) 288-6233
Cell: (613) 791-8054
shaun.poulter@cbc.ca

4 attachments

-  **2014-09-19 Lettre d'HTL à DD BILINGUE.pdf**
1526K
-  **TRCM - Lacroix, Hubert - CBC Study (Final) 2014-09-15 - B.pdf**
2585K
-  **2013-12-11 Dawson Letter Final Eng & Fr (1).pdf**
94K
-  **2014-5-16 Dawson Dennis Letter BIL.pdf**
321K



Julie Page <julie.page@radio-canada.ca>

Re: Senate Committee REVISED REMARKS DRAFT 12

1 message

Daniel Lauzon <daniel.lauzon@cbc.ca>

À : Martine Menard <martine.menard@cbc.ca>

Cc : "Page, Julie" <julie.page@radio-canada.ca>

13 février 2015 13:36

merci

Daniel Lauzon

Directeur, Communications stratégiques et planification

Director, Strategic Communications and Planning

Communications institutionnelles / Corporate Communications

CBC/Radio-Canada

613-288-6731 (b) : 613-716-3832 (c) : daniel.lauzon@cbc.ca | @DanLauzon



2015-02-13 13:30 GMT-05:00 Martine Menard <martine.menard@cbc.ca>:

pvi

Martine Ménard

Executive Director / Directrice générale

Corporate Communications / Communications institutionnelles

CBC/Radio-Canada

(613) 288-6184

martine.menard@cbc.ca



02/03/2015

Message: CBC Radio-Canada - Re: Senate Committee REVISED REMARKS DRAFT 12

Forwarded message

From: **Shaun Poulter** <shaun.poulter@cbc.ca>

Date: Fri, Feb 13, 2015 at 1:15 PM

Subject: Senate Committee REVISED REMARKS DRAFT 12

To: Hubert T Lacroix <ht.lacroix@cbc.ca>, Heather Conway <heather.conway@cbc.ca>, Louis Lalonde <louis.lalonde@radio-canada.ca>
Cc: Bill Chambers <bill.chambers@cbc.ca>, Chuck Thompson <chuck.thompson@cbc.ca>, Stephanie Duquette <stephanie.duquette@radio-canada.ca>, Jeff Keay <jeff.keay@cbc.ca>, Emmanuelle LAMARRE-CLICHE <elcliche@radio-canada.ca>, Guylaine Bergeron <guylaine.bergeron@radio-canada.ca>, Marc Pichette <marc.pichette@radio-canada.ca>, MARC O'Sullivan <marc.osullivan@cbc.ca>, FRANCINE LEFEBVRE <francine.lefebvre@cbc.ca>, Cristina Tonner <crisrina.tonner@cbc.ca>, Lilliane Le <lilliane.le@cbc.ca>, Chantale Gionet <chantale.gionet@radio-canada.ca>, Martine Menard <martine.menard@cbc.ca>

Clean and Tracked. For this afternoon.



Julie Page <julie.page@radio-canada.ca>

Re: Challenges

1 message

Shaun Poultier <shaun.poultier@cbc.ca>

10 février 2015 13:17

À : Julie Page <julie.page@radio-canada.ca>

Julie,

Here's the current draft.

The key challenges are:

- FIRST, HOW TO INVEST IN CANADIAN PROGRAMS AND SERVICES WHEN PUBLIC FUNDING IS SHRINKING AND ADVERTISING REVENUE IS MOVING FROM TELEVISION TO DIGITAL?
- SECOND, HOW TO CONTINUE TO REACH CANADIANS WITH QUALITY CANADIAN PROGRAMMING, WHEN AUDIENCES ARE FRAGMENTED AMONG AN ALMOST UNLIMITED NUMBER OF GLOBAL CHOICES;
- THIRD, HOW TO FIND THE ADDITIONAL RESOURCES NECESSARY TO SERVE THOSE CANADIANS WHO ARE SHIFTING TO DIGITAL PLATFORMS, WITHOUT LEAVING BEHIND THOSE TO STILL RELY ON OUR TRADITIONAL SERVICES;
- AND FOURTH, HOW TO ENSURE THAT THE PUBLIC BROADCASTER DOES ALL THAT TODAY, WHILE STILL REMAINING AGILE ENOUGH, AND FINANCIALLY STABLE ENOUGH TO MEET THE NEEDS OF CANADIANS IN THE FUTURE AVOID HAVING TO CUT SERVICES EVERY YEAR IN ORDER TO BALANCE ITS BUDGET?

On Tue, Feb 10, 2015 at 1:02 PM, Julie Page <julie.page@radio-canada.ca> wrote:

Hi Shaun,

I am working on our communication plan for next tuesday.

Can you please write down our four main challenges?

Any news on HTL's remarks?

I talked to Chuck and Marc P. They don't plan to come to Ottawa.

I let them know we intend to have a joint scrum after the appearance.

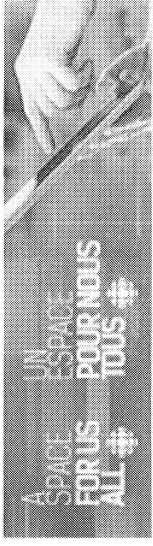
Julie Pagé

Corporate Communications/Communications institutionnelles


CBC/Radio-Canada

Bureau: 613-288-6335

Cellulaire: 613-299-2102



— Shaun Poultier
Senior Director, Premier directeur
Government Relations/ Relations gouvernementales
CBC/ Radio-Canada
Tel: (613) 288-6233
Cell: (613) 791-8054
shaun.poultier@cbc.ca

 **A. Senate Committee Remarks Feb 9 2015 1600hrs DRAFT 3.docx**
34K

Senate Committee updated Q and A's

1 message

Shaun Poulter <shaun.poulter@cbc.ca>

Thu, Feb 12, 2015 at 2:10 PM

To: Hubert T Lacroix <ht.lacroix@cbc.ca>, Heather Conway <heather.conway@cbc.ca>, Louis Lalande <louis.lalande@radio-canada.ca>

Cc: Bill Chambers <bill.chambers@cbc.ca>, Chuck Thompson <chuck.thompson@cbc.ca>, Stephanie Duquette <stephanie.duquette@radio-canada.ca>, Jeff Keay <jeff.keay@cbc.ca>, Emmanuelle LAMARRE-CLICHE <elcliche@radio-canada.ca>, Guylaine Bergeron <guylaine.bergeron@radio-canada.ca>, Marc Pichette <marc.pichette@radio-canada.ca>, MARC O'Sullivan <marc.osullivan@cbc.ca>, FRANCINE LEFEBVRE <francine.lefebvre@cbc.ca>, Cristina Tonner <crisrina.tonner@cbc.ca>, Liliane Le <liliane.le@cbc.ca>, Chantale Gionet <chantale.gionet@radio-canada.ca>, Martine Menard <martine.menard@cbc.ca>

Attached you will find the updated collection of materials for our Q and A's. These will form the basis for our drills on Friday.

Revised:

C. Responses to Written Questions from Committee

D. Possible Questions

New documents:

- Additional Questions

- CBC/Radio-Canada Quick Facts

-

Shaun Poulter

Senior Director, Premier directeur

Government Relations/ Relations gouvernementales

CBC/ Radio-Canada

Tel: (613) 288-6233

Cell: (613) 791-8054

shaun.poulter@cbc.ca

4 attachments **C. Responses to Written Questions from Committee DRAFT 3 Feb 12 1200hrs.docx**
65K **D. Possible questions Draft3 11 Feb 1700hrs.docx**
58K **Additional Questions 12 Feb 0900hrs DRAFT1.docx**
28K **CBCRadio-Canada Quick Facts-DRAFT1 11 Feb 1300hrs.docx**
29K

DRAFT 3 FEB 12, 2015 1200HRS

**C. RESPONSES TO THE STANDING SENATE COMMITTEE ON TRANSPORT AND
COMMUNICATIONS' LETTER (NOV 27, 2014) / QUESTIONS FOR M. HUBERT LACROIX,
PRESIDENT - CBC/R-C**

In its letter of 27 November, the Committee provided us with a list of questions "*that will be raised during your appearances.*"

If asked "Why didn't you provide answers to these questions in writing before our appearance?"

Answer: THESE ARE REQUESTS FOR VERY SPECIFIC INFORMATION. WE THOUGHT IT WOULD BE BETTER TO ADDRESS THOSE QUESTIONS HERE SO WE CAN TALK ABOUT WHAT IT IS YOU'RE LOOKING FOR AND PROVIDE THE PROPER CONTEXT.

1. COMPENSATION (Sylvia Hums McStravick)

- a. How many on-air personalities/journalists/senior-hosts receive total cash compensation (net of benefits) of over \$485,667, the average of the amount you provided on your website?
 - As you can see, there are four employees who earn an average actual compensation of \$485,667. The salary information on our website is set out in bands (of \$50,000 increments) and is aggregated, to protect the privacy rights of individuals under the *Privacy Act*. That average number in each band gives Canadians a clear idea of compensation without undermining our competitive position or the *Privacy Act*.
 - (IF REQUIRED) If you do the math, the maximum one person could possibly earn in that top category is 1 million, 42 thousand dollars (\$1.042M) and that's only if everyone else in that group is earning the minimum of \$300,000 in that pay band.

b.

- c. What is the value of the regular benefits (non-bonuses) as a percentage of annual cash salary for your full-time and part-time (non-contract) employees?
- **I'm not sure what you're trying to get at. It's difficult to calculate an overall cash value of benefits:**
 - Certain benefits are based on an employee's salary (e.g. life insurance, disability benefit).
 - Others are based on whether they choose single or family coverage (e.g. health, dental).
 - As a percentage, the value of benefits would be higher for a lower salary than for a higher salary.
 - **We asked Mercer to do benchmarking study in 2013 which was presented to our Board. It determined the value of our benefits on a salary of \$72,000 would be about 9.7%:**
 - Includes both employer and employee-paid base benefits (Life, STD, LTD, health and dental) and excludes optional life insurance.
 - Same study also compared the relative value of **employer-paid benefits** only:
 - CBC/Radio-Canada ranked 9th out of 11 in the Crown Corporations.
 - CBC/Radio-Canada ranked 4th out of 7 in the telecommunications group.
- d. What is the value of the regular benefits (non-bonuses) as a percentage of annual cash salary for full-time and part-time employees working for private broadcasters?
- **That's really a question for the private broadcasters.**
 - **We know that when Mercer did its benchmarking study it found that for employer-paid benefits only:**
 - CBC/Radio-Canada ranked 9th out of 11 in the Crown Corporations.
 - CBC/Radio-Canada ranked 4th out of 7 in the telecommunications group.

2. PAY INCENTIVE SCHEMES (Sylvia Hums McStravick)

- a. The CBC/Radio-Canada website contains the 2013 document Director Training: Compensation, Benefits, and Pension, which provides a table showing the “short-term incentive plan framework,” which includes eight evaluation metrics (Revenue Generation; People, Programs, Pushing Forward (PMSD)).

Q: Would you please explain how each metric is assessed?

- Measurable targets are established for each metric. Performance is measured against meeting those targets.

Short-Term Incentive Plan Framework

Incentive Element	Metrics	SET	Executives & SM	PB8-10
CBC/RC	Revenue Generation	5%	5%	5%
	Effective Financial Management	7.5%	5%	5%
	Perception Survey Results	7.5%	5%	5%
	Total	20%	15%	15%
Component	Media Strategy *	40%	35%	30%
	Revenue *	10%	5%	5%
	Budget Forecast Accuracy	5%	5%	5%
	Total	55%	45%	40%
Individual	Performance based on PMSD	25%	40%	45%
	Total	100%	100%	100%

**Non-media components: average of two Media component results*

- The first 3 grouping is for the Corporation as a whole.
 - Revenue Generation – measures total self-generated revenue earned by the Corporation, a target determined by Finance. Earned revenue is what helps to fund Canadian programming.
 - Effective Financial Management – measures how closely budget targets – again set by Finance - have been met. This ensures the financial health of the company (measured by our Net Budgetary Position).
 - Perception Survey Results – measures Canadians’ opinion of the value of our programming & services with respect to quality, distinctiveness, regional reflection, diversity and platforms.
- The next three are measurements for each component – like English and French Services.
 - Media Strategy measures TV Local Usage, Radio Local Usage and unique visitors to our digital services. It sets a target for the number of Canadians who use and choose our services across the country. It also includes audience share.
 - Revenue – This represents earned revenue targets specific for each media line.

- **Budget Forecast Accuracy – Measures the extent to which established budget targets are met by each media line. This contributes to the financial health of the company by encouraging prudent financial management and forecasting.**
- **Individual Performance Objectives – Measures how each individual employee meets specific objectives that are established with their manager (PMSD).**

Q: What proportion of each metric contains subjective elements?

- **These metrics are not subjective. Each metric is measured against measurable criteria.**

- b. A letter sent from the CBC to this Committee on 9 April 2014 contained a table of the maximum possible incentive pay as a percentage of the base salary; a footnote to the table explains that the maximum bonus is given, "Providing all performance targets are met."

Q: Are these performance targets the same as the metrics mentioned in the above question?

- **YES.**

Q: Who determines the extent to which the performance targets are met?

- **Finance is accountable for overall tracking to targets. The individual portion (PMSD) is determined by the employee's manager.**

Q: What criteria are used in determining how much, if not all, of a performance target is met?

- **Metrics are set by the business lines and measured by Finance.**
- **A percentage of the base salary, attributed to each participant for meeting expected results, is deemed the target award.**
- **Performance multipliers determine associated payout:**

Corporate and Component		Individual	
Performance Level	Multiplier	Performance Level	Multiplier
Highest achievement	1.5	Significantly exceeds expectations	1.5
Target achievement	1.0	Exceeds expectations	1.25
Threshold achievement	0.5	Meets expectations	1.0
No payout	0	Meets some expectations	0.5
		Below expectations	0

Q:

.

.

Q: What metrics (or performance targets) are included the long-term incentive plan?

- **The metrics are measured over a three-year cycle**
- **So far, none eligible LTIP participants have received payment**

2012-2015	2013-2016	2014-2017
<ul style="list-style-type: none"> • Transformation • Financial • Regional strategy • Invest as one company 	<ul style="list-style-type: none"> • Transformation • Strategy 2015 	<ul style="list-style-type: none"> • Audience • Market • Financial • Organization

Q: Who determines the extent to which the performance targets are met? What criteria are used in determining how much, if not all, of a performance target is met?

- **Three-year objectives, achievement and resulting payment are submitted for Board approval.**

d. How do the pay-incentive schemes at the CBC/R-C compare with incentive schemes at your private-sector competitors?

- **Our compensation philosophy is to provide a total compensation package that supports our ability to attract, develop, motivate and retain the talent required to enable the Corporation to deliver on its strategic objectives.**
- **Our total compensation offering is at the median of a group of external peer companies.**

4. PENSION PLAN (Sylvia Hums McStravick)

The CBC/R-C provides a defined benefit pension plan to eligible employees, including *FlexPlan*, which allows employees to make additional tax-deductible contributions (which do not affect their RRSP contribution limits) to increase their pension income at retirement.

- a. How does this pension scheme compare to those provided by private broadcasters?
- **Details of pension plan provisions for private broadcasters are not public.**
 - **The value of our plan overall is comparable to the Public Service Pension Plan except for 2 key provisions (indexation and unreduced early retirement) which offset each other:**

Comparison of Pension Plan		
	CBC/SRC	Public Service
Annual Indexation	Up to 2.7%	No maximum
Unreduced Early Retirement	85 points(age+service)	Age 60, 30 years

- **The total retirement offering for Federal employees includes subsidized health and dental benefits whereas CBC administers a similar plan but it is paid entirely by the retirees.**

- b. How much did the CBC/R-C spend to accommodate FlexPlan top-ups in the previous two fiscal years?
- **CBC/Radio-Canada does not contribute to the FlexPen.**
 - **FlexPen allows employees who are members of the Pension Plan to make voluntary tax-deductible contributions, up to the maximum amount permitted under the *Income Tax Act*.**
 - **This helps us to retain talented staff by allowing them greater options in planning for their own retirement.**
- c. How many former CBC/R-C employees who are currently collecting pensions from the CBC/R-C are now working on contract at the CBC/R-C?
- **The Chair answered this question in his written response to the Committee January 30th.**
 - **Our current workforce is 8,030 (Full Time Equivalents) of whom there are currently 30 who are retirees performing short-term contract work.**
 - **These contracts are managed in accordance with the Corporation's human resources policy. That policy specifies:**
 - Employees who have received severance may be re-hired to perform short term assignments 12 months following their departure.
 - Former employees receiving pensions but working more than six months will have their pension benefits reassessed.
 - Employees who have received severance payment under a voluntary incentive program cannot be re-hired.
 - **(additional detail) As of January 12, 2015, 30 retirees were on contract:**
 - 10 having worked less than 20 days fiscal to date.
 - 28 are hired in a short-term capacity
 - 1 at 60% and 1 at 100%.

5. TOTAL EXPENDITURE ON LEGAL FEES FOR OUTSIDE COUNSEL (Marie-Claude Ferland)

6. TOTAL EXPENSES FOR NEWS DIVISION (Laura Da Re – ES / Caroline Latour – FS)

Suzanne Moss) :

(from

The Committee's letter:

QUESTIONS:

- We know the challenges we are facing and our strategic plan “a space for us all” is our blueprint to addressing them. We will become more relevant, more agile, more financially viable; with a deeper, modern relationship with Canadians.
- The conventional television broadcasting system is broken – for all broadcasters. Advertising revenue will continue to move to digital. This threatens the future of Canadian programming, particularly local content.
- We have made enormous strides in streamlining our operations and finding more resources to invest in programming. We provide more services for less money than any other public broadcaster. But our current financial model is not sustainable. Without a new investment in public broadcasting, further cuts to programs and services are inevitable.
- The time has come for frank discussion with Canadians about funding levels for public broadcasting.

MORE LIKELY QUESTIONS:

Q1. You provided more information on salaries for on-air talent but the top band you provided is "\$300,000 and above". What is the maximum compensation in this category?

- For our on-air talent, we did not reveal the maximum salary earned by any one person because that would violate the *Privacy Act*.
- As you have seen, the information that is posted on our website includes the average actual compensation within each pay band so that Canadian can see what the average actually is.
- For example, if you look at the pay band, \$300,000 and above, you will see that there are four people in that category and that together they earn an average of \$485,667.
- Now, if you want to do the math, that means that the maximum one person could possibly earn in that category is 1 million, 42 thousand dollars (\$1.042M) and that is IF everyone else in that group was earning the minimum of \$300,000.
- We are always looking for ways to increase our accountability with Canadians but I think it's important to note that the information we have posted puts us at the forefront of Crown Corporations and other broadcasters with respect to disclosure.
- We believe it provides Canadians what they need to know about our pay structure while allowing us to operate in a competitive industry and respect federal law.

Q2. Why does CBC/Radio-Canada spend so much on news? Canadians have chosen to get their news from other sources. If you don't have enough money, you should be putting your emphasis on Canadian culture – the things the private sector cannot provide.

- I don't believe that's true, and I don't think Canadians believe that either.
- Our mandate is to provide Canadians with news and current affairs. What we offer – whether it's local, or international, on radio, TV or online – is **not** offered by anyone else. That is why, in times of crisis, like the recent shooting on Parliament Hill, Canadians turn to CBC/Radio-Canada for their news. Because they trust it. That's what they expect from a public broadcaster.
- Do you really think other broadcasters would continue to invest in news if CBC and Radio-Canada were no longer there? They would cut because news doesn't make money. They are already cutting.
- Take any issue – the problems with the temporary foreign worker program, fighting ebola in Africa, the risks of radicalized Canadians; CBC/Radio-Canada provides Canadians with information they are not getting anywhere else.
- Do our journalists criticize government? Sometimes. That's that's their job; to ask tough questions of government, just like they do for the heads of corporations, so that Canadians are informed. I don't think there's anyone better at what they do, and I think Canadians agree.

Q3. IF YOUR NEWS IS SO IMPORTANT, WHY DO MOST CANADIANS WATCH PRIVATE BROADCASTERS?

Q4. ARE RATINGS IMPORTANT OR NOT? BECAUSE IT WOULD SEEM TO ME THAT THAT IS THE MEASURE OF WHETHER YOU ARE WORTH THE BILLION DOLLARS YOU GET FROM TAXPAYERS.

- As I said in my remarks, of course ratings are important, especially to advertisers. And we rely on advertising for 26% of our budget.
- But as you have also heard many times in your study, ratings may be the only measure of success for a private broadcaster, they cannot be for a public broadcaster.
- Otherwise there would be nothing unique in our programming. We could offer the same popular mass american programs others do and you would rightly question why Canadians are investing in a public broadcaster.
- Our mandate is to provide a diverse range of Canadian programming to all Canadians. We hope some of it will be popular, but some of it may appeal to a specific group of Canadians. That's okay too. Because our mandate is to serve *citizens* not *consumers*.
- Our strategic plan is designed to help ensure that there are more quality programs available to Canadians. But if Canadians want more Canadian programs, there needs to be a frank discussion about public funding for public broadcasting.

Q5. EST-CE QUE SELON VOUS, RADIO-CANADA ET CBC C'EST LA MÊME <COMPAGNIE>?

- Oui. Selon la *Loi sur la radiodiffusion* et depuis toujours, CBC/Radio-Canada est une seule compagnie avec un mandat, des objectifs communs, et les mêmes valeurs de diffuseur public.
- Évidemment, il y a des différences entre les deux marchés linguistiques. Les besoins et les cultures sont différents et les moyens pour atteindre les objectifs tiennent compte de cette réalité.
- Il y a des avantages qui découlent d'une collaboration plus étroite entre les services sont considérables, que ce soit pour les Olympiques ou pour les émissions comme *Enquête* et *Fifth Estate* qui réalisent des enquêtes en profondeur ici et à l'étranger. Sans parler du gain en efficacité quand la gestion est faite en commun, par exemple celle de notre parc mobile.
- À l'interne, abolir les silos entre les secteurs et les services permet aux équipes de collaborer pleinement, tout en faisant des économies.

- Il n'est pas question de se diriger vers une convergence des contenus offerts par chaque service, mais bien une convergence des façons de faire et un partage de l'expertise afin d'offrir une plus grande qualité et quantité de contenu distinctif.

Q6. DO YOU FEEL THAT THE PUBLIC BROADCASTER HAS THE ADEQUATE TOOLS AND GOVERNANCE STRUCTURE IN PLACE?

- In an industry that is constantly changing, and at a fast pace, our governance structure does not always enable us to quickly seize opportunities (e.g., real estate transactions).
- For the past seven years, we've been asking for tools to give us greater financial flexibility: a line of credit, payment for the resale of our programming by cable and satellite companies ("fee for carriage"), and targeted funds like the local programming improvement fund (LPIF).

Q7. HAS THE ARM'S-LENGTH RELATIONSHIP BETWEEN CBC/RADIO-CANADA WITH FEDERAL GOVERNMENT BEEN COMPROMISED AS DESCRIBED IN M ALAIN SAULNIER'S BOOK?

- No. Many positions appointed by government are independent: including Supreme Court justices, the chief electoral officer, and the auditor general. The fact that the government appoints the CEOs and Directors of Crown Corporation has no bearing on the Crown Corporation's relationship with the government.
- Once appointed, Directors have a duty of care towards the Corporation and act in the best interests of the Corporation in fulfilling its mandate as laid out in the *Broadcasting Act*.
- As you know CBC/Radio-Canada operates independently from Government. Our priorities are determined by our mandate, not by the government of the day.

OTHER QUESTIONS :

Q8. COMMENT RADIO-CANADA VA-T-ELLE PRÉSERVER SON AUTONOMIE CULTURELLE DANS CETTE GRANDE VAGUE DE FUSIONS?

- Nous essayons de consolider nos activités et diminuer nos coûts d'infrastructure là où c'est pertinent, afin d'octroyer le maximum de nos ressources à la diffusion de contenu distinctif et de qualité.
- Les décisions de programmation de Radio-Canada sont toujours prises en fonction des particularités et des besoins du marché francophone.
- Si on veut continuer de jouer un rôle central dans la culture du pays, tant francophone qu'anglophone, nous allons devoir privilégier le contenu au dépit de l'infrastructure. Et quand nous parlons du marché francophone, nous ne parlons pas que de Montréal, mais aussi des régions et des communautés francophones hors Québec.

Q9. CERTAINS TÉMOINS ESTIME QUE LE GOUVERNEMENT DOIT INTERVENIR AFIN D'ASSURER QUE CBC

ET RC CONTINUENT À OFFRIR UNE PROGRAMMATION PERTINENTE POUR CHACUN DES MARCHÉS LINGUISTIQUES ET QUE LE PREMIER MINISTRE DEVRAIT DONNER DES DIRECTIVES CLAIRES AU CONSEIL D'ADMINISTRATION LORSQUE LA SOCIÉTÉ DÉVELOPPE SON PLAN STRATÉGIQUE. QU'EN PENSEZ-VOUS?

- Ceci est une question pour le gouvernement.
- Il y a assez de mécanismes et lois en place (CRTC, la Loi sur la radiodiffusion, etc.) pour que la Société offre une programmation pertinente pour chacun des marchés linguistiques.

MANDATE & BUSINESS MODEL

Q10. WHAT IS THE IDEAL BUSINESS MODEL FOR PUBLIC BROADCASTING IN TODAY'S MULTIPLATFORM UNIVERSE? IF YOU COULD CHANGE THREE THINGS IN THE *BROADCASTING ACT* TO ENSURE THE SUCCESS OF THE PUBLIC BROADCASTER FOR FUTURE GENERATIONS TO COME, WHAT WOULD THEY BE?

- Our governance structure does not always enable us to quickly seize opportunities (e.g., real estate transactions).
- We've been seeking tools to give us greater financial flexibility: a line of credit, payment for the resale of our signals by cable and satellite providers ("fee for carriage"), and targeted funds such as the local programming improvement fund (LPIF).
- The Broadcasting Act sets out objectives but not the funding necessary to do it. The current broadcasting model is no longer sustainable. There needs to be a frank discussion with Canadians about public levels of funding for the public broadcaster.

Q11. EST-CE QU'ON DEVRAIT APPLIQUER LES MÊMES CRITÈRES DE RENTABILITÉ À UNE ENTREPRISE PRIVÉE ET À UNE INSTITUTION PUBLIQUE ET CULTURELLE? SI OUI, POURQUOI?

- Il n'y a pas de « critères de rentabilité » chez CBC/Radio Canada.
- La question qui nous préoccupe c'est d'avoir les moyens de répondre à notre mandat, dans un environnement en mutation. Cela exige des investissements importants.
- Contrairement aux radiodiffuseurs privés, nous ne pouvons pas attirer des capitaux ni emprunter pour nos flux de trésorerie. Pour investir dans notre avenir, un avenir résolument tourné vers le service public, nous devons trouver au sein même de la Société les ressources pour y parvenir.
- Nous souhaitons surtout recevoir du financement stable pour prévoir nos activités à long terme.

Q12. MANY OF THE WITNESSES WE HAVE HEARD FROM HAVE CRITICIZED YOUR 2020 STRATEGIC PLAN (I.E. LACK OF CONSULTATIONS, TOO MUCH EMPHASIS ON DIGITAL AND NOT ENOUGH ON TV AND RADIO, ETC.). WHY DIDN'T YOU WAIT FOR US TO FINISH OUR STUDY BEFORE DEVELOPING YOUR PLAN?

- The broadcasting system is changing rapidly. The challenges we face do not allow us to wait.
- Our strategy was developed after months of study and debate within the Corporation.
- Television and radio are still important today. In fact, most Canadians still get most of their programming from watching television in prime time – about 26 hours a week.
- We are continuing to invest in quality programs for both radio and television but the shift to digital is happening and we need to be prepared by developing more content for digital and mobile platforms, and by deepening our relationship with Canadians.

Q13. VOUS AVEZ VANTÉ LE MODÈLE DE LA PRESSE+. COMMENT LE DIFFUSEUR PUBLIC PEUT-IL CRÉER SON PROPRE MODÈLE EN COUPANT AU LIEU D'INVESTIR DES SOMMES CONSIDÉRABLES COMME L'A FAIT GESCA.

- Dans le cas de GESCA, l'actionnaire principal a décidé d'investir son propre argent (40 ou 60 millions de dollars, selon les rumeurs) pour refaire le modèle.
- Contrairement aux sociétés privées, nous n'avons pas de lignes de crédit, ni accès aux marchés pour financer des investissements de ce genre, ni des actionnaires prêts à investir.
- Nous devons trouver les marges de manœuvre à l'interne pour financer les services que nous devons offrir à l'avenir.
- À l'heure actuelle, comme prévu dans la stratégie 2015 annoncée en 2011, nous avons réussi à dégager un montant annuel de \$83 millions à investir dans le numérique.
- Nous voulons aussi transformer les dollars investis en infrastructures en dollars investis dans notre programmation et dans le virage numérique.
- Cette stratégie nous permettra de réduire nos coûts fixes et de nous doter d'un modèle financier plus flexible. Elle nous permettra ainsi de faire des investissements dans la télé aux heures de grande écoute, dans des émissions de radio de la plus grande qualité et dans du contenu à vocation numérique et mobile.

Q14. IS CBC/RC AT A DISADVANTAGE WITH RESPECT TO TECHNOLOGY?

- CBC/Radio-Canada is a leader with respect to technology.
- The Corporation was the first broadcaster in Canada to offer podcasts, streaming, etc.
- Technology has brought many benefits:
 - Canadians were able to watch live and on demand coverage of every sport during the Olympics on tv, phones or tablets; something that wasn't possible before.
 - We were able to transform RCI International which provided better means to measure and engage with audiences worldwide; something we couldn't do with shortwave.
 - We were able to launch & test our hyper-local stations (Hamilton, Rives Nord et Sud)
 - We were able to digitize our music collection.

Q15. IS IT POSSIBLE FOR CBC TO GO COMMERCIAL-FREE? SOME SAY THAT CBC/RC LOSES ITS UNIQUENESS WHEN IT COMPETES FOR RATINGS AND ADVERTISING DOLLARS?

- Government decided that CBC/Radio-Canada should be dependent for part of its budget, on commercial revenue.
- Advertisers want large audiences and reaching large audiences is an important goal for some programming. It can be one indication of whether a program appeals to Canadians.
- But the advertising model is changing. Advertising revenue is leaving television for digital platforms. That's putting pressure on all conventional broadcasters.
- Without advertising revenue, how would the Corporation replace the 26% of its budget that advertising represents – money that supports all of our services and programs.

B. OPERATIONS AND PROGRAMMING

Q16. IT SEEMS THAT CBC GOT THE SHORT END OF THE STICK IN THE HOCKEY DEAL WITH ROGERS. CBC JUST GAVE AWAY THE HNIC BRAND INSTEAD OF LEVERAGING IT. HOW WILL CBC FILL THOSE 400 HOURS OF PROGRAMMING ONCE HOCKEY IS NO LONGER AIRED ON CBC?

- I disagree. The deal with Rogers ensures that millions of Canadians are watching hockey on the CBC. That is giving us the opportunity to promote our programming – for Canadians to hear about the other great programs we offer.
- We no longer get advertising revenue from Hockey but we are not paying broadcasting rights either. The impact would have been much greater if we had lost hockey entirely.
- We don't know what circumstances will be when the current arrangement with Rogers expires. The current agreement gives us time to plan for the future.

Q17. POURQUOI EST-CE QUE RC QUI A PLUSIEURS ÉMISSIONS MILLIONNAIRES ET DONC ENCORE DE BONS REVENUS PUBLICITAIRES, DEVRAIT-ELLE PAYER POUR LES PROBLÈMES DE CBC DONT LES COTES SONT EN CHUTE LIBRE ET LES REVENUS PUBLICITAIRES AUSSI DEPUIS LA PERTE DE HOCKEY NIGHT IN CANADA?

- C'est réducteur de croire que tout va bien à Radio-Canada et que tout est mauvais chez CBC.
- La CBC a ses forces et ses faiblesses, tout comme Radio-Canada. La Loi nous oblige d'offrir un service de qualité équivalent en français et en anglais.
- Pour ce faire, nos budgets ne sont pas gérés en vase clos. Par exemple, nous mettons nos ressources financières en commun pour faire des acquisitions technologiques ou d'autres projets comme les Olympiques. C'est dans le meilleur intérêt de tous que les deux réseaux soient forts. Les besoins sont différents selon les marchés et les choix sont faits en tenant compte de cette réalité.
- Radio-Canada perçoit un pourcentage de financement plus élevé qu'historiquement (60% CBC/40% Radio-Canada). Au cours des dernières années, dont cette année, elle perçoit au-delà de 40%. Cela tient compte de l'étendue du marché anglophone et la réalité du marché francophone, entre autres en milieu minoritaire.

Q18. CBC TV'S PRIMETIME SCHEDULE PREDOMINANTLY SHOWCASES CANADIAN TV SHOWS. HOWEVER, WHY DOESN'T CBC DO MORE TO PROMOTE CANADIAN FEATURE FILMS (INSTEAD OF AIRING DISNEY SHOWS) LIKE RADIO-CANADA DOES? AFTER ALL, TAXPAYERS HAVE ALREADY PAID INTO THE MAKING OF THESE FILMS.

- English Canadian television broadcasters all have had a challenging relationship with Canadian feature films.
- Canadian feature films are difficult to schedule and promote; and are often relatively expensive even though the English Canadian television broadcast window can be years following the film's delivery ("the orderly marketplace").
- Since 2005, CBC has tried a number of different strategies to address the English market feature film challenges (Theatrical Documentary Fund, Feature Film Initiative) and we currently have four feature films offers pending.
- Over the last 7 years, CBC has licenced an average of between 3-5 Canadian feature films each year (in 2011 CBC licenced 12 Canadian feature films).
- As part of its condition of licence, CBC must broadcast at last one Canadian feature film during each month.

Q19. HOW CAN RADIO-CANADA PROVIDE QUALITY PROGRAMMING TO BOTH OLMC AND QUEBEC AUDIENCES? DO WE HAVE TO RETHINK THIS ASPECT OF THE CORPORATION'S MANDATE?

- We take our obligations with respect to official languages very seriously. I believe we do provide quality programming to both audiences.
- The Local Programming Improvement Fund was a great tool to not only help our stations provide more local programming but many of those shows were then broadcast on the networks, like *Tout le monde en parlait* (*Les Franco-Ontariens sauvent l'hôpital Montfort*, *L'école de la résistance de Penetanguishene*, *La Sagouine*, etc.)

Q20. I DON'T SEE ANYWHERE IN THE BROADCASTING ACT THAT CBC/RADIO-CANADA SHOULD BE OFFERING INTERNATIONAL NEWS SERVICES. WITH ALL OF THE MEDIA SOURCES COVERING INTERNATIONAL NEWS TODAY, IS IT STILL NECESSARY FOR YOUR JOURNALISTS TO BE ABROAD?

- Canadian want international news reported from a Canadian perspective; and that is what the Corporation is providing.
- There are no other Canadian journalists covering the conflicts directly from Iraq, Syria, the Middle East, and West Africa (on the Ebola health crisis).
- CBC News and SRC work together closely on the timing and logistics of our foreign deployments. We leverage our joint assets and expertise whenever possible for maximum benefit. Canadians are exceptionally well served in both official languages across multiple platforms.

MISCELLANEOUS

Q21. DID THE CORPORATION PAY ANY MONEY TO JIAN GHOMESHI WHEN IT FIRED HIM?

- For any company to reveal personal information about the departure of an employee would be a violation of the Privacy Act.
- Mr. Ghomeshi has himself stated that CBC terminated his employment for cause.
- As you know, there is currently a criminal case before the courts.
- He also has also filed a grievance with CBC/Radio-Canada.

Q22. WHEN DID THE CORPORATION FIRST XXXX ABOUT JIAN GHOMESHI?

- Chairman, as you have pointed out, as part of its mandate, this Committee is studying process in place at CBC/Radio-Canada rather than individual cases.
- As we have said, (Response with existing public information).
- It would not be appropriate to comment further at this time.
- Let me assure you that CBC/Radio-Canada takes any allegations of sexual harassment very seriously.
- Shortly after it terminated the employment of Jian Ghomeshi, the Corporation brought in an independent, 3rd party investigator – a leading authority on workplace harassment and investigation – to provide an independent report with respect to allegations of harassment.
- The investigator has been conducting confidential interviews across CBC.
- The investigator's report will include recommendations including any recommended changes to CBC/Radio-Canada's policies and procedures with respect to workplace harassment, discrimination, respect in the workplace and workplace violence.
- We expect that report by the end of March 2015.
- It is vital to the integrity of this investigation that the work be completed without interference or commentary from CBC or from Government.

Q23. A WITNESS FROM THE COMMUNITY OF GRAND FALLS-WINDSOR TOLD US THAT THE CORPORATION CHOSE TO MOVE ITS STATION FROM GRAND FALLS TO GANDER EVEN THOUGH GRAND FALLS HAD MADE A MORE COST-EFFECTIVE BUILDING AVAILABLE TO YOU. (TRANSCRIPT T-9, DECEMBER 2ND)

- The consolidation of real estate holdings in Central Newfoundland is part of even larger efforts we are undertaking to manage our corporation more efficiently.
- We realize closing any physical CBC/Radio-Canada presence in a community can provoke a sense of loss, even — as in this case — where there is no reduction in local programming or jobs. We have been in close contact with a number of people in the community to try and explain this
- As we have explained to representatives from Grand Falls-Windsor, there were many considerations that went into our decision to consolidate our presence in Gander but it is incorrect to assert that we did not consider Grand Falls-Windsor as an alternative, or that Grand Falls-Windsor was a better business case. I could provide you with a copy of our correspondence with him if you would like.
- The space we have leased in Gander was simply our best option. It meets our criteria of being commercially competitive in rates and services and in reducing our existing occupancy costs. It also

meets our criteria for public visibility, for us to interact with our audience. Our conclusion was arrived at after two years of diligence and a positive business case.

ADDITIONAL QUESTIONS

ON VALUE OF NEWS: (You should spend less on news and more on Canadian culture)

. We met with officials at the BBC last week and they told us...

- Perhaps you could share the transcript of your meeting so we can see the context of what they're saying.
- We have also spoken with the BBC who, despite getting almost 6 times our funding (£3.726 B or \$CDN 6 B or \$97 per person), is grappling with many of the same challenges we are.
- When we were developing our new strategic plan we consulted with public broadcasters in Britain, Ireland, the Netherlands, France, Australia, Switzerland and Belgium.
- They are also grappling with audience fragmentation and shifting audiences to digital. They don't serve as large an area as we do, in two official and 8 aboriginal languages.
- If you like, we could share with you the summary of our consultations.

ON THEIR MEETING WITH BBC: (We met with BBC last week and they told us...)

- I'd love to see review the transcript of your meeting with them so we can see the context.
- We have also spoken with the BBC who, despite getting almost 6 times our funding (£3.726 B or \$CDN 6 B or \$97 per person), is grappling with many of the same challenges we are.
- In fact, when we were developing our new strategic plan we consulted with public broadcasters in Britain, Ireland, the Netherlands, France, Australia, Switzerland and Belgium.
- They are also grappling with audience fragmentation and shifting advertising to digital. They don't serve as large an area as we do, in two official and 8 aboriginal languages.
- If you like, we could share with you the summary of those consultations.

(BBC is still more transparent than you are – I can find all salary information on their website)

- We looked at what the BBC does as we've been finding ways to increase our own transparency.
- Our public list of salary ranges for on-air talent is the same as theirs – except our pay bands are reported in \$50,000 increments instead of the much broader £50,000 range.
- But our circumstances are different; we compete for advertising revenue in a commercial environment. They don't. They operate in the UK, we are bound by the laws of Canada, including the federal Privacy Act.

- We disclose more information about our salaries and operations than other Crown Corporations. And we are continually looking at ways to increase that transparency.

BANG FOR THE BUCK : (Taxpayers invest over a billion dollars into CBC/Radio-Canada. Why shouldn't we give some of that money to someone who can get a bigger bang for the buck?)

- We are your biggest bang for the buck.
- Only CBC/Radio-Canada delivers so much Canadian content in prime time – when the largest number of people are watching television.
- In every region across the country we are contributing to local economies and the growth of other creative clusters.
- We support xx independent producers.
- CBC/Radio-Canada received \$1.1 billion from taxpayers and in 2013, last full broadcast year, it invested \$1.024 billion in Canadian programming.
- Of that \$700.8M was spent on Canadian content for conventional television. All of the private broadcasters combined spent just \$605 Million (CRTC Communications Monitoring Report 2014)
- Go watch “Heartland” being shot outside Calgary. You will see the hundreds of local technicians, set builders, horse wranglers, caterers, and drivers that are all employed because our production is there.
- For every dollar we receive in appropriation, we generate almost four dollars for the Canadian economy (Nordicity)

HOCKEY: (How much money are you losing from not having hockey?)

- The net loss of not CBC not having the NHL contract will be about \$2 million. Remember, although we don't have that revenue, we also don't have the high cost of the broadcast rights, which as you have seen, have grown exponentially. It also depends a lot on whether there is a Canadian team in the playoffs in a particular year. I'll let Heather explain a bit more:
- (HEATHER) Over the life of our contracts with the NHL, HNIC went from being a very profitable property for the CBC to a place where those profit margins were slim ; in fact, with the last contract - the revenues more or less paid for the broadcast rights. (It would vary from year to year depending on how many Canadian teams made the playoffs.)
- There was never going to be a scenario, any scenario, where we were going to write a cheque to the NHL for \$5.2 billion dollars using taxpayers' money to be shared with 30 billionaires, 23 of whom are American. Sports rights have dramatically escalated through the years and we could no longer play in that game.
- What hockey gave us, still gives us, is a valuable promotion platform where we can show large numbers of Canadians the other great programs we have.

Why is a public broadcaster helping to line the pockets of a private sector company?

- (HEATHER) Our arrangement with Rogers allows us to maintain an important promotional window every Saturday night to market other CBC content to millions of Canadians.
- It also gives us some time (4 years) consider how to address the significant challenge of filling over 300 hours of programming that hockey represents.

ON RATINGS (RESEARCH NUMBERS) (You say your ratings are good. I suppose you can get numbers to say anything. Nobody that I talk to watches your shows. They say they'd rather watch private broadcasters)

- Those aren't our numbers, those are from BBM Numeris. They are the independent company that provides audience numbers to all broadcasters. They are the standard the whole industry uses.
- We are providing you with the facts about our industry because want to help you ensure that your study is rooted in facts.

PAID SPEAKING: (CBC/Radio-Canada has lost a lot of credibility over allowing its journalists to get paid to speak to groups it reports on.)

- I will admit that this issue can be confusing. Payments for public speaking are an important way for organizations to benefit from the knowledge and experience of individuals. We have some very knowledgeable and experienced people at CBC/Radio-Canada who Canadians want to hear from.
- But we understand that when it comes to journalism, the practice of payment for public speaking is less acceptable to our audiences.
- Give that paid appearances can create an adverse perception, CBC/Radio-Canada is no longer approving paid appearances by our on-air journalists.
- Non-journalists who speak for outside groups will continue to disclose their appearance on our websites.
- We believe this approach ensures that the public can continue to trust in our ability to deliver the highest standards of journalism Canadians expect.

ARCHIVES: (If you're so short of money, why aren't you doing more to monetize your archives? There are old shows that I would pay to see again. Why don't you put your archives online?)

- Our archives are a treasured resource – they are the history and culture of Canada as reflected in our programs.

- They are also a commercial asset. Archive sales bring in between 1 and 2 million dollars a year for CBC/Radio-Canada.
- We'd like to put more programs online but it's a question of time and money. We digitize about 160,000 items every year. We also reuse about 140,000 items each year in various ways in our programming.
- Our archive policies were developed in partnership with Library and Archives Canada.

REPORTING MISTAKES: (You like to praise the importance of reporting and reporting facts. Do you believe that if someone in the media makes a mistake in their reporting? Shouldn't they correct the mistake on an equal basis?)

- Yes. Our journalistic standards policies spell out our approach on this. This is important to maintaining our trust with Canadians.
- We want to make sure we are accurate and fair and we will not hesitate to correct a significant error when one has occurred.
- When a correction is necessary, it is made promptly, and with due regard for the reach of published error.
- If you are referring to your specific complaint against CBC news and The National on the reporting of your Senate expenses that policy was followed precisely. As you know, CBC news reviewed your complaint; it was also investigated by the Ombudsman in March. Her findings are posted on her website. She found one error in the original online story which was corrected online as soon as you made news staff aware of it. She also noted: "*You believe that the correction should be made on The National and Power and Politics as well. There is no policy requirement to do so as the error was not committed there.*"

ONE COMPANY: (Do you consider CBC/Radio-Canada to be "one company"?)

Dennis Dawson: *As It Happens*, May 20, 2014: "CBC/Radio-Canada is like having BBC and Radio-France International being run out of Belgium because we have two very different environments. You have more people listening to tout le monde en parle than for the top 10 English shows on CBC."

Dennis Dawson: *Pas de midi sans info*, 5 Nov, 2014: "on n'est pas à Mergers and Acquisitions, ici"

- Yes. We are a single national public broadcaster, serving different audiences in an incredibly broad country in two official languages and eight aboriginal languages.
- I have heard some on this committee describe CBC/Radio-Canada as a combination of BBC and Radio France International run by Belgium, as if a single public broadcaster serving a country like Canada was impossible. To me, that reflects a misunderstanding of the Canadian broadcasting system and its reality.

- Serving Canadians in English and French (and eight aboriginal languages) is the strength of the public broadcaster, in the same way that it is one of the strengths of this country.
- Yes, there are things we do differently, programs that reflect different audiences and interests, but I believe that our strength comes from the fact that we are one. There are values we share, greater than the sum of our parts;
 - whether its journalists on *Enquete* and *the Fifth Estate* sharing their expertise for a joint investigative report;
 - our media solutions group, offering a single bilingual sales force for all platforms, coast to coast;
 - our IT group adapting new technologies to deliver exponentially more Olympic content to Canadians in both languages and on all platforms.

HOW MUCH MONEY DOES CBC/RADIO-CANADA NEED? WHAT WOULD YOU DO WITH IT?

- That depends on what Canadians want and expect from the public broadcaster. Do you want more Canadian drama shows in prime time? Do you want journalists serving the 5 the fastest-growing communities who currently do not have a CBC/Radio-Canada presence?
- In 2003, the Standing Committee on Canadian Heritage "Lincoln Report" called for "increased and stable multi-year funding." That was over 10 years ago.
- In 2008, the same committee called for a core funding increase of "at least \$40 per capita." The Conservative minority on that committee called for "stable, multi-year funding for CBC/Radio-Canada, indexed to the cost of living."
- Instead our budgets are shrinking and we are forced to cut programs and services every year.
- That is why the time has come for a frank talk with Canadians about funding levels for public broadcasting.

CBC/Radio-Canada QUICK FACTS

Draft 1 11 Feb 1300hrs

Workforce:

8,030 Full Time Equivalents

Funding: year ending March 31, 2014,
Government funding is \$1,090,898
Revenue is \$ 767,839

Per capita funding: \$29 dollars per year per Canadian. The world-wide average is \$82 (We measure Canadians NOT taxpayers or households because we provide services to Canadians)

- Canadian spending on culture between 1991 and 2011, up by 66% in other areas.
- Indirect benefits to private broadcasters grew between 60 and 70%.
- CBC/Radio-Canada's public funding during the same 20 years? Down almost 40%, adjusted for inflation.

Support for Independent Producers:

- Every year, CBC/Radio-Canada supports about 400 independent producers across the country. (RC 113, CBC 272 for 2014/15)

Television Programming Expenditures: (From CRTC Annual Aggregate returns)

- Private Conventional Broadcasters get over a billion dollars in public benefits yet last year they spent over \$550 million dollars buying foreign programming – mostly American - to run in prime time.
- CBC/Radio-Canada gets \$1.1 billion for all of our services and we spent \$1.024 billion on Canadian programming (\$700.8M just on Canadian programming for conventional television – more than for ALL of the conventional private broadcasters combined)

TOTALS:

English Private Conventional spent on foreign programming:	\$534M
English Private Conventional spent on Canadian programming:	\$400M
CBC spent on foreign programming	\$ 16M
CBC spent on Canadian programming	\$408M
French Private Conventional spent on foreign programming	\$ 25M
French Private Conventional spent on Canadian programming	\$156M
Radio-Canada spent on foreign programming	\$ 8M
Radio-Canada spent on Canadian programming	\$289M

CBC/Radio-Canada QUICK FACTS

Added Value

- For every dollar CBC/Radio-Canada receives in appropriation, it generates almost four dollars for the Canadian economy.
- In 2013, the Corporation added \$3.56 billion to the Canadian economy, arising from an expenditure of \$1.69 billion. (Source: *Economic Impact of CBC/Radio-Canada in 2013*, Deloitte, June 2014, page 13. Last updated: January 2015)

Unions: 13 Unions and Associations:

(National - 2)

- Association of Professionals and Supervisors (APS)
- American Federation of Musicians (AFM)

(CBC - 4)

- Alliance of Cdn Cinema, Television and Radio Artists (ACTRA)
- Canadian Media Guild (CMG)
- International Alliance of theatrical, Stage Employees (IATSE)
- Writers Guild of Canada (WGC)

(Radio-Canada - 7)

- Syndicat des communications de Radio-Canada (SCRC)*
- Association des réalisateurs (AR)*
- Canadian Union of Public Employees (SCFP)*
- Syndicat des technicien(ne)s et des artisan(3)s du réseau français (STARF)*
- Société des auteurs de radio, télévision et cinéma (SARTEC)
- Société professionnelle des auteurs et compositeurs du Québec (SPACQ)
- Union des artistes (UDA)

*Last fall the CIRB ruled in favour of CBC/Radio-Canada's application to streamline 4 Radio-Canada unions representing 3,000 workers in Quebec and Moncton in order to modernize our operations. We are now trying to reach an agreement with the unions on that structure.

Stations and Services:

- 54 stations including Radio, Television and Digital, and including our Affiliates.
- 31 services in Radio (8), Television (9) and Digital (10) platforms, as well as CBC North and KidsCBCs.

Foreign bureaus:

- Eight permanent foreign bureaus (New York, Washington, London, Paris, Moscow, Beijing, Beirut, Jerusalem,) with 2 temporary "pocket" bureaus (Istanbul, and Accra, Ghana) that will be in operation until March 31, 2014.

CBC/Radio-Canada QUICK FACTS

Foreign correspondents:

- Currently 39 people working overseas on behalf of CBC/Radio-Canada.
- These include our correspondents, camera operators, producers, bureau chiefs and writers. These also include local hires.

Perceptions:

- According to IPSOS, CBC is the strongest media brand in the country
- CBC ranked 13th in IPSOS's ranking of the top 100 brands in Canada, (Source, IPSOS 2014)
- ICI Radio-Canada ranked 7th in IPSOS's ranking of the top 100 brands in Québec, and is the strongest media brand in the province. - Ipsos Québec 2014

Sources: [Top 10 Most Influential Brands in Canada 2014](#) and [Les marques les plus influentes au Québec en 2014](#)
Last updated: January 2015

EFFECT OF CUTS:

- \$130 million in budget cuts, triggering the elimination of the equivalent of 657 full-time positions Just to balance our budget for 2014–2015.
- Elimination of 1500 jobs by 2020
- Cancellation of planned regional news expansion to London, Ontario.
- Preserved geographic footprint but at reduced cost.
- Fewer episodes of Canadian programs, more repeats
- Significantly reduced in-house production across the organization.
- End of professional sports investments.
- Olympic sports only through partnerships

CHANGES TO MEDIA INDUSTRY OVER THE PAST YEAR:

- Bell Media lays off 91 staff and ends eight in-house productions, including its only public affairs program.
- Rogers cuts executives by 15%. As it moves forward with the NHL, it discontinues student-athlete coverage.
- Shaw lays off 55 at Global News.
- Star Media shuts down print editions of *Metro* in three cities and *The Grid* in Toronto, and eliminates 50 jobs.
- Transcontinental ends publication of 20 weekly newspapers in Quebec and lays off 80 staff.
- Postmedia closes printing plants, lays off employees, and sets up paywalls for its websites.
- Time Warner cuts 600 senior Turner Broadcasting staff and says that it will do less with less.

CBC/Radio-Canada QUICK FACTS

- *The New York Times* cuts 100 employees.
- Microsoft cuts 14% of its workforce — that's 18,000 people.
- The BBC reduces its workforce by 220.
- Down under, the Australian Broadcasting Corporation announces major job cuts on top of the 80 job losses already announced for ABC International, sees its budget (in June) cut by \$120M over the next 4 years, and braces for more cuts to be announced in November.

- **Netflix** has 50M+ subscribers in 40 countries.
- **Google** has a 1B+ user base and is reportedly investing \$1 billion to launch 180 satellites and provide Internet access for the entire planet.
- **Spotify**, the Swedish music streaming service, has more than 10 million subscribers in 58 countries, including Canada as of this past August.
- **Al Jazeera** has launched a new global platform, AJ+, shaped around bite-size content for mobile and aimed at 18-to-34-year-olds. Audience engagement and sharing drive editorial decisions.
- **VICE Media** has grown from its humble beginnings as Voice of Montreal to a \$2.5 billion empire in New York. VICE News isn't even a year old, and already has 34 bureaus worldwide INCLUDING A BUREAU ON PARLIAMENT HILL.

Briefing Documents: Senate Transport Committee 17 Feb 2015 appearance

1 message

Shaun Poulter <shaun.poulter@cbc.ca>

Fri, Feb 6, 2015 at 5:41 PM

To: Hubert T Lacroix <ht.lacroix@cbc.ca>, Heather Conway <heather.conway@cbc.ca>, Louis Lalande <louis.lalande@radio-canada.ca>

Cc: Bill Chambers <bill.chambers@cbc.ca>, Emmanuelle LAMARRE-CLICHE <elcliche@radio-canada.ca>, Guylaine Bergeron <guylaine.bergeron@radio-canada.ca>, Chuck Thompson <chuck.thompson@cbc.ca>, Jeff Keay <jeff.keay@cbc.ca>, Stephanie Duquette <stephanie.duquette@radio-canada.ca>, Liliane Le <liliane.le@cbc.ca>

Attached are background materials for your Senate Appearance on the 17th.

Our first briefing meeting will be next Tuesday February 10th from 2h30 to 4h0:

You will receive section D this weekend.

TABLE OF CONTENTS











- A. Opening remarks (currently with Hubert)
- B. Profile of Committee members
- C. Responses to written questions from Committee letter (Nov 27, 2014)
- D. Possible Q&As (coming soon)
- E. Summary of witnesses' positions and questions asked
- F. Nordicity Report Responses
- G. PBS Model Responses
- H. Feature film Responses
- I. Archives Responses

Appendices

- J. Response to the Standing Senate Committee on Transport and Communications' letter (Nov 27, 2014) – Questions for Remi
- K. Full set of Committee transcripts

–
Shaun Poulter
Senior Director, Premier directeur
Government Relations/ Relations gouvernementales
CBC/ Radio-Canada
Tel: (613) 288-6233
Cell: (613) 791-8054
shaun.poulter@cbc.ca

10 attachments

-  **00 Notice of Meeting for Tuesday, February 17, 2015.pdf**
90K
-  **0 Table of contents.docx**
17K
-  **B. Senators Profiles.docx**
414K
-  **C. Responses to Written Questions from Committee.docx**
58K
-  **E. Summary of meetings to date.docx**
137K
-  **F. Nordicity Report Responses.docx**
18K
-  **H. CBC Feature Films Responses.pdf**
480K
-  **I. Archives Responses.pdf**
146K
-  **J. Appendix 1 2014-12-10 TRCM Questions for M Racine RESPONSES.docx**
38K
-  **K. Senate Committee Full Transcripts.zip**
10266K

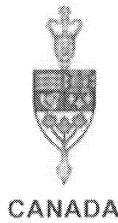
TRANSPORT AND COMMUNICATIONS - Notice of Meeting for Tuesday, February 17, 2015 / TRANSPORTS ET COMMUNICATIONS - Avis de convocation pour le mardi 17 février 2015

1 message

TRANSCOM <TRANSCOM.TRANSCOM@sen.parl.gc.ca>

4 February 2015 at 14:31

SENATE



SÉNAT

SENATE COMMITTEES DIRECTORATE

DIRECTION DES COMITÉS DU SÉNAT

Transport and Communications

Transports et des communications

Notice of meeting

Avis de convocation

Tuesday, February 17, 2015
9:30 a.m.

Le mardi 17 février 2015
9 h 30

Room 2, Victoria Building
140 Wellington Street

Pièce 2, Édifice Victoria
140, rue Wellington

Webcast
<http://senate-senat.ca/webcast-e.asp>

Diffusion web
<http://senate-senat.ca/webcast-f.asp>

Agenda

Ordre du jour

Examine the challenges faced by the Canadian Broadcasting Corporation in relation to the changing environment of broadcasting and communications

Étude sur les défis que doit relever la Société Radio-Canada en matière d'évolution du milieu de la radiodiffusion et des communications

Witnesses

Témoins

Canadian Broadcasting Corporation

Société Radio-Canada

Hubert T. Lacroix, President and CEO

Hubert T. Lacroix, président-directeur général

Heather Conway, Executive Vice-President, English Services

Heather Conway, vice-présidente principale, Services anglais

Louis Lalonde, Executive Vice-President, French Services

Louis Lalonde, vice-président principal des Services français

With reporting and interpretation.

Avec transcription et interprétation.

Greffier du comité

Daniel Charbonneau 613-301-7565

Clerk of the Committee

CBC/RADIO-CANADA
SENATE COMMITTEE ON TRANSPORTATION AND COMMUNICATIONS
STUDY ON THE CHALLENGES FACED BY THE CBC/RC IN RELATION TO THE CHANGING
ENVIRONMENT OF BROADCASTING AND COMMUNICATIONS
17 FEBRUARY 2015

TABLE OF CONTENTS

- A. Opening remarks (with Hubert)
- B. Profile of committee members
- C. Responses to written questions from Committee - letter (Nov 27, 2014)
- D. Possible Q&As (coming soon)
- E. Summary of witnesses' positions and questions asked
- F. Nordicity Report Responses
- G. PBS Model Responses
- H. Feature film Responses
- I. Archives Responses

Appendices

1. Written Response to the Standing Senate Committee on Transport and Communications following Chair's appearance - letter (Nov 27, 2014)
2. Full set of committee transcripts

SENATE STANDING COMMITTEE TRANSPORT AND COMMUNICATIONS
Profiles of Committee Members

Dennis Dawson – Chair (Lib – Lauzon – QC)

- Also a member of the Foreign Affairs & International Trade Committee
- Began his career as a school board trustee (QC) and became
- Chairman of Québec's second largest school board
- In '77, was elected as MP for Louis-Hébert (3 terms)
- Ran the Québec operations for Hill and Knowlton
- Was a political commentator on national TV
- BA from the universities of Laval and Ottawa and a MBA from Laval
- Married with three children



Leo Housakos– Deputy Chair (CON – Wellington-QC)

- Also a member of the Rules, Procedures and the Rights of Parliament committee
- Was President of TERREAU Inc. (composting)
- Was President of Quadvision International (com and strategic planning)
- Was VP, Sales at Constant Laboratories (industrial chemical products)
- Worked for the Minister of Multiculturalism '92, and Advisor to the Mayor of Montreal between '01-02
- Served two terms as VP, National Issues ('98 and '00) for the Hellenic Congress of Quebec, Co-founded the Hellenic Board of Trade in '93 (Greater Montreal Area), and served on the Board of Directors of VIA Rail for a year ('07-08)
- Has a BA from McGill University
- Montreal-born, married to Demi Papapanagiotou, has two children (Peter and Tasso)



Jacques Demers (CON – Rigaud – QC)

- Also a member of the Foreign Affairs & International Trade Committee
- Former NHL Coach of teams such as the Québec Nordiques, the Detroit Red Wings, the St. Louis Blues and the Montreal Canadiens for over twenty years
- Commentator for the RDS television channel in 1999, where he worked for many years as an analyst to the Montreal Canadiens' games
- In 2005, he published his biography entitled *En toutes lettres* in which he reveals his long struggle with functional illiteracy to the Canadian public
- Devoted much of his time to the cause of children and adults' literacy by getting involved with many charitable organizations working in this field
- Married for over thirty years to Deborah Anderson and has four children



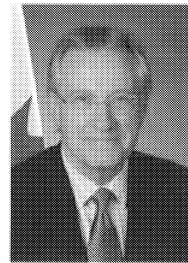
Stephen Greene (CON – Halifax – The Citadel – NS)

- Also a member of the Banking, Trade & Commerce, and the Selection committees
- Began his career at the Canadian Embassy US in DC & Boston (fisheries policy)
- Managed government relations for H.B. Nickerson & Sons Ltd (offshore trawler)
- Was Assistant to the President of Clearwater Fine Foods
- Was a federal candidate ('93-97) and was Chief of Staff (CofS) to P. Manning ('93-96)
- Was Principal Secretary and Deputy CofS to NS Premier Rodney MacDonald ('06)
- Born in Montreal, has a BA from McMaster and an MA from Dalhousie University.
- He lives in Halifax and his daughter (Lana) is in the McGill University Ph.d Chemistry program



Art Eggleton (Lib – ON)

- Also is Deputy Chair of the Social Affairs, Science and Technology Committee, and is a member of the Human Rights Committee
- Elected in '69 as a Toronto City Council for 22 years and was Mayor from '80-91
- Received Toronto's highest honour, the Civic Award of Merit in '92
- Elected in '93 as an MP York Centre (served 11 years) and was:
 - Treasury Board President & Minister Responsible for Infrastructure ('93-96),
 - Minister for International Trade ('96-97), and
 - Minister of National Defence & Vice-Chairman of Cabinet Committee on Economic Policy ('97-02)
- Serves on the Advisory Board of Directors of the Skylink Group of Companies and is the Chair of the Rebuilding Lives Campaign for St. John's Rehabilitation Hospital, Toronto.
- Born, raised and educated (accounting) in Toronto



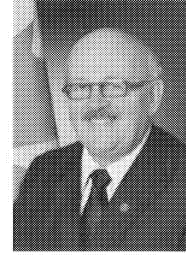
Michael L. MacDonald (CON – Cape Breton, NS)

- Also a member of the Energy, the Environment and Natural Resources Committee
- Since '88, is the President and owner of the Fortress Inn Louisbourg
- Worked as an EA to various provincial and federal cabinet ministers in the 80s; Hon. Gerald Sheehy, Premier John Buchanan, Hon. Tom McMillan, and Hon. Stewart McInnes.
- Ran twice for federal office ('88 and '04) and twice provincially ('93 and 98)
- Coaches minor hockey and baseball, raises funds for cystic fibrosis research, and supports organizations that promote and preserve NS heritage and the Gaelic language
- BA from King's College at Dalhousie University
- Is the youngest of 10 children from a family with links to some of Cape Breton's earliest settlers
- Currently resides in Dartmouth with his wife Marilyn, and their two sons (Lauchlan and Liam)



Terry M. Mercer (LIB - Northend Halifax - NS)

- Also a member of the Agriculture & Forestry and the joint Library of Parliament
- Served as the National Director of the Liberal Party from '95-03
- Was Executive Director - Canadian Diabetes Association ('93-95 – Metro Toronto)
- Was VP and Director, Financial Dvpt of the YMCA of Greater Toronto ('87-93)
- Held positions with the NS Lung Association, St. John Ambulance NS Council, and the Kidney Foundation of Canada (NS Branch)
- Former Chair of the Association of Fundraising Professionals
- Has lectured extensively on modern ethical fundraising techniques
- Worked as EA to the NS Minister of Labour and Housing from '74-78
- BA from St. Mary's University
- He and his wife Ellen (nee Simmons) live in Halifax and have one son (Michael)



Donald Neil Plett (CON – Landmark – MB)

- Also a member of the Fisheries and Oceans, and Legal and Constitutional Affairs committees
- Dedicated much of his life to community service in his home province of Manitoba
- From '87 to '07, was owner and manager of Landmark Mechanical, a heating and ventilation company that was started by his father in '57. His sons continue in the family business.
- An active sports enthusiast, he coached and played hockey, basketball, and golf and was President of the Landmark Minor Hockey Association
- Was President of the Chamber of Commerce and chaired the Village Council and the local Utilities Board
- As a Red River College alumnus, he served on the Board of Governors of the College
- He and his wife Betty have four sons and seven grandchildren



Josée Verner (CON – Montarville – QC)

- Also a member of the Foreign Affairs & International Trade Committee
- Has spent close to 20 years in the communications and public service fields
- Was elected twice as MP for Louis-Saint-Laurent ('06 and '08). Served as:
 - Minister of International Cooperation and Minister for La Francophonie & Official Languages ('06)
 - Minister of Canadian Heritage, Status of Women and Official Languages ('07)
 - Minister of Intergovernmental Affairs, President of the Privy Council, Minister for La Francophonie as well as Minister responsible for the region of Quebec ('08)
- Married with three children



Betty Unger (AB) – CON

- Also on the Agriculture and Forestry Committee
- Was a Registered Nurse for several years, then founded and operated a nursing services company with offices located in Edmonton, Red Deer and Calgary. Services were provided across the province, to national and Alberta life insurance companies, as well as occupational health services to industry. (sold her company after 25 years)
- In '98, she had campaigned as a Senate Nominee and was chosen in '04 by over 320K Albertans as one of their "senators-elect".
- She also served on several boards: Western Catholic Reporter (newspaper), the Greater Edmonton Foundation and member of the Finance and Administration Committee of St. Joseph's Basilica.
- Was awarded the Alberta Centennial Medal for service to the Province of AB ('05) and the Queen's Diamond Jubilee Medal ('12)



POTENTIAL SUBSTITUTES

Vernon White (ON) – CON

- Also Chair of the Rules, Procedures and the Rights of Parliament, and member of the Internal Economy, Budgets and Administration, National Security and Defense and subcommittee on Veterans Affairs
- Was Chief of Police of the Ottawa Police Service ('07-'12); led the Regional Police Service in Durham and spent over 20 years with the RCMP, leaving as an Assistant Commissioner.
- Has a Diploma in Business Administration from the College of Cape Breton, a BA in Sociology and Psychology from Acadia University, a Masters from Royal Roads University in Conflict Analysis and Management and a Professional Doctorate in Police Leadership from the Charles Sturt University.
- Has a number of awards and commendations over the years, including a Commissioners Commendation, a Queen's Jubilee Medal, and a United Way Community Builder of the Year Award.
- Resides in Ottawa, Ontario, with his wife Sari.



Denise Batters (SK) – CON

- Also a member of Legal and Constitutional Affairs, Rules, Procedures and the Rights of Parliament, and joint Scrutiny of Regulations committees
- Admitted to the Saskatchewan Bar in '95, and was in private practice until '07.
- Appointed Queen's Counsel in '08. From '07 until '12, was the Chief of Staff to SK's Minister of Justice.
- In '12 was Exe Dir of Regulatory Affairs for the Crown Investments Corporation of SK
- Served on the boards of the Regina Women's Network and the Regina and District Chamber of Commerce.
- Supporter and champion of mental health and suicide prevention (since '10, organized fundraising activities in honour of her late husband, former MP Dave Batters, who fought anxiety and depression)
- BA from the University of Regina and a LLB from the University of Saskatchewan.
- Lives in Regina, SK



Ghislain Maltais (Shawinegan) - CON

- Also a member of the Agriculture & Forestry, Banking Trade & Commerce and Official Languages committees
- Director of the Conservative Party in Quebec since '09.
- Was a strategy and organization consultant from ('94-'07)
- Was Parliamentary Assistant to the Minister of Forestry ('85-'89) and the assistant to the Minister of the Environment ('89-'94)
- Was Member of the National Assembly for Saguenay from ('83-'94) and member of the Agriculture, Fisheries and Food Commission ('82-'85)
- Was President of the North Shore School Board Association ('80), and VP of the Quebec Federation of Catholic School Boards ('81).
- Owner of the Maltais Courtiers d'Assurances ('68-'81)
- Took business studies at Collège de Forestville and public admin at the Université du Québec à Rimouski; has taken courses by the Association des Courtiers d'assurances du QC and the Insurance Institute of Canada.



Jim Munson (LIB) – ON

- Also on the Fisheries and Oceans, Internal Economy, budget and Administration and Selection committees
- A former Director of Communications to the Prime Minister of Canada
- Former television correspondent for CTV (national events and political arena):
 - Was CTV's Bureau Chief in Beijing from '87 to '92 (covered Tiananmen Sq in '89).
 - Also served as Bureau Chief and senior correspondent in Halifax, Nova Scotia and London, England. He has covered the Iran-Iraq war, the Gulf war and the Philippines.
- Has twice been nominated for a Gemini Award in recognition of excellence in journalism.
- Lives in Ottawa with his wife Ginette and their two sons.



C. RESPONSES TO THE STANDING SENATE COMMITTEE ON TRANSPORT AND COMMUNICATIONS' LETTER (NOV 27, 2014) / QUESTIONS FOR M. HUBERT LACROIX, PRESIDENT - CBC/R-C

1. COMPENSATION (Sylvia Hums McStravick)

s.18(b)

a. How many on-air personalities/journalists/senior-hosts receive total cash compensation (net of benefits) of over \$485,667, the average of the amount you provided on your website?

s.21(1)(b)

- 4 employees have an average actual compensation of \$485,667.

b. In the previous fiscal year, how many employees were eligible to receive a bonus? Of that number, how many did not receive a bonus?

- For 2013-2014, were eligible to receive a bonus
- FTE did not receive a bonus

c. What is the value of the regular benefits (non-bonuses) as a percentage of annual cash salary for your full-time and part-time (non-contract) employees?

- **Difficult to provide an overall value of benefits:**
 - Certain benefits are based on an employee's salary (e.g. life insurance, disability benefit).
 - Others are based on single or family coverage (e.g. health, dental).
 - The % value will be higher for a lower salary than for a higher salary.
- **A 2013 benchmarking study by Mercer presented to the Board determined the value of our benefits represented 9.7% of a salary of \$72,000:**
 - Includes both employer and employee-paid base benefits (Life, STD, LTD, health and dental) and excludes optional life insurance.
 - Same study also compared the relative value of *employer-paid benefits* only:
 - CBC/Radio-Canada ranked 9th out of 11 in the Crown Corporations.
 - CBC/Radio-Canada ranked 4th out of 7 in the telecommunications group.

d. What is the value of the regular benefits (non-bonuses) as a percentage of annual cash salary for full-time and part-time employees working for private broadcasters?

- It is a question for the private broadcasters.

2. PAY INCENTIVE SCHEMES (Sylvia Hums McStravick)

- a. The CBC/Radio-Canada website contains the 2013 document Director Training: Compensation, Benefits, and Pension, which provides a table showing the “short-term incentive plan framework,” which includes eight evaluation metrics (Revenue Generation; People, Programs, Pushing Forward (PMSD)).

Q: Would you please explain how each metric is assessed?

2014-2015 Short-Term Incentive Plan Framework

Incentive Element	Metrics	SET	Executives & SM	PBS-10
CBC/RC	Revenue Generation	5%	5%	5%
	Effective Financial Management	7.5%	5%	5%
	Perception Survey Results	7.5%	5%	5%
	Total	20%	15%	15%
Component	Media Strategy *	40%	35%	30%
	Revenue *	10%	5%	5%
	Budget Forecast Accuracy	5%	5%	5%
	Total	55%	45%	40%
Individual	Performance based on PMSD	25%	40%	45%
Total		100%	100%	100%

**Non-media components: average of two Media component results*

Nota: for Media Strategy: TV Local Usage, Radio Local Share, Digital Reach, Audience Share-Radio, Conventional TV, Specialty TV

Q: What proportion of each metric contains subjective elements?

- Performance of each metric, derived in support of annual business plans and objectives and individual objectives, is measured.

- b. A letter sent from the CBC to this Committee on 9 April 2014 contained a table of the maximum possible incentive pay as a percentage of the base salary; a footnote to the table explains that the maximum bonus is given, “Providing all performance targets are met.”

Q: Are these performance targets the same as the metrics mentioned in the above question?

- YES.

Q: Who determines the extent to which the performance targets are met?

- Finance is accountable for overall tracking to targets. The individual portion (PMSD) is determined by the employee’s manager.

Q: What criteria are used in determining how much, if not all, of a performance target is met?

- Metrics are set by the business lines and measured by Finance.
- A percentage of the base salary, attributed to each participant for meeting expected results, is deemed the target award.
- Performance multipliers determine associated payout:

Corporate and Component		Individual	
Performance Level	Multiplier	Performance Level	Multiplier
Highest achievement	1.5	Significantly exceeds expectations	1.5
Target achievement	1.0	Exceeds expectations	1.25
Threshold achievement	0.5	Meets expectations	1.0
No payout	0	Meets some expectations	0.5
		Below expectations	0

- c. The CBC/R-C website contains a Compensation Summary that notes: "Two senior executives also currently participate in a long-term incentive plan."

Q: What metrics (or performance targets) are included the long-term incentive plan?

- The metrics are measured over a three-year cycle
- So far, none eligible LTIP participants have received payment

2012-2015	2013-2016	2014-2017
<ul style="list-style-type: none"> • Transformation • Financial • Regional strategy • Invest as one company 	<ul style="list-style-type: none"> • Transformation • Strategy 2015 	<ul style="list-style-type: none"> • Audience • Market • Financial • Organization

- Q: Who determines the extent to which the performance targets are met? What criteria are used in determining how much, if not all, of a performance target is met?
- **Three-year objectives, achievement and resulting payment are submitted for Board approval.**
- d. How do the pay-incentive schemes at the CBC/R-C compare with incentive schemes at your private-sector competitors?
- **Our compensation philosophy is to provide a total compensation package that supports our ability to attract, develop, motivate and retain the talent required to enable the Corporation to deliver on its strategic objectives.**
 - **Our total compensation offering is at the median of a group of external peer companies.**
3. **ADVERTING REVENUE AND COSTS** (Jean Mongeau/David Ross Ad revenues (in \$) per network and forecasts from 14 until 2017 are confidential sect 18)

4. PENSION PLAN (Sylvia Hums McStravick)

The CBC/R-C provides a defined benefit pension plan to eligible employees, including *FlexPlan*, which allows employees to make additional tax-deductible contributions (which do not affect their RRSP contribution limits) to increase their pension income at retirement.

- a. How does this pension scheme compare to those provided by private broadcasters?
 - Details of pension plan provisions for private broadcasters are usually not publicly accessible; therefore no comparison analysis has been carried out.
 - In order to perform a quantitative analysis, CBC/RC would need to retain an independent firm to ensure the confidentiality of the information; the privates may well refuse the invitation to participate in such survey.
 - The value proposition of our plan overall is comparable to the Public Service Pension Plan except for 2 key provisions (indexation and unreduced early retirement) which offset each other:

Comparison of Pension Plan		
	CBC/SRC	Public Service
Annual Indexation	Up to 2.7%	No maximum
Unreduced Early Retirement	85 points(age+service)	Age 60, 30 years

- The total retirement offering for Federal employees includes subsidized health and dental benefits whereas CBC administers a similar plan but it is paid entirely by the retirees.
- b. How much did the CBC/R-C spend to accommodate FlexPlan top-ups in the previous two fiscal years?
 - FlexPen allows employees who are members of the Pension Plan to make optional tax-deductible contributions, up to the maximum amount permitted under the *Income Tax Act*.
 - Contributions are voluntary, and CBC/Radio-Canada does not contribute towards FlexPen.
- c. How many former CBC/R-C employees who are currently collecting pensions from the CBC/R-C are now working on contract at the CBC/R-C?
 - The Corporation has a policy with respect to re-employing former employees who receive pension benefits:
 - Employees who have received severance may be re-hired to perform short term assignments but not within less than 12 months following the departure.
 - Retirees are not expected to work more than 90 days in a calendar year.

- Former employees receiving pensions but working more than six months will have their pension benefits reassessed.
- Employees who have received severance payment under a voluntary incentive program cannot be re-hired.

• **As of January 12, 2015, 30 retirees were on contract:**

- 10 having worked less than 20 days fiscal to date.
- 28 are hired in a short-term capacity
- 1 at 60% and 1 at 100%.

5. TOTAL EXPENDITURE ON LEGAL FEES FOR OUTSIDE COUNSEL (Marie-Claude Ferland)

6. TOTAL EXPENSES FOR NEWS DIVISION (Laura Da Re – ES / Caroline Latour – FS)

Suzanne Moss) :

(from

SENATE COMMITTEE – TRANSPORTATION & COMMUNICATIONS / SUMMARY OF MEETINGS

Witnesses	Overall position	Broadcasting & Regulatory	Mandate & Governance	Funding & Business Model	Programming/Ratings	Miscellaneous
<p>T1 Jan 29, 2014 Canadian Media Producers Association • Michael Hennessey, President & CEO • Marc Séguin, SVP - Policy • Jay Thomson, VP - Broadcasting & R Affairs • Brian Goodman, Dir.GR Marla Boltman, General Counsel</p>	<ul style="list-style-type: none"> • There is a role for CBC; it offers diverse CanCon • Despite the loss of hockey, there is an opportunity to rethink its “multiple mandates” • Perhaps CBC should focus niche markets (kids, docs) • Regulate Netflix and illegal ISP; they should contribute to CanCon. 	<ul style="list-style-type: none"> • Plett: What are the impacts of new players (Netflix) on the Canadian broadcasting environment and CBC? • McInnis: how can you regulate Netflix? 	<ul style="list-style-type: none"> • Mercer: is CBC still relevant in today's environment? • Where should CBC focus its efforts? Niche markets? • Green: With lower production costs and the internet, do we still need the CBC to provide diverse content? 	<ul style="list-style-type: none"> • Demers: Impact of the Rogers-NHL deal? • How will CBC fill 300 hours of programming in the next 4 yrs? • Housakos: Why does CBC spend all its resources on producing content/news? Shouldn't it be simply distributing shows? 	<ul style="list-style-type: none"> • Housakos: What is the % of CanCon on CBC vs privates? • What % of CBC's shows is done in-house? • Is CBC doing enough to promote CanCon? • CBC Radio is relevant but do we need CBC TV? 	<p>Verner on terms of trade</p> <ul style="list-style-type: none"> • Why hasn't the CMPA been able to reach an agreement with CBC? • Are the terms of trade working out with the privates? • Has any cases been to arbitration?
<p>T1 Feb 4, 2014 Friends of Canadian Broadcasting • Ian Morrison, Spokesperson</p>	<ul style="list-style-type: none"> • Technology isn't an issue; the study should focus on: <ul style="list-style-type: none"> ✓ content and how CBC could increase its local/regional presence; ✓ how to reinforce the independence of CBC's governance; and ✓ a non-commercial future for the CBC • Despite improvements on transparency, CBC is still “opaque” re: its financials. 	<ul style="list-style-type: none"> • Demers: Is CBC/RC at a disadvantage with respect to technology? • How can Netflix contribute to CanCon? • Mercer: Should the CRTC change its rules re: CanCon during primetime for privates? 	<ul style="list-style-type: none"> • Plett: Is the system in place not as independent and as arm's length as it should be? (no it isn't) • McInnis: Who should appoint the CEO? Still a GIC but on the advice of the Board? • Transparency; what's the difference between privates and CBC? • What part of CBC should we preserve? 	<ul style="list-style-type: none"> • Demers/Plett: How will CBC recover from the Rogers/NHL hockey deal? Did the NHL do the right thing? • Could CBC news function on a break-even basis? • Eggleton: Where would the \$ come from if CBC was non-commercial? Who would benefit from this? How much \$ should the gov give to CBC? 	<ul style="list-style-type: none"> • Housakos: Based on CBC's ratings, do Canadians still care about CanCon? • Should we even bother competing with Hollywood? • What's the difference between CBC and RC? • How many people watch CBC versus the privates during prime time? 	<p>Housakos on value for money</p> <ul style="list-style-type: none"> • How much \$ does JAP, US, GER and UK spend per cap on public broadcasting compared to CDA, NZ, AUS and IRE? • How can we give Canadians value for their \$ when CBC's ratings are down? • Is money the real issue with CBC?
<p>T1 Feb 11, 2014 As an individual • Hon. Konrad Von Finckenstein (KVF)</p>	<ul style="list-style-type: none"> • There is a role for CBC; it shouldn't produce what the privates are doing • CBC/RC needs a modern governance structure (less onerous reporting requirements) & stable multi-year funding. • The entire system needs an overhaul; it's difficult to regulate the web. Would like a Cda Netflix. 	<ul style="list-style-type: none"> • Plett: 4-6% of Canadians don't have cable; is it because they do not have access to it, or are they just not interested? • Do we need such a huge distribution network? • Which network is best positioned to survive in this new digital world? • Demers: should the Telco & B acts be amended? Yes 	<ul style="list-style-type: none"> • Eggleton: To fulfill its mandate, what other sources of revenues can CBC tap into? In addition to stable funding, what other tools does CBC/RC need to succeed? • Verner: What is the difference between the CBC/RC? 	<ul style="list-style-type: none"> • MacDonald: How does our system compare to other countries? • Given CBC's poor performance, is it time for CBC to partner with another? Is that even possible? 	<ul style="list-style-type: none"> • Housakos: Is it possible, that Canadians don't care about Canadian culture and CanCon today as much as they did in the 60s or 70s? • Is the money being channelled in the right areas? Can we not save on infrastructure and put it in CanCon? 	<p>Housakos on value for money</p> <ul style="list-style-type: none"> • Given its terrible ratings and the \$1B it receives, is CBC/RC the best vehicle to promote CanCon? • KVF on CBC's digital strategy • It hasn't clearly articulated how it intends to thrive in the new digital environment <p>Housakos on transparency [CBC is subject to ATI but operates in competitive environment]</p>

SENATE COMMITTEE – TRANSPORTATION & COMMUNICATIONS / SUMMARY OF MEETINGS

Witnesses	Overall position	Broadcasting & Regulatory	Mandate & Governance	Funding & Business Model	Programming/Ratings	Miscellaneous
<p>T1 Feb 12, 2014</p> <p>Centre for Media Studies</p> <ul style="list-style-type: none"> • Florian Sauvageau, President • Daniel Giroux, Secretary General 	<ul style="list-style-type: none"> • Cannot compare today's ratings with those from the 80s (+ fewer channels) • CBC/RC's radio is still strong (no ads) • More decision-making powers to the creatives • CBC should have less reporting structure • Perhaps networks will be obsolete in the future; and RC could be a large production company. 	<ul style="list-style-type: none"> • Eggleton: Is there any merit in looking at other models? • Should Netflix contribute to CanCon now that they create content? 	<ul style="list-style-type: none"> • Demers : Quel est l'avenir de RC d'ici 5 ans? [tout dépend de la volonté politique, des meilleurs nominations sur le CA avec des gens ayant de l'expérience dans le milieu] • Housakos/Verner: How can RC provide quality programming to OLMC and QC? Do we have to rethink its mandate? 	<ul style="list-style-type: none"> • Housakos: Does having ads on CBC make it less unique? [yes] • Eggleton: What other sources of revenues can CBC get? (UK is used to TV tax, to impose that in Canada today – it would be difficult, especially when we have multiple screens) 	<ul style="list-style-type: none"> • Housakos: Why does TVA get better ratings when it has fewer resources? • Is there a way to balance network vs regional programming? • Green: How long can CBC/RC ratings continue to drop? • Y a-t-il un rôle pour CBC/RC au sein des réseaux sociaux et la participation publique? 	<ul style="list-style-type: none"> • Plett: Why do Anglophones spend more time on the web than the Francophones? • Green: If you were running the CBC right now – what would you do to increase audience?
<p>T2 Feb 26, 2014 - CBC/Radio-Canada: Hubert T Lacroix, President and CEO/ Mark Allen, Director of Research and Analysis (Summary of questions asked see Annex 1)</p> <p>T2 March 4, 2014</p> <p>Association québécoise de la production médiatique</p> <ul style="list-style-type: none"> • Claire Samson, President and CEO; • Brigitte Doucet, Deputy General Director 	<ul style="list-style-type: none"> • SRC important player in the QC industry • Terms of trade still not resolved 	<ul style="list-style-type: none"> • Eggleton: Should OTT contribute to Cancon? [yes] • Is Netflix providing French content? [Some but not original content] 	<ul style="list-style-type: none"> • You have to review its multiple mandates; technology came at the same time as massive budget cuts 	<ul style="list-style-type: none"> • Maltais : Tout le monde dit que l'impact des coupures n'est pas si grand? Ne doit-on pas faire mieux avec moins? [tous les diffuseurs le font, incl RC] • Plett: What would you have done with the cuts to ensure that CanCon is still being produced? [reduce overhead] 	<ul style="list-style-type: none"> • Maltais: are the costs associated to production for CBC and private similar? [YES] • Quel % est vendu aux réseaux anglo? [très peu] • Quel est le % des producteurs privés qui vendent à RC? [32%] • Quel est le budget de RC pour les productions indépendantes? [ask RC] 	<ul style="list-style-type: none"> • Maltais : Quel est plus gros client? [RC, ensuite TV et Astral] • Plett: How is your association financed? • Plett: HTL got a 75K + bonus; some get up to 50%; are you paying your people bonuses? [yes, but not at that rate] • Is there an equivalent of Friends in QC? [non] • Plett: Are the same advertising standards applied to the CBC and private (political advertising)? • Why did it take so long to renew CBC/RC's licences? • Verner: Is RC is a better position to succeed in the digital environment?
<p>T2 March 5, 2014</p> <p>CRTC</p> <ul style="list-style-type: none"> • Peter Foster, Director General, Television Policy and Applications • Scott Hutton, Executive Director, Broadcasting 	<ul style="list-style-type: none"> • CRTC highlighted CBC/RC successes especially on the digital front and how the Corp. is a pioneer • Despite CBC's ratings, having Canadian shows in top 30 with over 1 M viewers it's very good (unlike 5 yrs ago) and that right now, Americans are offering v. good content. 	<ul style="list-style-type: none"> • Green: Should CBC be part of the pick and pay? • Could cable companies decide not to carry CBC? • Eggleton: Should Netflix contribute to CanCon? 	<ul style="list-style-type: none"> • Housakos: Does the Act give the CBC advantages that are not imposed upon other broadcasters? • Green: Have you ever chastised CBC? (Yes, Windsor) • Eggleton: Should the Act be modernized? If yes, what? 	<ul style="list-style-type: none"> • Eggleton: If you allow for pick and pay, would prices for consumers go up? • Mercer: How does HNIC change your view on CBC's biz plan? • Can CBC go ad free? Where would those ads \$ go, to other broadcasters? 	<ul style="list-style-type: none"> • Housakos: Do Canadians care about CanCon? • Why doesn't CBC simply provide niche programming? • CBC ratings are bad; can it still fulfill its mandate when financially it doesn't make any sense? 	

SENATE COMMITTEE – TRANSPORTATION & COMMUNICATIONS / SUMMARY OF MEETINGS

Witnesses	Overall position	Broadcasting & Regulatory	Mandate & Governance	Funding & Business Model	Programming/Ratings	Miscellaneous
<p>T3 April 1, 2014 Richard Stursberg (RS) - as an individual</p>	<ul style="list-style-type: none"> • Aside from financing and technology; there is no consensus of what CBC/RC should be or do • His reflection is aimed at CBC; different strategies are needed for OLMC and the North (local news and programming). • It's expensive to make quality shows; CBC is one of the least funded public broadcasters in the world. 	<ul style="list-style-type: none"> • <i>Broadcasting Act</i> is so broad, it lacks of clarity and there are constant contradictory pressures with respect to how the Corporation should fulfill its mandate. • Consequently, it is difficult for CBC/RC to be accountable because its mandate is so vague 	<ul style="list-style-type: none"> • In return for its strategic plan, the government should negotiate a multiyear budget agreement like it is done in the UK 	<ul style="list-style-type: none"> • CBC should focus on: <ul style="list-style-type: none"> ✓ national & international news, current affairs and investigative journalism, ✓ CanCon (drama, comedy, documentary) and popular shows, ✓ better reflect French Canada to English Canada and vice-versa, • and not focus on local news and sports. 	<ul style="list-style-type: none"> • RS says that the Prime Minister should give clear directives to the board of directors with key principles when developing its new strategic plan. 	
<p>T3 April 2, 2014 Canadian Media Research • Barry Kiefl, President</p>	<ul style="list-style-type: none"> • The CBC is important for Canadians and they are willing to pay for it as long as they get quality programming. 	<ul style="list-style-type: none"> • The Corporation's "decision" to shutdown analogue transmissions had negative impacts in smaller markets. (he omitted to tell the Committee that the decision to transition to digital TV was made by the CRTC) 	<ul style="list-style-type: none"> • Management seemed to be: "out of control"; resources from successful services are allocated to failing services (TV vs Radio; and digital isn't part of the mandate); "confused" on how much \$ come from ads and HNIC; and "more preoccupied" with real estate than programming. 	<ul style="list-style-type: none"> • The government should implement a licence/programming fee or a "corporate tax" from the cable/satellites and telcos companies to finance CBC/RC 	<ul style="list-style-type: none"> • TV and Radio are no longer distinctive from private services (due to ads); some of the principles of the PBS model (e.g. ad-free programming) should be applied 	<ul style="list-style-type: none"> • CBC/SRC's data and methodology aren't as rigorous as his data (both on the corporate level and numbers used in the news report); • Chair and or CEO should be based in Ottawa
<p>T3 April 8, 2014 ACTRA • Ferne Downey, National President • Marit Stiles, Director of Policy & Communications</p>	<ul style="list-style-type: none"> • CBC has been key to create and develop: <ul style="list-style-type: none"> ✓ a pool of performing, writing and journalistic talents in CDA, and showcase them internationally ; ✓ an infrastructure on which privates and an indie production industry could thrive and grow 	<ul style="list-style-type: none"> • CBC should be strengthened and be at the forefront of Canada's digital economy • CRTC should regulate OTT providers 	<ul style="list-style-type: none"> • CBC has a broad mandate; diversity of voices – privates do not have this mandate • Need a more divers board of directors, and include content creators • CBC cannot deliver on its mandate because there is a gap between the Act and its parliamentary appropriation 	<ul style="list-style-type: none"> • CBC must "maximize its resources on content" and minimize overhead costs • It's level of funding has a direct impact on production; it should be commercial free • ISPs and OTT providers could be a source of potential revenues 	<ul style="list-style-type: none"> • The loss of HNIC is an opportunity for CBC to focus on having 100% CANCON (PNI), regional and kids/youth - 5-17 yrs - programming, drama • In recent years CBC has not been a "distinct alternative to privates" • HNIC could be replaced with a Canadian movie night 	<ul style="list-style-type: none"> • BBM are not the only measurements to use in the digital environment • ACTRA's members today do divers work in Canada incl voice overs for video games, animation; many still go to the US for work • Canadians would be willing to increase their contribution to the CBC; just ask them

SENATE COMMITTEE – TRANSPORTATION & COMMUNICATIONS / SUMMARY OF MEETINGS

Witnesses	Overall position	Broadcasting & Regulatory	Mandate & Governance	Funding & Business Model	Programming/Ratings	Miscellaneous
<p>T3 April 9, 2014</p> <p>Association of Canadian Advertisers</p> <ul style="list-style-type: none"> Janet Callaghan, Executive Director, Canadian Media Directors' Council Anne Myers, President, Starcom Mediavest Group; Board Member, Canadian Media Directors' Council Robert Reaume, Vice President Policy and Research 	<ul style="list-style-type: none"> Sports plays an essential role between Canadians and CB, goes beyond hockey (Olympics) From their clients POV, there is no difference in their relationship with privates or CBC; the difference will be in the product placement and CBC offers a targeted and engage programming CBC/SRC should do more commercial business 	<ul style="list-style-type: none"> CBC has done the best job in keeping up to date with their digital assets Netflix and OTT providers have taken viewing time away from TV; not fond of this trend (like PVR, VODs and DVRs) and should allow for ads or sponsorships on those platforms 		<ul style="list-style-type: none"> CB/SRC shouldn't be commercial free; it would throw the competitive balance in the marketplace off and would drive TV ads cost up – it would be worst on the FR market since SRC owns 40% of the market share (primetime) and x4 on the specialty side Advertising and high journalistic standards are mutually exclusive concepts 	<ul style="list-style-type: none"> Advertising is key to CANCON and goes beyond TV ads; contributes to branded entertainment Privates air more US content with restrictions; CBC has CANCON which provides more opp. for advertisers CBC is a niche market for advertisers but it's still important; advertisers are more interested in less wastage not necessary big numbers 	<ul style="list-style-type: none"> Out of a total of %15B spend on advertising; \$3.5B goes to broadcasting (TV) and CBC gets \$330 M (less than 10%) Bell might get more Ad revenues; but they also own 45 channels If CBC were to get out of the Ad-biz; those \$ would probably go online and not to other media outlets
<p>T5 June 11, 2014</p> <p>Tony Manera (As an individual)</p>	<ul style="list-style-type: none"> To give stable and long term funding to CBC/RC (50\$ per capita) [Sen Housakos: "no appetite in Parliament to double the funding for CBC/RC especially since it lacks of credibility/accountability with Canadians.]" 		<ul style="list-style-type: none"> CRTC is the best body to ensure that CBC/SRC is accountable to Canadians [Sen Housakos: "only elected officials can provide Canadians with the accountability they expect from their public institutions, therefore the CRTC isn't enough"] The board needs to be able to hire and fire the President & CEO 	<ul style="list-style-type: none"> Other potential models of funding for the CBC/RC; ✓ licensing fees (No, parliament eliminated that in '52; Canadians had no appetite for it); ✓ special tax on telcos (this needs to be reviewed by experts); or ✓ commercials only 4mins/hr; currently its 12 mins/hr 	<ul style="list-style-type: none"> The only reason the privates have higher ratings than CBC TV is because of simultaneous substitution; it's important to separate market share from audience reach [given CBC TV's poor ratings and why should Parliament give more \$?]. 	<ul style="list-style-type: none"> The issue around not disclosing top salary earners and bonuses came up again. Housakos voiced (again) his frustration that we launched our own consultations instead of working with them in during their study
<p>T6 Sept 24, 2014</p> <p>Canada Media Fund</p> <ul style="list-style-type: none"> Stéphane Cardin - VP, Industry and Public Affairs Sandra Collins - VP, Operations and CFO 	<ul style="list-style-type: none"> CMF allocates funding to base on performance/ audience (the majority of discussion revolved around how the CMF was created and how it works) 			<ul style="list-style-type: none"> How has CMF evolved over the past 2 decades? 	<ul style="list-style-type: none"> If CBC/RC is getting a large share of the envelopes, it's because they are doing well and support the most CanCon in the system. 	<ul style="list-style-type: none"> Is CBC/RC was doing its job in providing an adequate platform to promote CANCON and movies? [yes for TV, if they weren't they would get the level of monies via CMF]

SENATE COMMITTEE – TRANSPORTATION & COMMUNICATIONS / SUMMARY OF MEETINGS

Witnesses	Overall position	Broadcasting & Regulatory	Mandate & Governance	Funding & Business Model	Programming/Ratings	Miscellaneous
<p>T6 Sept 30, 2014</p> <p>CBC / RC's Ombudsmen</p> <ul style="list-style-type: none"> Ester Enkin Pierre Tourangeau 	<ul style="list-style-type: none"> Administratively, they report to President & CEO but: <i>"il n'a pas de droit de regards sur notre travail"</i>, and they provide twice a year a report to the Board. They also added that judges are also former lawyers/litigators, does that make them biased?] 	<ul style="list-style-type: none"> Housakos: Should the ombudsmen report to parliament or Heritage; whether or not they have enough resources to do their jobs? (Housakos) [they replied that they never really thought about it and provided examples of other models around the world]; 	<ul style="list-style-type: none"> How can the ombudsmen be unbiased or independent since they report to the president and CEO, and are former employees of the Corporation? How are their role and mandates evolving with the web and social media? 	<ul style="list-style-type: none"> Créer un système d'alimentation de nouvelles commun (comme fait la CBC); Il faut deux planifications stratégiques, deux budgets. Suivant la perte de HNIC, RC écope des pertes de CBC. Cela pourrait être rectifié. 	<ul style="list-style-type: none"> Housakos: "Shouldn't CBC be more supportive of creating and promoting CanCon vs being in the news business" to which Pierre replied: "la nouvelle et l'information sont au coeur du mandat de RC". 	<ul style="list-style-type: none"> Plett tried to refer to his complaint in general ways; and both ombudsmen answered in general terms. What are the impacts of their decisions on the newsroom and on journalists; did anyone ever get fired?
<p>T6 Oct 7, 2014</p> <p>As an individual</p> <ul style="list-style-type: none"> Marie-Linda Lord, Vice-Rectrice UofMoncton and President of TV5 Unis 	<ul style="list-style-type: none"> Les interventions ont été faites davantage à l'égard de RC et non CBC. Comme dans le passé, très critique par rapport à l'absence des régions dans la programmation nationale de RC (et les sénateurs partageaient son avis) 	<ul style="list-style-type: none"> Que « RC devrait se concentrer sur ce qu'ils ont à faire. Ils ne doivent pas multiplier [faisant référence à ARTV et Explora] » Personne du CA ne comprend la Francophonie canadienne? » 	<ul style="list-style-type: none"> Que « RC devrait se concentrer sur ce qu'ils ont à faire. Ils ne doivent pas multiplier [faisant référence à ARTV et Explora] » Personne du CA ne comprend la Francophonie canadienne? » 	<ul style="list-style-type: none"> Elle estime que « Pour avoir accès à du contenu canadien, il faut envoyer des messages très clairs et dire aux dirigeants de la SRC qu'ils ont un mandat national et qu'ils doivent le respecter. » 	<ul style="list-style-type: none"> Déménager la tête de réseau en région (Ottawa) 	<ul style="list-style-type: none"> Déménager la tête de réseau en région (Ottawa)
<p>T6 Oct 8, 2014</p> <p>Canadian Media Guild</p> <ul style="list-style-type: none"> Marc-Philippe Laurin, CBC Branch President Carmel Smyth, National President Jeanne d'Arc Umurungi, Communications Director 	<ul style="list-style-type: none"> The majority of the questions revolved around the Guild's position paper: <ul style="list-style-type: none"> the government to: reverse the \$115M cuts; increase its budget to \$43 per capita; create a new CTRC fund dedicated to public service media programming; and repeal Clause 17 of the omnibus budget bill C-60. 	<ul style="list-style-type: none"> Several senators mentioned their perceptions "of wasteful spending" within the Corporation (too much real estate footprint; why not reallocate resources from Toronto and MTL to the regions; and how the privates operate on a shoe string budget vs the CBC/RC). 	<ul style="list-style-type: none"> Other comments were related to the "montréalisation des ondes" at RC; the Guild responded that don't have members QC and cannot speak to that issue. 	<ul style="list-style-type: none"> The Guild respectfully told them that they should ask all questions related to budgets to management; but the Guild did tell the committee that having 20 journalists covering one event is a thing of the past. 		

SENATE COMMITTEE – TRANSPORTATION & COMMUNICATIONS / SUMMARY OF MEETINGS

Witnesses	Overall position	Broadcasting & Regulatory	Mandate & Governance	Funding & Business Model	Programming/Ratings	Miscellaneous
<p>T7 Oct 21, 2014 – HALIFAX</p> <ul style="list-style-type: none"> Kelly Toughill, Director and Associate Professor, School of Journalism, University of King's College (specializes in emerging biz models in journalism) 	<ul style="list-style-type: none"> There has never been a sustainable biz model for news and current affairs (ads, subscription model, becoming PR org or selling customer data) Unlike the privates media outlets, CBC cannot offset the decrease of ad revenues through other services 	<ul style="list-style-type: none"> Radio-Canada de ne pas manquer de profiter des nouvelles technologies, pour réorienter ses contenus et ses capacités de production vers l'extérieur du Québec pour une meilleure équité. 	<ul style="list-style-type: none"> Mandate could be changed with specific targets; perhaps CBC should get out of TV and offer everything online If taxpayers did decide to further fund CBC, the Corporation should be ad free and not compete with privates 	<ul style="list-style-type: none"> The more successful public broadcasters have more national support (TV or Telco taxes) and are ad-free PBS does not attempt to attract and serve all Americans. It doesn't attempt to knit together the nation in a way that the CBC attempts to do. 	<ul style="list-style-type: none"> CBC's market penetrations varies in each markets & platforms The challenge with citizen news and using only social media for news is verification/accuracy 	<ul style="list-style-type: none"> There's always going to be pressure on the public subsidy until there's some kind of transparent funding taxpayers can see and understand. All Canadians should know how much CBC employees earn.
<p>T7 Oct 21, 2014 – HALIFAX</p> <p>CLOSM panel</p> <ul style="list-style-type: none"> Marie-Claude Rioux, Fédération acadienne de la Nouvelle-Ecosse; Bruno Godin, Société de l'Acadie du Nouveau-Brunswick, Cyrilda Poirier, Fédération des francophones de Terre-Neuve et du Labrador 	<ul style="list-style-type: none"> En N-É, la SRC est la seule qui est en mesure d'offrir de tels services de qualité en français; depuis le mémoire présenté au Comité sénatorial permanent sur les LO en déc 2012, peu de choses ont changé. Certains déplorent aussi le traitement préférentiel accordé au NB par rapport aux autres provinces de l'Atlantique. 	<ul style="list-style-type: none"> Le gouvernement fédéral devrait financer la SRC comme il se devrait afin qu'elle puisse au minimum de réaliser son mandat. La SRC pourrait mieux s'acquitter de son mandat de refléter la globalité canadienne et de rendre compte de la diversité régionale du pays, tout en répondant aux besoins particuliers des régions 	<ul style="list-style-type: none"> Faudrait voir si ça coûte réellement plus cher de produire à partir d'Halifax, plutôt qu'à partir de Montréal (témoin croient qu'il serait plus économique de produire en région) 	<ul style="list-style-type: none"> Programmation locale et régionale importante pour le CLOSM Que les contenus des programmes d'info aient une répartition géographique réelle et équitable; Que soient augmentées très significativement les productions originales de l'extérieur du Québec. 	<ul style="list-style-type: none"> Plusieurs régions (TN) ne reçoivent pas la radio de RC en onde MF; témoins croient que là où il y a une école (population significative), il devrait avoir un service de RC 	<ul style="list-style-type: none"> Peill said that one can only ask the CBC to be as transparent as other fed agencies
<p>T7 Oct 21, 2014 – HALIFAX</p> <p>Panel</p> <ul style="list-style-type: none"> Ross Ingram, Owner and Manager, CIRI Radio: (Religious radio programming, former CBCer HFX) Edward Peill, President, Teill Tale Productions inc (does biz with CBC – documentaries) 	<ul style="list-style-type: none"> CBC needs to streamline and cut costs; but should be maintained (Ingram) CBC is better positioned to survive this digital content tsunami better than most commercial broadcasters since they're already focused on the one thing that privates barely offer, CANCON. (Peill) 	<ul style="list-style-type: none"> OTT players should be regulated and contribute to CANCON (Peill) 	<ul style="list-style-type: none"> CBC/SRC should get out of music, local radio and tv news; have one newsroom for TV/radio per province, which feed the national production center, TO for English and, MTL for French, and transmitted country-wide to satellite and cable (Ingram) 	<ul style="list-style-type: none"> CBC fulfills a vital role to Canadians; it provides a diversity of voices that the commercial broadcasters don't (Peill). 	<ul style="list-style-type: none"> Peill said that one can only ask the CBC to be as transparent as other fed agencies 	

SENATE COMMITTEE – TRANSPORTATION & COMMUNICATIONS / SUMMARY OF MEETINGS

Witnesses	Overall position	Broadcasting & Regulatory	Mandate & Governance	Funding & Business Model	Programming/Ratings	Miscellaneous
<p>T7 Oct 21, 2014 – HALIFAX CBC/SRC</p> <ul style="list-style-type: none"> Denise Wilson, Senior Managing Director - Atlantic Canada Richard Simoens – Directeur de RC Acadie 	<ul style="list-style-type: none"> The majority of Canadians in Atlantic Canada see CBC/RC's local and regional programming in a positive light Challenges to CBC and RC Atlantic is geography; Acadian's expectations on the role of SRC in the development of CLOSM; reaching younger audiences that don't own TV; and stable funding CBC is too bureaucratic to deal with; in past 13 yrs, his company only dealt with CBC once Everyone in his company is "indifferent" about what CBC should be. Technology isn't an issue; it's all about the ability to tell a good story 			<ul style="list-style-type: none"> How many employees were cut to get down to those square footages, if any? Were you just too big before? 	<ul style="list-style-type: none"> Successful local shows vs regional reflection on network shows Cuts to Espace music (Moncton) changes in schedules for <i>Atlantique en direct</i> (RDI) What role will CBC Atlantic play in fulfilling these HNIC hours? 	<ul style="list-style-type: none"> Plett: where should RC have a presence and how much French population should there be? [A: advantage of using new technology] Unger: How many upper level management people were let go during the cuts?
<p>T7 Oct 21, 2014 – HALIFAX Arcadia Entertainment</p> <ul style="list-style-type: none"> John Wesley Chisholm, Creative Director <p><i>[Spoke w P Hall, we bought 2 episodes for Land and Sea and have not commissioned any since – hasn't been a fit in recent years]</i></p>	<ul style="list-style-type: none"> CBC's challenges are the same today as they were when it was created; how to produce quality content and get it on air Original raison d'être of the Corporation is still relevant Act should be revised, its currently outdated, and the board should be able to hire/fire of the CEO 	<ul style="list-style-type: none"> Privates are also struggling with the current environment Privates do well with ratings because they air US shows; but they are not doing that well "financially" Privates get indirect subsidies as well The gvt should not tell or "cooperate" with an arm's length crown 	<ul style="list-style-type: none"> Perhaps its mandate is too broad; but which services or stations do you keep or close without having upsetting Canadians after investing 70 + years in their communities Knows one of the current board member; believes they have the skillsets to oversee CBC but have to be careful not to turn it into a state broadcaster 	<ul style="list-style-type: none"> CBC is actually drawing on a lot more Canadian \$ than people think when they quote the \$1.5 billion, they don't take into account tax credits or CMF \$; they they're very shrewdly buying stuff dirt cheap; they're buying dollars for 10 cents. 	<ul style="list-style-type: none"> He apparently "offered free award winning content" to CBC HFx; but never got an answer He measures his company success with audience <i>Other witness – even Plett wondered if Chisholm is telling the whole story behind CBC's refusal about</i> 	<ul style="list-style-type: none"> He said BBC is more transparent than the CBC (but also does more biz with them and other international broadcasters) <i>Nota: he isn't consistent with his #; he tells them: he doesn't work with CBC, then tells them he pitches to CBC 6 or 12 time a year)</i>
<p>T7 Oct 21, 2014 – HALIFAX John A. Young, Q.C., Lawyer, Boyne Clarke, LLP, Lawyers (former board member 76-86, Chairman of the Pension Fund)</p>	<ul style="list-style-type: none"> CBC's challenges are the same today as they were when it was created; how to produce quality content and get it on air Original raison d'être of the Corporation is still relevant Act should be revised, its currently outdated, and the board should be able to hire/fire of the CEO 	<ul style="list-style-type: none"> Privates are also struggling with the current environment Privates do well with ratings because they air US shows; but they are not doing that well "financially" Privates get indirect subsidies as well The gvt should not tell or "cooperate" with an arm's length crown 	<ul style="list-style-type: none"> Perhaps its mandate is too broad; but which services or stations do you keep or close without having upsetting Canadians after investing 70 + years in their communities Knows one of the current board member; believes they have the skillsets to oversee CBC but have to be careful not to turn it into a state broadcaster 	<ul style="list-style-type: none"> Nobody has the money to buy shows at the full price. Unlike privates, CBC can't do capital expenditures as it can't get a line of credit Many PBS in the US have paywalls now. Doesn't think its fair for witness or member to say the CBC/SRC is "obese" today 	<ul style="list-style-type: none"> "if you want to get a bigger audience you have to invest in programming that's going to attract people" (ie cdn shows costs 500K per week vs US shows cost \$3-4 M/wk) The more online and digital content CBC can provide and rely less on transmissions; more \$ can be put into programming 	<ul style="list-style-type: none"> Transparency; perhaps have the board and CEO's salary public but anyone else has the right to privacy. To have salary ranges and X of employees make Y \$ is more than sufficient info Current strategy to reduce transmission and real estate footprint it good for programming Pension fund is healthy

SENATE COMMITTEE – TRANSPORTATION & COMMUNICATIONS / SUMMARY OF MEETINGS

Witnesses	Overall position	Broadcasting & Regulatory	Mandate & Governance	Funding & Business Model	Programming/Ratings	Miscellaneous
<p>T7 Oct 23, 2014 - Quebec City</p> <p>Canadian Union of Public Employees (CUPE)</p> <ul style="list-style-type: none"> Natalie Blais, Research Advisor <p>SCFP - Syndicat des technicien(ne)s et artisan(e)s du réseau français de RC</p> <ul style="list-style-type: none"> Adrien Caissie, President Moncton, Local 5757 Isabelle Doyon, President, Local 675 	<ul style="list-style-type: none"> SCFP: Défi de RC en région est de continuer à offrir une programmation locale, de qualité et en quantité, malgré les coupures CUPE: RC a l'obligation légale d'offrir (TV et radio) une programmation qui renseigne, éclaire et divertit. Le numérique n'est pas la solution aux défis de la société; ne croit pas trop au nouveau plan 2020 	<ul style="list-style-type: none"> Le SCFP s'oppose à la demande faite par RC au CRTC de cesser d'utiliser ses émetteurs numériques pour la TV (risque de priver 15 % des contribuables d'un accès au seul diffuseur. Les franco hors QC qui ne sont pas câblés perdraient l'accès à la seule station de TV franco sur des sujets locaux. 	<ul style="list-style-type: none"> Housakos: Est-ce que CBC/SRC essaie d'être « all things to all people » et de manquer à ses obligations locales et régionales? 	<ul style="list-style-type: none"> Il serait dommage que Radio-Canada perde son expertise en région pour avoir voulu se moderniser trop rapidement afin d'équilibrer son budget. Les acquis en régions doivent être préservés malgré la transformation en cours. 	<ul style="list-style-type: none"> Il n'y a pas d'info locale et régionale dans les bulletins; pas assez de ressources et la programmation locale est alimentée par les grands centres Plett raised the issue of the need to have journalists covering international news again 	<ul style="list-style-type: none"> Réponse à Housakos : Il n'y pas de différence entre les négociations ou les façons de travailler chez RC et les privés? Les salaires moyens sont comparables. Sur la transparence de CBC/RC (salaires et budgets régionaux) [SCFP leur confirme que c'est mieux aujourd'hui; ils aimeraient savoir le nombre de postes qui seront abolis
<p>Voice of English-speaking Québec (VEQ)</p> <ul style="list-style-type: none"> Jean-Sébastien Gignac, Executive Director <p>Megantic English-Speaking Community Development Corporation (MCDC)</p> <ul style="list-style-type: none"> Ann Marie Laughrea Powell, President <p>Confédération des syndicats nationaux</p> <ul style="list-style-type: none"> François Énault, Assistant to the Executive Committee Jean Lortie, Corporate Secretary <p>Fédération nationale des communications CSN</p> <ul style="list-style-type: none"> Pierre Roger, President 	<ul style="list-style-type: none"> VEQ: CBC Radio is important; it's the only media that covers the regional issues and attend local events which helps mobilize the communities on important issues. MCDC: agricultural communities far from US and ON; need clear CBC Radio reception; La présence de RC/CBC région force les diffuseurs privés à avoir des standards de qualité aussi La question du financement fragilise la démocratie et est intimement liée au développement du produit RC/CBC dans les 	<ul style="list-style-type: none"> MCDC: thinks that local CBCers understand the realities of English speaking Quebecers; however, don't thing that the network folks do 	<ul style="list-style-type: none"> MCDC: thinks that local CBCers understand the realities of English speaking Quebecers; however, don't thing that the network folks do 	<ul style="list-style-type: none"> Housakos asked if anglos in their communities to increase CBC's funding or to pay for local services? [why would we have to pay for something other English-Cdn get for free?] A 450 model could be interesting, but many seniors have no cable or internet and rely on radio Il faut des investissements additionnels pour faire le virage vers le numérique; mais on ne peut pas compter sur les budgets actuels de RC pour faire ce genre de développement car d'autres services sont impactés. 	<ul style="list-style-type: none"> CBC television is less relevant as there is less local/regional coverage Understands the limited resources, but would love to have more local programming, in particular TV – but CBC needs to be able to maintain the current level of services Il y a moins de diversité de l'information en région; il y a moins de salles de presse, moins de journalistes sur le terrain; plus de 11 stations ont été fermées; les bulletins de nouvelles régionaux sont beaucoup plus petits, et il y a réduction des 	<ul style="list-style-type: none"> Aging anglo population in QC; difficult to attract newcomers when limited social and health services offered in English On transparency, CSN said that it's a competitive industry so agrees with the current level of salary disclosure from CBC/RC

SENATE COMMITTEE – TRANSPORTATION & COMMUNICATIONS / SUMMARY OF MEETINGS

Witnesses	Overall position	Broadcasting & Regulatory	Mandate & Governance	Funding & Business Model	Programming/Ratings	Miscellaneous
<p>T7 Oct 23, 2014 - Quebec City</p> <p>AVATAR (un centre d'artistes en arts médiatiques)</p> <ul style="list-style-type: none"> Mériol Lehmann, CEO (appeared with Thibodeau below) <p>Productions Claude Thibodeau Inc.</p> <ul style="list-style-type: none"> Claude Thibodeau, Président <p>(œuvre dans le milieu depuis 40 ans, radio, presse, télé, à RC et privés franco et anglo)</p>	<p>régions</p> <ul style="list-style-type: none"> L'impact de RC sur le développement économique de la culture culturelle, principalement au QC, est important 	<p>artisans</p> <ul style="list-style-type: none"> CBC remplit son mandat; et es canadiens anglais ne sont pas moins patriotiques; il existe simplement beaucoup de bon contenu américain. 	<p>budgets de RC ne doivent pas être réduits être réduits à cause que CBC performe moins bien. L'investissement dans numérique est important, mais il faut un équilibre car plusieurs non ni accès ni les ressources pour avoir l'internet.</p>	<p>émissions régionaux.</p> <ul style="list-style-type: none"> Les cotes d'écoutes de CBC sont peut-être moins élevées, mais comme RC; la qualité de l'info est meilleure que les diffuseurs privés 	<ul style="list-style-type: none"> Différence entre RC et privés (au QC) : la couverture est plus large et la qualité de l'info est supérieure (affaires publiques) 	
<p>T7 Oct 27, 2014 – TORONTO</p> <p>Rogers Media Inc.</p> <ul style="list-style-type: none"> Keith Pelley, President Susan Wheeler, Vice-President, Regulatory Affairs Media 	<ul style="list-style-type: none"> Everyone in the industry is impacted with a decrease of ad revenues on TV Our competitors are Google, Facebook, Amazon, Netflix, Yahoo and Apple; not necessary other broadcasters. Commends the CBC/SRC on the strategy to move digitally. 	<p>« disparaître »</p> <ul style="list-style-type: none"> Il pourrait être opportun d'explorer une formule biciphale pour mieux reconnaître et ajuster l'offre franco et anglo 	<p>Le marché franco au Canada est p-è petit pour avoir RC, Télé-QC, TFO, UNIS et TV5; il pourrait avoir une meilleure collaboration mais ne voit pas comment chacune de ces institutions voudraient « disparaître »</p> <ul style="list-style-type: none"> Il pourrait être opportun d'explorer une formule biciphale pour mieux reconnaître et ajuster l'offre franco et anglo 	<p>When asked about whether CBC should be in competing for ads revenues; he didn't provide an answer not his role</p> <ul style="list-style-type: none"> Omni has survived over the years on the success of the U.S. programming. CBC is the less threatening "competitor"; it is more of 	<p>MacDonald on the HNIC: why would CBC give up their air time, reach or be "submissive" to Rogers in the deal made? [Pelley said the deal was done for the benefit of audiences]</p>	<p>When asked about whether or not CBC fulfills its mandate and whether it's important to have a public broadcaster; he referred the committee to government and added that "he thinks CBC does a terrific job in bringing together in many different ways".</p>

SENATE COMMITTEE – TRANSPORTATION & COMMUNICATIONS / SUMMARY OF MEETINGS

Witnesses	Overall position	Broadcasting & Regulatory	Mandate & Governance	Funding & Business Model	Programming/Ratings	Miscellaneous
<p>T7 Oct 27, 2014 – TORONTO</p> <p>TekSavvy Solutions Inc.</p> <ul style="list-style-type: none"> • Bram Abramson, Chief Legal and Regulatory Officer 	<ul style="list-style-type: none"> • TekSavvy would actually like to become a traditional TV player, and be a partner with CBC (carry it) 	<ul style="list-style-type: none"> • Current challenges are securing worldwide rights for OTT and the cost of bandwidth (bigger challenge for CBC that doesn't own pipelines) • If Rogers wants to compete with Netflix in doing OTT service it is free to do so and it will face no more regulation than Netflix does 		<p>a partner</p> <ul style="list-style-type: none"> • Unger: on CBC "putting their shows on the Internet as much as they can, making them available to everyone. Would you consider that competition from a public company paid for by taxpayers' money competition and (...) is it really fair?" [NO] 		relieved"]
<p>T7 Oct 27, 2014 – TORONTO</p> <p>The Rosemond Company</p> <ul style="list-style-type: none"> • Perry Rosemond, Producer, Director, Writer 	<ul style="list-style-type: none"> • Believes that three types of TV programming will increase CBC's revenues and ratings: <ul style="list-style-type: none"> ✓ news and public affairs (web-based youth network); ✓ scripted entertainment (2 CBC exec to support a property into deep development with a scenario at 12k) ✓ the arts: putting theater on tv 			<ul style="list-style-type: none"> • MacDonald: You were here before when I was speaking to the Rogers people. I still am concerned that the CBC doesn't understand the brand value and how to exploit it, maximize it. • CBC should keep getting ad revenues (no to PBS model) 	<ul style="list-style-type: none"> • Housakos: On ratings; CBC isn't necessary making the wrong choices; but there is a lot of good content out there. • MacDonald: Anyone can produce content; is having a youth web-based group contribute to programming even possible given the unionized workforce? [good question, but no solution from witness] 	
<p>T7 Oct 27, 2014 – TORONTO</p> <p>Fair Pensions For All</p> <ul style="list-style-type: none"> • William Tufts, Executive Director • Gene Dziadyk, Technical Advisor 	<ul style="list-style-type: none"> • Government must align all its pension plans (federal employees and Crowns) with the privates'. • The pensions are "unfair because they divert significant resources from the core operations of the CBC and Crowns". 		<ul style="list-style-type: none"> • Believes everyone should have a define pension plan whereas employers put in 7% and employees 14% in their pension plans 	<ul style="list-style-type: none"> • Says CBC runs a \$5.3 B deficit (over past 8-10 yrs) • CBC employee in retirement with a pension of \$60,000 a year+ \$6,000 a year in health care; impossible to maintain with the current situation 	<ul style="list-style-type: none"> • Lack of information on pension plans from CBC (but also others) • Unions have no business in "imposing or dictating" terms of pension plans and should focus on wages • (LiB senators were not receptive to their 	

SENATE COMMITTEE – TRANSPORTATION & COMMUNICATIONS / SUMMARY OF MEETINGS

Witnesses	Overall position	Broadcasting & Regulatory	Mandate & Governance	Funding & Business Model	Programming/Ratings	Miscellaneous
-----------	------------------	---------------------------	----------------------	--------------------------	---------------------	---------------

						<i>presentations)</i>
--	--	--	--	--	--	-----------------------

SENATE COMMITTEE – TRANSPORTATION & COMMUNICATIONS / SUMMARY OF MEETINGS

Witnesses	Overall position	Broadcasting & Regulatory	Mandate & Governance	Funding & Business Model	Programming/Ratings	Miscellaneous
<p>T7 Oct 27, 2014 – TORONTO</p> <p>Microsoft Canada</p> <ul style="list-style-type: none"> John Weigelt, National Technology Officer 	<ul style="list-style-type: none"> 75% of content on MSN Canada is cured from top CanCon providers including CBC Their biggest challenges is keeping up with the market and staying on top Biggest competitors are Amazon and Google (net) and Apple for devices 	<ul style="list-style-type: none"> When new applications or devices are developed, they take into account the ability to better stream content and work with broadcasters on figuring how to get the content to audiences 	<ul style="list-style-type: none"> In order to successfully adapt to change, the vision must come from the top. 	<ul style="list-style-type: none"> Competition is a good; it forces companies to better serve their customers 	<ul style="list-style-type: none"> All broadcasters have to deal with the trend of citizen journalism Housakos: do people really want long form doc or in-depth analysis (CBC's ratings say otherwise) [people should have the options to access different format and genres on multiple platforms] 	<ul style="list-style-type: none"> Asked about what he thought of CBC's digital strategy: CBC's has a wide offering on multiple platforms and are working diligently to reach the audience that they intend to reach
<p>T7 Oct 27, 2014 – TORONTO</p> <p>As an Individuals</p> <ul style="list-style-type: none"> Kady MacDonald Denton (KMD) – few questions were asked John P. Roman (JR) (involved in drafting 1991 Broadcasting Act) 	<ul style="list-style-type: none"> KMD: Increase funding to a level comparable to the public broadcasting systems of other democratic countries JR: no need to amend the Act to address the challenges in the current broadcasting environment 	<p>JR: There are provisions in the Act: section 3(r), for an alternative programming service (APS) that could be activated and create a new on-line public model to provide continued domestic production via a streamed service.</p>	<p>JR: Combine CBC TV and <i>NewsWorld</i>, and for CBC to adopt a non-commercial model for provision of international, national, regional, and local news.</p> <p>JR: With the activation of the APS: create a non-commercial public streaming service whose mandate would be to engage, challenge, and, yes, entertain Canadians.</p>	<p>JR: The current model for CBC isn't sustainable in this internet era.</p> <p>JR: to fund the new APS; tax the ISPs or if the privates don't carry CanCon; more monies could go to the CMF</p> <p>JR: The other option is that CBC becomes more commercial and the government gives some of the \$ to a new player to start the new APS.</p>	<p>JR: this new entity would be an online streaming service that Canadians could access on their own schedules. It would be fully funded to support high quality CanCon (in both OL, accessible to the visually and hearing impaired, and it could be easily subtitled) and privates wouldn't need to carry CanCon anymore</p>	<ul style="list-style-type: none"> Plett: Are Netflix and all the specialty stations not APS? MacDonald: Don Messer was cancelled because the TO elites didn't like it. Housakos/MacDonald: on CBC's "inability to leverage its brand" like HBO, Netflix [JR said they are able to; getting out of in-house reduces salaries but it's still expensive to curate quality content.]
<p>T7 Oct 28, 2014 – TORONTO</p> <p>HonestReporting Canada</p> <ul style="list-style-type: none"> Mike Fegelman, Executive Director 	<ul style="list-style-type: none"> The Israel/Palestine war is taking place in the court of public opinion and in the media Made approx 1,000 complaints to the CBC and have received a 70 to 75 per cent success rate in terms of satisfaction of our concerns (respect the current ombudsmen) 		<ul style="list-style-type: none"> Believes that the role and mandate of the CBC/SRC's ombudsmen should be expanded to equip them with tools to actually enforce CBC news coverage 		<ul style="list-style-type: none"> To improve the public broadcaster, under-reported stories such as Palestinian corruption must be covered; and that Middle East reporters require more training to equip them with a clear understanding of the region 	<ul style="list-style-type: none"> LIB senators made it clear that they have no idea this group was invited; and actually ask the witness if they wanted "government to intervene in how CBC should cover the news".

SENATE COMMITTEE – TRANSPORTATION & COMMUNICATIONS / SUMMARY OF MEETINGS

Witnesses	Overall position	Broadcasting & Regulatory	Mandate & Governance	Funding & Business Model	Programming/Ratings	Miscellaneous
<p>T7 Oct 28, 2014 - TORONTO</p> <p>McCarthy Tétrault</p> <ul style="list-style-type: none"> • Peter S. Grant, Counsel (opinions were his own) 	<ul style="list-style-type: none"> • Drama, movies, children, and doc are expensive forms of programming that the market would not supply in a small market like Canada; important for the CBC to be there. • Independent production sector is vibrant today thanks to the system in place 	<ul style="list-style-type: none"> • MacDonald on whether or not the CRTC's mandate should change; Grant said the gvt should change the Income Tax Act first (Netflix isn't paying any taxes) and that the CRTC has other powers it could use should it choose to. 	<ul style="list-style-type: none"> • On if the CBC is respecting its mandate as per the Act, the CRTC is the proper forum to answer that question • If it wasn't for public broadcasting, privates would be showing news and sports (don't have to compete with US) 	<ul style="list-style-type: none"> • Current CBC model is based from the 30s where public broadcasting was intended for people in their role as citizens, not just as consumers. • MacDonald on if CBC is competition with newspapers; Grant believes it is important for CBC/RC to have a widely accessed website with news. 	<ul style="list-style-type: none"> • Plett: Should there be any correlation between ratings and subsidies if they can't get their ratings up and they are third (he commented on how "appalled" he exec-know that the National has to compete with US shows yet doesn't change it programming slot. 	<ul style="list-style-type: none"> • Plett on salaries; Grant told him that senate has the power to compel info. • Plett on his travel expenses; Grant "the apology should be placed in as equal prominence to the original story" • Unger on the consortium's decision re: political ads; Grant: if there is a short clip used, it's insubstantial and doesn't breach the Copyright Act
<p>T7 Oct 28, 2014 - TORONTO</p> <p>University of Toronto Community Radio Inc.</p> <ul style="list-style-type: none"> • Ken Stowar, Station Manager 	<ul style="list-style-type: none"> • CBC has excellent services • The station has had an ongoing relationship with the CBC. • There are several CBC employees who sit on their board of directors 		<ul style="list-style-type: none"> • Housakos on other stations like across the country including theirs, would they be able to fill the void if that \$300M subsidy to CBC/RC was gone tomorrow morning? [Mr. Stowar: No.] 		<ul style="list-style-type: none"> • CBC could have more diversity of voices, faces, and music that better reflects the country 	<ul style="list-style-type: none"> • Station is like training ground, many employees go on to the CBC or into other forms of broadcasting or private enterprises
<p>T7 Oct 28, 2014 - TORONTO</p> <p>CBC / Radio-Canada</p> <ul style="list-style-type: none"> • Jennifer McGuire • Michel Cormier 	<ul style="list-style-type: none"> • Despite the advent of social medial, the fragmentation of audiences, the appearance of new competitors, CBC/RC has the obligation to remain true to the journalistic values • We also see in this era of choice that brand and values matter (eg of the attack happened in 	<ul style="list-style-type: none"> • Housakos on if CBC/ RC is at a disadvantage vis-à-vis the others that are vertically integrated. [Not really, we were 1st to get into podcasting. We have been incredibly aggressive at positioning around the smart phones, and certainly, social media and setting up community teams. Currently developing a new app to 	<ul style="list-style-type: none"> • Plett asked [indirect questions re: his travel expenses] on the appointment of the ombudsman. 	<ul style="list-style-type: none"> • Housakos on Digital Strategy and the impacts on delivering and producing news? MC and JM talked about recent efficiencies made in news gathering all across platforms • Macdonald on brand and why has CBC failed to leverage HNIC (Rogers now using the brand) 	<ul style="list-style-type: none"> • Houskaos and ratings and performance [JM gave #] • MacDonald on if the CBC should be curating content vs producing (eg citizen journalism) wouldn't it be cheaper? [MC said RC was successful in replacing Soiree du hockey with indie or purchased production; also, you still need standards and fact 	<ul style="list-style-type: none"> • Dawson on Moncton; Michel said the he had apologized to the communities and new processes are in place • Dawson on the difference between ES/FS; Michel said that there is an additional bureaucratic layer in FS; but the different structures addresses different needs with COL and CLOSM

SENATE COMMITTEE – TRANSPORTATION & COMMUNICATIONS / SUMMARY OF MEETINGS

Witnesses	Overall position	Broadcasting & Regulatory	Mandate & Governance	Funding & Business Model	Programming/Ratings	Miscellaneous
<p>T8 Oct, 29 2014 (panel)</p> <p>Telefilm Canada</p> <ul style="list-style-type: none"> • Carole Brabant, Exe Dir • Dave Forget, Dir Business Affairs and Certification • Jean-Claude Mahé, Dir, Public and GR <p>NFB</p> <ul style="list-style-type: none"> • Claude Joli-Coeur, Government Film Commissioner and Chairperson • Deborah Drisdell, Director General, Accessibility and Digital Enterprises 	<p>Ottawa)</p> <ul style="list-style-type: none"> • The discussion revolved around the definition of success (not all about ratings or revenue generation); and that how CanCon is more successful abroad than in Canada. • The industry is trying to find better ways to promote CanCon • Canadians care about CanCon (TFC's study with HEC and UBC say that the important factors are the stories and the genre). 	<p>produce with iPhones]</p> <ul style="list-style-type: none"> • Productions costs haven't really changed with the arrival of digital, it's distributing on multiple platforms that is costly. 	<ul style="list-style-type: none"> • Mandates between the 3 organizations are complimentary, and do not overlap • Housakos said several times that he "thinks CBC does too much news, sports, and Olympics and not enough CanCon promotion in particular films; and whether or not that isn't part of the Corp mandate) 	<ul style="list-style-type: none"> • Collaboration with NFB – pre-sales, sales, DOC and <i>Concours Tremplin</i> for emerging filmmakers and distribution of archival footage • TFC partners too; between 2009-10 and 2013-14, the CBC and Radio-Canada supported the production of 69 Canadian feature films (a total investment of almost \$10M) 	<p>checking]</p> <ul style="list-style-type: none"> • CBC and SRC are important partner for NFB; CBC generated 10% of their TV audience; SRC 6% and Doc Channel 15% • Difference between CBC docs and NFB: journalistic vs POV storytelling and animation 	<ul style="list-style-type: none"> • Housakos asked (several times) if CBC and SRC are doing enough to promote "their productions and/or films". Both organizations said: <ul style="list-style-type: none"> ✓ they don't own the production rights; and ✓ all organizations are part of the same ecosystem and collectively, we are trying to better promote CanCon and Canadian talent.
<p>T8 Nov 4, 2014</p> <p>Stingray Digital Group</p> <ul style="list-style-type: none"> • Eric Albert, Executive Vice-President (former CBCer) 	<ul style="list-style-type: none"> • Today's music industry is just as fragmented and competitive as the audiovisual industry • CBC/RC's 2020 plan is good, but the promotion of music is not clear • CBC/RC has played a key role in helping Canadian artists domestically, and in some cases, become international successes. 	<ul style="list-style-type: none"> • International services have no licences and no min CanCon or FR content making it even harder for Canadian creators and performers to be discovered; CBC has an even more important role to play in ensuring that Canadian talent is discovered and promoted. 	<ul style="list-style-type: none"> • Now that CBC/RC can generate ad revenues for R2, EM, it is in direct competition with privates, it will want to keep that content on its own platforms to drive the traffic for ad rev which sort of goes against the mandate to promote CanCon 	<ul style="list-style-type: none"> • The rising costs of music rights, royalties & tariffs, will increase operating online services costs • If the quest is to drive more audiences for more ad rev, CBC Music might not survive. • Unger on PBS: a good model "it's the biggest US producers of music, we partner with them" 	<ul style="list-style-type: none"> • CBC's Music offering is similar to others (foreign content), RC's offering is more unique • With limited \$, CBC should focus on creating content for its platforms, and it could be syndicated to other providers (to maximize the promo of content while generating a revenue stream). 	<ul style="list-style-type: none"> • MacDonald on next 5 yrs for Stingray; they will continue to make foreign acquisitions

SENATE COMMITTEE – TRANSPORTATION & COMMUNICATIONS / SUMMARY OF MEETINGS

Witnesses	Overall position	Broadcasting & Regulatory	Mandate & Governance	Funding & Business Model	Programming/Ratings	Miscellaneous
<p>T8 Nov 5, 2014 – MTL Jean-François Lépine (As an Individual)</p>	<ul style="list-style-type: none"> • Si l'administration actuelle ne veut pas demander des ressources additionnelles, il faut couper ailleurs (i.e. communications) au lieu de la production • Le CA actuel ne compte personne venant des milieux culturels ou des médias, cela doit être revu • Il est malheureux qu'aujourd'hui, on fait du local au lieu de l'intern'l, car c'est plus rentable • Il ne faut pas oublier la tv et radio au profit du web • PM : RC est un service essentiel sur le plan culturel, s'inquiète que RC devienne davantage un diffuseur (<i>Occupation double</i>) au lieu d'un producteur (<i>Course autour du monde</i>). • SCRC faut un moratoire sur les compressions et avoir un débat sur l'avenir de RC. • STARF/Doyon 2020 met en péril la mission de RC, et prévoit la privatisation de la production (sauf l'info) et la vente d'immobiliers et de transmission 	<ul style="list-style-type: none"> • Hervieux-Payette : quels sont les pays qui ont un juste équilibre entre la télévision publique et privée? [AUS, UK, Norvège] 	<ul style="list-style-type: none"> • Demers: est-ce qu'on a besoin d'un diffuseur public? [Oui, avec la vitesse à laquelle l'info est partagée, on a plus besoin que jamais d'un radiodiffuseur public]. • Joyal: Est-ce qu'on ne devrait pas reconnaître dans la loi le rôle que joue RC et le service essentiel qu'elle représente pour les francophones? [M. Lépine: Je pense que la loi y prévoit déjà]. • SCRC : RC est une société d'État qui est assez fonctionnelle, les gens sont nommés par le gouvernement, sans appel public. L'administration est assez secrète aussi. • CUPE la course aux rev publicitaires détourne la mission de RC et la rend plus semblable aux privés 	<ul style="list-style-type: none"> • Housakos: est-ce que le réseau français se trouve pénalisé davantage que le réseau anglais? [le « danger des coupures s'éloigner au lieu de se rapprocher»] • Plett on \$ generation [if you increase its funding it wouldn't rely on advertising. Also, it won't have the "temptation" to be more commercial, which is not part of its mandate. • Doyon: en « privatisant la production » les canadiens finiront par payer plus cher. • STARF objectif louable de vouloir investir davantage dans la programmation (via la réduction de l'empreinte immobilière); mais ce n'est pas via PPP que des économies se feront 	<ul style="list-style-type: none"> • Plett on the <i>National's</i> ratings and moving a program to a different time slot? ["I'm not an expert on the market in English Canada, but if you combine the ratings on the main network and <i>Newsworld</i>, it competes very well"] • Joyal sur les CLOSM : Le reflet des régions a toujours été un défi, même en régions au QC • All witnesses alluded to the fact that there are too many org charts; and that there are more managers or producers than journalists or talents working on programming. • Housakos on ratings and news [Doyon and PM : La mission d'informer, elle s'adresse au citoyen afin qu'il joue son rôle dans notre démocratie et qu'il comprenne les enjeux du monde. Il ne devrait pas y avoir d'obligation de rentabilité pour RC] 	<ul style="list-style-type: none"> • Plett on real estate: "Indeed, there are efficiencies to be gained, we don't need the same space to produce" thanks to new technologies, but what's sadder is that there are less employees to occupy the space • Plett on transparency: « la transparence entre la direction de RC et ses propres employés est à un niveau critique » depuis des années. • Plett on sexual harassment and how HR/guides address complaints [yes there are processes which are used]. Chair had to intervene when Plett asked about Ghomeshi. • Hervieux-P sur le plan 2020: combien de gestionnaires ont été affectés [SCRC: il est difficile d'avoir de l'info de la haute gestion; les primes ne seront pas éliminés; ni les employés qui ont participé au plan
<p>T8 Nov 5, 2014 – MTL (panel) Tous Amis de RC • Pierre Maisonneuve (PM) Porte-parole SCRC • Isabelle Montpetit, Présidente Canadian Union of Public Employees - CUPE • Nathalie Blais, Research Advisor Syndicat des employé(e)s de bureau et professionnel(le)s de RC • Isabelle Doyon, Chair STARF • Michel Labrie, National VP</p>						

SENATE COMMITTEE – TRANSPORTATION & COMMUNICATIONS / SUMMARY OF MEETINGS

Witnesses	Overall position	Broadcasting & Regulatory	Mandate & Governance	Funding & Business Model	Programming/Ratings	Miscellaneous
<p>T8 Nov 5, 2014 – MTL (panel)</p> <p>Galafilm Inc.</p> <ul style="list-style-type: none"> • Arnie Gelbart (AG), CEO and Executive Producer <p>McGill University</p> <ul style="list-style-type: none"> • Marc Raboy (MR), Beaverbrook Chair in Ethics, Media & Coms (As an Individual – also coordinated a 1995 Unesco study on <i>Public Broadcasting for the 21st Century</i> and one of two experts on the <i>Lincoln Report</i> 	<ul style="list-style-type: none"> • AG : Pour faire des émissions sur l’histoire du Canada aujourd’hui, il y a une toute petite place à RC ou à la CBC. A l’ère du numérique, on a besoin d’une institution publique ayant le mandat de servir les citoyens et non les consommateurs. • MR: It is important to have a public broadcaster today. Recommendations from the Lincoln report are still relevant today (ie for Parliament to provide the CBC with increased and stable multi-year funding so that it could adequately fulfill its mandate). 	<ul style="list-style-type: none"> • Housakos: is a national public broadcaster the only way to ensure the future of Canada’s culture? [AG “Probably not, but we haven’t found out what the other solution is. The reality is that the commercial broadcasters sell eyeballs to advertisers”] 	<ul style="list-style-type: none"> • MR: nominations to the CBC board should be made by a number of sources, and the CBC president should be hired by and be responsible to the board, rather than under the current system. • MR: issues related to transparency is due from the current governance and how the board is appointed 	<ul style="list-style-type: none"> • MR the best way to achieve the goals of public broadcasting is through something called the “licence fee system,” but for that to happen, political will is required • AG public and private interest are mutually exclusive; but whether is tv, tablet or mobile, you still need to produce content; CBC should be the laboratory for this major technological shift] 	<ul style="list-style-type: none"> • Housakos on ratings and news [AG: Can the CBC be improved? Sure, but no government seems to have the will to bring change to the situation] • Plett on ratings [AG That’s the problem, that everybody who has an opinion about CBC usually watches their news, yet they offer such a variety of programming] 	<ul style="list-style-type: none"> • MR : À l’époque, il n’y avait pas d’universités qui faisaient de la formation. Les gens étaient formés à la CBC et à RC • Joyal on Windsor says he agrees with the Court’s decision • AG: On CBC/RC also at fault for its own demise because it could be more transparent with respect to its spending and governance
<p>T8 Nov 5, 2014 – MTL</p> <p>TV5 Québec Canada</p> <ul style="list-style-type: none"> • Suzanne Gouin, President and CEO • Benoit Beaudoin, Director, New Media 	<ul style="list-style-type: none"> • Les programmations d’UNIS et RC pour les CLOSM sont complémentaires, celle d’UNIS est produite par les producteurs issus des CLOSM; et l’objectif c’est aussi d’offrir cette programmation sur le réseau de TV5 QC-CDA et TV5 Monde 		<ul style="list-style-type: none"> • Joyal: la présence d’UNIS fera-t-elle en sorte que RC se délaissai de ses obligations vis-à-vis les CLOSM [Non, les CLOSM ont plus de choix] • Dawson sur le partenariat entre RC, Télé-QC [ils ne sont pas membres du CA de TV5 QC CDA, mais travaille ensemble pour offrir les meilleures émissions francophones d’ici à TV5Monde 	<ul style="list-style-type: none"> • Joyal : Avez-vous un lien organique (UNIS) avec RC, en particulier avec ses antennes régionales? [non, ce sont deux entités séparées; on est en train de mettre sur pied notre programmation, p-ê on pourrait se pencher sur la question plus tard] • UNIS peut aussi accéder les fonds du FMC; donc plus compétition dans le marché franco 	<ul style="list-style-type: none"> • Les producteurs QC peuvent contribuer à la programmation tant qu’ils traitent les sujets/enjeux des CLOSM 	<ul style="list-style-type: none"> • Hervieux-P on consultative model to create UNIS and could RC use the same type to consult with Canadians [faudrait leur demander la question] • Joyal a demandé plusieurs questions sur le financement des opérations de TV5

SENATE COMMITTEE – TRANSPORTATION & COMMUNICATIONS / SUMMARY OF MEETINGS

Witnesses	Overall position	Broadcasting & Regulatory	Mandate & Governance	Funding & Business Model	Programming/Ratings	Miscellaneous
<p>T8 Nov 6, 2014 – MTL</p> <p>Institute of Governance for Private and Public Organizations</p> <ul style="list-style-type: none"> • Michel Nadeau, Executive Director <p>(éditorialiste au <i>Devoir</i> entre 1974 et 1984; 20 ans à la Caisse de dépôt)</p>	<ul style="list-style-type: none"> • Has no broadcasting experience, but is a “fan” • Said our <u>2015</u> plan was a bad plan, and that we should focus on news, variety shows, drama and kids programming (digital channel for 2-24 years old); and develop partnerships • CBC/RC shouldn't be covering sports including Olympics 		<ul style="list-style-type: none"> • Clearer performance indicators and profiles for board members are needed [currently no board member have the adequate skills – est-il nécessaire d'avoir 4 avocats sur le CA?] • Pour assurer l'indépendance de la Société il devrait avoir un % fixe du budget fédéral 	<ul style="list-style-type: none"> • Selon le témoin, il est important que les crédits et les budgets de RC soient maintenus et avoir un budget pour les activités principales et un autre pour les trois grands domaines mentionnés, incluant le réseau spécialisé pour les jeunes 	<ul style="list-style-type: none"> • Selon le témoin, RC ne doit pas viser les plus hautes cotes d'écoute. Elle doit avoir un auditoire raisonnable • CBC/RC should have better performance indicators and that we need to reduce administrative costs (he thought 250 employees at Sochi was too high) 	<ul style="list-style-type: none"> • His entire presentation was based on old numbers and the 2015 plan. (no one bothered to tell him that there was a new plan) • Plett on if the Corporation should have gotten out of real estate sooner: the witness simply fuelled the perception of a heavy bureaucratic CBC/RC and never answered the question.
<p>T8 Nov 6, 2014 – MTL (panel)</p> <p>Townshippers' Association (TA)</p> <ul style="list-style-type: none"> • Gerald Cutting, President • Rachel Hunting, Exe Dir <p>Quebec Community Groups Network (QCGN)</p> <ul style="list-style-type: none"> • Stephen Thompson, Dir Policy, Research & PA • Walter Duszara, Secretary <p>English Language Arts Network</p> <ul style="list-style-type: none"> • Guy Rodgers, Exe Dir 	<ul style="list-style-type: none"> • QCGN/ELAN told the senators that despite a good relationship with CBC MTL and QC; and that their members are attached to radio; but that they don't see themselves reflected on TV. • TA difficult to keep the youth without community based programming (eg farm panel on radio). 	<ul style="list-style-type: none"> • ELAN mentioned a specific situation in West QC who receives ON programming signals but not from QC. 	<ul style="list-style-type: none"> • QCGN are concerned following a meeting with HTL around 2020 plan that no funding will be allocated to non-news programming (TV) • TA recommend that CBC should be held to its OL obligations and that given their rural reality; that radio (and not mobile) is important for them. 	<ul style="list-style-type: none"> • Housakos asked them what areas to you think CBC should get out of and Plett asked if a public broadcaster is needed? Witnesses said that CBC should cut anything that isn't Canadian; if there was no CBC they would most likely listen to the US or UK programming. 	<ul style="list-style-type: none"> • Hervieux-P asked if they English programming should be decided in MTL instead of TO: yes, it would be nice, but there are also different needs between urban and rural communities. Generally, CBC local does its best but doesn't have enough resources to cover such a large territory (eg part time reporter Eastern Townships) 	<ul style="list-style-type: none"> • Joyal suggested that they should perhaps with franco outside of QC (eg Windsor) to ensure that CBC is respecting it OL obligations • ELAN Believes in the new 2020 plan; the shift from conventional to digital will provide opportunities for English Speaking communities

SENATE COMMITTEE – TRANSPORTATION & COMMUNICATIONS / SUMMARY OF MEETINGS

Witnesses	Overall position	Broadcasting & Regulatory	Mandate & Governance	Funding & Business Model	Programming/Ratings	Miscellaneous
<p>T8 Nov 6, 2014 – MTL (panel)</p> <p>Confédération des syndicats nationaux (CSN)</p> <ul style="list-style-type: none"> Jacques Létourneau, President François Enault, Assistant to the ExecCommittee <p>Fédération nationale des communications (FNC)</p> <ul style="list-style-type: none"> Pascale St-Onge, Secretary-General 	<ul style="list-style-type: none"> CSN est inquiète pour l'avenir; le nouveau plan 2020 met trop d'emphase du le numérique et l'immobilier et pas assez d'importance sur la qualité de l'info et le reflet des régions. FCN les médias traditionnels ont encore une place malgré la prolifération de des médias sociaux 		<ul style="list-style-type: none"> Hervieux-P. sur la gouvernance : CSN faut revoir le mode de fonctionnement de la haute direction et du CA (opaque) et le processus de nomination afin d'éviter l'ingérence politique. FNC : faut avoir des gens des milieux culturels et des cmns. 	<ul style="list-style-type: none"> CSN/FCN le niveau de financement doit être soutenu et augmenter sur une base pluriannuel, les revenus publicitaires influencent le contenu Plett: shouldn't CBC live within its means [CROP did a survey in QC & Canadians are willing to pay more for RC] 	<ul style="list-style-type: none"> CSN: les coupures vont avoir un impact sur le niveau de l'accessibilité à une information de qualité. 	<ul style="list-style-type: none"> Joyal sur les consultations du plan 2020: FNC les syndicats ont été consultés mais le processus a été écourté et n'ont pas été retenues
<p>T9 Dec 2, 2014</p> <p>Town of Grand Falls-Windsor</p> <ul style="list-style-type: none"> Rodney Mercer, Councillor (he was not involved in the negotiations) 	<ul style="list-style-type: none"> Supports the CBC, and understands the financial challenges for CBC instead of moving to GFW "but they chose to go to Gander at a higher price; not a good solution for taxpayers but for their new landlords". 		<ul style="list-style-type: none"> Plett on effective and transparent management of resources: [process was done over a few years, management not forthcoming with info and instead of reducing from 2 to 1 location, they now operate 4 	<ul style="list-style-type: none"> Housakos on promoting NFLD and if CBC supports CanCon [yes, Republic of Doyle is a huge success] 	<ul style="list-style-type: none"> Plett on the AM show (6-9) and having more presence in the cmty [nice to have but not efficient mgmt of public funds since mall is closed then] Unger on having the CBC in GFW, do people listen to it or is it a nice to have? 	<ul style="list-style-type: none"> Housakos on transparency [yes, CBC should be more proactive disclosure]
<p>T9 Dec 3, 2014</p> <p>Fédération des francophones et acadienne du Canada</p> <ul style="list-style-type: none"> Suzanne Bossé, Director (General) Serge Quinty, Director of Communications 	<ul style="list-style-type: none"> Le diffuseur public est essentiel pour les CLOSM; sans lui, il n'y a pas de prog locale en français Avant les compressions successives depuis 2009, les services régionaux de RC avaient peu de ressources et des services ont été coupés à chaque vague de compression Veut une commission indépendante pour revoir 	<ul style="list-style-type: none"> Fait des demandes au CRTC de créer un fonds de programmation locale. MacDonald on new technologies and if they can protect cultural identities : [oui, mais il faut avoir un accès égale de bande passante à travers le pays. Faut transiter vers le numérique mais il faut des gens pour raconter des 	<ul style="list-style-type: none"> Plett on ratings and number of people in the communities as part of programming decisions [it should be studied by a commission, BBM doesn't measure audiences in CLOSM and services should be offered ideally to all, but at a min in a community that has a school or cmty centre] 	<ul style="list-style-type: none"> Plett on promoting Canadian culture [Oui à RC, mais pas assez de promo sur la dualité ling]. Manque de reflet régional au TJ et émissions du réseau Eggleton on impacted services by the cuts: [moins de couverture locale, et aucune programmation hors nouvelles produites en 	<ul style="list-style-type: none"> MacDonald on Michel Cormier's nomination and if things have improved? [They met with him and he explained his vision; but with all the cuts, they haven't seen any results that the organizational culture has changed in MTL (eg Moncton). 	

SENATE COMMITTEE – TRANSPORTATION & COMMUNICATIONS / SUMMARY OF MEETINGS

Witnesses	Overall position	Broadcasting & Regulatory	Mandate & Governance	Funding & Business Model	Programming/Ratings	Miscellaneous
T9 Dec 10, 2014 CBC / Radio-Canada • Remi Racine	le mandat et services SRC The majority of the questions revolved around: • revenues & ratings, and the impact of the loss of HNIC on SRC; • the role of the board, the skills and competencies of board members, and the governance structure; • the Corporation's business model, role and mandate (in creating and promoting CanCon) • transparency and salary disclosure; • the reduction of our real estate's footprint; and • the perceived issue around "commuting" for senior executives and how HTL's Ottawa business expenses were reimbursed. Sen Batters asked a about Jian G (twice); and other questions asked were about access to the Library, the Ombudsmen, the management of pensions plan and pensioners returning as contractual.	histoires locales	<i>of directors for the OLMC</i>		région.	
T10 Jan 27, 2015 Entertainment One • Mark Slone, Executive Vice-President, Theatrical Distribution • Vanessa Steinmetz, Vice-President, Production Financing	• Having a focused national broadcaster is necessary to the Cdn film and TV ecosystem to create jobs • CBC will take risks where the privates don't. They promote CanCon nationally; distributors like us do the intern'l promo. • CBC is the home to Canadian talent & content	• More Canadian movies should be broadcast on TV (in particular the CBC), and that the CRTC should add a new category of programming for movies distinct from dramatic television series		• Green on the impact on CanCon if we transfer CBC's resources to the CMF? [Canada's cultural sector will be impacted, less diversity; CMF is just production – you still need distribution outlets]	• It's not all about ratings. You need CBC's curating abilities to fill the programming gap. • Cannot speak to why CBC didn't broadcast 19-2 or Trailer Park, but successful shows should be picked up by privates and CBC should use its resources for riskier content.	• Plett: Is CBC a partner or a client? [everyone is a partner; no one can produce, promote and distribute a show alone] • Why put money in something no one watches? [privates should pick up commercial viable shows and CBC can target underserved audiences]
T11 Jan 28, 2015 • Alain Saulnier , Visiting Professor, Comm Department, Université de Montréal	• Il est important d'avoir un diffuseur public dans une société démocratique • L'importance du journalisme d'enquête et de nouvelles internationales dans l'univers numérique.	• Il faut mettre à jour de la loi sur la radiodiffusion, si non pour l'ensemble de la loi mais au moins pour assurer l'autonomie entre CBC et RC et de refléter l'univers numérique.	• Que le processus de nomination du PDG et des administrateurs relève d'un comité parlementaire et qu'il soit plus transparent (il n'a jamais dit qu'un partisan politique ne devrait pas siéger sur un CA mais que les qualifications et critères de sélection devraient être connus.	• Donner un financement stable (via un modèle de redevances et non des revenus commerciaux) afin que le diffuseur public puisse faire la transition au numérique et de garder les "jeunes"; • Ce n'est pas à cause que RC a subit "plus de coupures" qu'il faut enlever de l'argent de la CBC pour le donner à RC.	• Si le nouvelles nationales étaient/son trop québécoises ou MTL-centrique c'est à cause du model de financement et des rev publicitaires. • Housakos pourquoi faut-il une conversation nationale sur CBC/RC malgré leur étude et pourquoi leurs audiences ne sont pas couvertes par CBC et RC [pas leur mandat]	• Sur l'ingérence politique et les cas de Duceppe et Fortier : la haute gestion "avait tout mêlé" et que la politique s'adressait aux journalistes et non aux collaborateurs (Duceppe) et que pour Fortier, c'était l'ancien sénateur qui avait refusé; qu'il a jamais ressenti une pression du management ou du politique de changer ces choix éditoriaux

SENATE COMMITTEE – TRANSPORTATION & COMMUNICATIONS / SUMMARY OF MEETINGS

Witnesses	Overall position	Broadcasting & Regulatory	Mandate & Governance	Funding & Business Model	Programming/Ratings	Miscellaneous
<p>T12 Feb 3, 2015 (via videoconference)</p> <p>Nordicity (UK)</p> <ul style="list-style-type: none"> Dustin Chodorowicz, Partner Stephen Hignell, Manager 	<ul style="list-style-type: none"> They didn't provide an opinion on CBC/SRC They presented the results of their findings on the <i>Analysis of Government Support for Public Broadcasting and Other Culture in Canada</i> Commissioned by CBC/SRC 	<ul style="list-style-type: none"> Housakos on if other form of gov't subsidies were taken into account in their study [challenging to get info on the direct/indirect funding in all 18 countries. Even if included, results wouldn't change much] MacDonald on the need for policy/regulations today [yes, CDA's situation is unique, next to US] 	<ul style="list-style-type: none"> Unger on what CBC isn't doing [how can they fill their mandate vis-à-vis other public broadcasters when they're 50% of the average and well behind others?] 	<ul style="list-style-type: none"> Demers on if there are issues with BBC [Overall approval is high, but it is not immune to its issues] Plett on other sources of rev? BBC sells their rights and BBC Worldwide is their commercial arm Housakos who is successful at developing /exporting their cultural products [UK, US] 	<ul style="list-style-type: none"> Plett/Housakos: why didn't you take into account viewership and the # of citizens that don't pay taxes, and provide a value-for-\$ analysis? [Audience numbers are not gathered the same way and/or not easily accessible] 	<ul style="list-style-type: none"> Unger on if culture really an important issue globally? [Yes still a priority in many public policy, EU just renewed its commitment] Unger on the importance of content [yes it still matters, technology helps distribute content, but key to success is still producing quality content]
<p>T13 Feb 4, 2015</p> <p>Canadian Association of Film Distributors and Exporters</p> <ul style="list-style-type: none"> Richard Rapkowski, Counsel 	<ul style="list-style-type: none"> A focused national broadcaster is critical for the success of the film industry; reframe its mission "CBC true home for Canadian TV & films" Films would provide benefits, and add to CBC's unique brand (shouldn't compete with privates) 	<ul style="list-style-type: none"> Demers: has digital and new technology impacted film [yes, but content is still king. Distributors make more money from selling BO tik vs selling rights to Netflix.] Housakos on increasing regulations for privates [not a solution either; they compete w OTT] 	<ul style="list-style-type: none"> CRTC should add a new feature film cat in COL for better access to CanCon (privates lobbied against) Eggleton: can't CBC pick them up now? [they can but they don't do enough] Housakos: "I would take \$ from news and put it into CanCon" [CBC does have a role to inform] 	<ul style="list-style-type: none"> Films on CBC are not as expensive as sports/drama. Canadians should enjoy paid for content Unger: Why can't we have a model like PBS [it's a philosophical argument] Housakos on more \$ in production [more \$ is always welcome, but you still distribution system] 	<ul style="list-style-type: none"> Plett on ratings [CDA is culturally & geographically diverse; need to promote a national identity] Eggleton: CBC's ratings reach are still good, he would give more \$ to CBC and get them off the ads 	<ul style="list-style-type: none"> Plett: haven't heard of any films mentioned [QC is different, but we need better promote in CDA] Unger: you said that theatrical viewership is in decline, why continue to invest [all indie films compete w blockbusters; but can be distributed elsewhere like CBC].

--

*Normalizing cost of sales means removing those items that support Sales instead of being actual sales costs (Traffic, Finance, Communications & Rights support)
Costs included are Management, Direct Sales people, Account Coordinators, Marketing and Sales Operations
**Costs Include selling costs for Olympics

NORDICITY REPORT:

The Key questions:

1 .Question: Why did we ask Nordicity to look at appropriation rather than everything?

Draft Response:

The first Nordicity study was conducted in 2006 and it was designed to be in line with the approach used by McKinsey in their studies of public broadcasters around the world in the 1990's. One of the key metrics used by McKinsey was operating income (excluding commercial revenue). For most public broadcasters, Government funding is their most important source of funds. It is also information that is widely available from public broadcasters around the world which means that comparisons can be made on an apples to apples basis.

Looking at 'everything' would not make sense as the broadcasting environment and specific funding mechanisms vary from country to country. Moreover, complete data is simply not available for many countries.

2. Question: If we did try and look at everything that might it look like? What are the problems with the data?

Draft Response:

See above.

3. Question: How would tax credits and CMF affect "public financial support" numbers.

Draft Response:

Federal and provincial tax credits and Canada Media Fund (CMF) funding are incentives to support the development and production of Canadian content and are made available to Canadian producers, not broadcasters.

While broadcasters are allocated performance envelopes through the CMF, the funding is actually "indirect" in that the ultimate beneficiary of the funding is the production company.

This is also the case for federal and provincial tax credits. In Canada, the granting of national status to feature film or television productions provides access to federal tax credits through the Canadian Film and Video Production Tax credit (CPTC). The objective of the CPTC is to encourage Canadian programming and to develop an active domestic **production sector**. In addition to the federal tax credit, Canadian **producers** can apply for a provincial tax credit in the province(s) where filming takes place.

From a broadcaster's perspective, the availability of these credits to the producer does offer some financial support to the commissioning of Canadian programs; however the ability to measure the monetary value of these incentives around the world is virtually impossible. Moreover, the value of these credits to a public broadcaster is insignificant relative to the government funding it receives.

Additional comments related to the article

A. Distinction between “Support for Canadian culture” and “Support for public broadcasting”

In the article Senator Leo Housakos adds in funding to Telefilm Canada and CMF to come to a “quick” calculation per cap for funding of Canadian culture of \$41.91.

It is important to note that the \$33.00 per cap funding from the Nordicity report relates to “support for the national public broadcaster” and is not reflective of funding of overall culture in Canada. The Nordicity report did include information on the federal government’s total spending on culture. However, comparing total government support for funding across countries would be very misleading as it would not be an apples to apples comparison.

B. “Failing to account for provincial systems including.....”

The comparable analysis does exclude provincial broadcasting services. In the original report in June 2006, Nordicity calculated that \$4/per cap would be representative of these broadcasters.

“While this additional amount does increase the public funding picture for Canada's public broadcasters, and provides a more suitable basis for international comparison, it does not have a material impact on the conclusions of the analysis: it does not move Canada very much in ranking among the Western countries included in the comparison.

Nevertheless, it is important to note this because in many of the comparison countries the public broadcaster has a wider mandate that often includes public-education objectives similar to Canada's public educational broadcasters.”

Source: June 2006 Nordicity Report

C. “The U.S. gets the least amount of funding and is doing the best job”

While the Nordicity report confirms that the public broadcasting system in the U.S. is the lowest funded in the 18 measured countries, it is difficult to agree that it is also “doing the best job”.

In the highly competitive U.S. market, the public broadcaster captures only a small share of viewers across the U.S. The Major U.S. networks are each capturing between 5-6% viewing audiences while PBS is at less than 1.5%.



CBC and FEATURE FILMS

The Challenge with English Canadian Feature Films

Outside of the pay movie channels, English Canadian television broadcasters have had a challenging relationship with Canadian feature films.

Canadian feature films are:

- difficult to schedule and promote; and
- are often relatively expensive even though the English Canadian television broadcast window can be years following the film's delivery ("the orderly marketplace"), the audiences are low and the rights broadcasters get are few.

CBC's experience is no different.

As a result of these challenges, Canadian television broadcasters' licensing of Canadian feature films in English Canada has diminished over the last 10 years.

The English Canadian feature film industry has been very critical of television broadcasters declining demand of feature films.

- In early 2009, Peter Grant (a lawyer at McCarthy Tétrault where CMPA's flash conference is being held) authored a report for Telefilm which urged CRTC to impose feature film obligations on Canadian broadcasters as a condition of licence. Specifically regarding CBC/Radio Canada, in addition to CRTC licence conditions, Peter Grant recommended that the feature film working group intervene with the Department of Heritage and CBC/Radio-Canada and agree on an MOU which would cover the development, financing, broadcast and promotion of Canadian feature films on all CBC/Radio-Canada platforms.
- In 2012, a group of Canadian feature film producers and distributors banded together to form *Starlight* - a television channel which was to exclusively broadcast Canadian feature films. Norm Bolen (former CMPA head and chair of Wednesday's flash conference session) was hired as the head staffperson. *Starlight* needed a mandatory carriage order from CRTC in order to be financially sustainable. That request was denied by CRTC in the summer of 2013.

The Different Experience of French Canadian Feature Films

The French Canadian experience (including at Radio-Canada) has been much different than in English Canada - both at the theatrical box office and on television. French Canadian feature films have garnered sizable audiences in Quebec and so the feature film industry in Quebec does not share the same concerns as in English Canada (either generally or about Radio-Canada's support of French language feature films).

CBC Approach and Support to English Canadian Feature Films

- Over the last 7 years, CBC has licenced an average of between 3-5 Canadian feature films each year.
- The exception was 2011 when CBC licenced 12 Canadian feature films.
- Over the same 7 year time period, CBC's financial support for feature films was 6.8M (cash) and 3.5M (CMF) for a total of \$10.3M.
- Over the last few years, the rough 2+ AMA to Canadian feature films broadcast by CBC was 95.75. For comparison, the rough 2+ AMA for movies-of-the-week broadcast by CBC was 799.7

CBC has tried a number of different strategies to address the English market feature film challenges.

Theatrical Documentary Fund

- In June 2005, CBC created a new fund with Telefilm to jointly finance theatrical documentary feature films. In the years that followed, Rogers and NFB contributed their financial support to the fund. The core of this initiative for CBC was that it disrupted what had been the orderly marketplace and allowed CBC to broadcast the feature films it had licenced 6 months after delivery not 3-4 years later as had been the case. CBC and NFB withdrew from this initiative in August of 2008 because we could not sync our objectives with the Fund's other financiers.

Feature Film Initiative

- In the fall of 2009, CBC launched a Feature film initiative in partnership with Telefilm. Again the concept for CBC was to break the orderly marketplace and telecast films on CBC sooner. Given the significant funds contributed directly or indirectly (through feature film funds like Harold Greenberg fund) by pay channels, CBC needed to get those pay movie channels onside. Ultimately CBC was able to persuade Movie Central (Corus) to share programming but not TMN (Astral). CBC supported feature films *Breakaway* and *Midnight's Children* as prelicences through this initiative in 2010/11. As evidence of the challenges noted above, CBC paid 2.55 M in cash and CMF dollars for *Midnight's Children* but the premiere telecast in 2013 garnered a 2+ rating of 108. Ultimately, the initiative faltered due to the fact that senior management felt that we shouldn't be spending our creative time on feature films over which we ultimately had very little influence given the other financial participants. CBC's feature film initiative was abandoned in 2011.

Current

- CBC has largely pursued an acquisition strategy for feature films. We currently have offers pending on 4 Canadian films.

CBC's Licence Condition on Feature Films

- Feature film producers intervened in CBC's licence renewal hearing in the fall of 2012 and requested that the CRTC impose firm expenditure and exhibition requirements on CBC. CRTC partially granted this request in its decision in May 2013 but only imposed a requirement that CBC broadcast one Canadian feature film during each month.

I. Archives

 LIBRARIES ARCHIVES

OUR CULTURAL ASSETS BRIEF

This is an overview of CBC's content management policies and practices. All policies and related documents are prepared in partnership with Radio-Canada to ensure *Libraries+Archives/Médiathèque et Archives* business practices are aligned.

Our Mission

CBC/Radio-Canada's libraries exist to acquire content, provide research, promote reuse and preserve our organization's cultural audio and visual history.

AcquisitionsDigitization

Deaccessioning

Gregg Antworth

Director, Libraries+Archives / Directeur, Médiathèque et Archives
Media Operations & Technology / Exploitation et Technologies médias
CBC / Radio-Canada

(416) 205-5637 office / bureau

(416) 697-9861 cell / cellulaire

email: gregg.antworth@cbc.ca / gregg.antworth@radio-canada.ca

Annex 1 Questions for M. Rémi Racine, Chairperson, Board of Directors, CBC/Radio-Canada (le français suit)

1. Arm's-Length Relationship between the CBC/Radio-Canada and the federal government

Numerous witnesses before our Committee have remarked that there is not an arm's length relationship between the CBC/Radio-Canada and the government, because the government appoints both the President and CEO, and the board of directors of the CBC/Radio-Canada. The government is obviously responsible for determining how appointments are made.

A) HOW, IF AT ALL, DOES THE BOARD OF DIRECTORS COUNTER THE IMPRESSION THAT IT DOES NOT HAVE INDEPENDENCE FROM THE GOVERNMENT?

- The Board of Directors always conducts its deliberations in the Corporation's best interests, as provided under the *Broadcasting Act*.
- As Board members, we are acutely aware of our financial responsibilities. In fact, new Board members all receive training to ensure that they understand those responsibilities.
- Many positions appointed by government are independent: the governor general, Supreme Court justices, the chief electoral officer, the auditor general, etc. The fact that the government appoints the CEOs and Directors of Crown Corporation has no bearing on the Crown Corporation's relationship with the government.
- Once appointed, Directors have a duty of care towards the Corporation and act in the best interests of the Corporation in fulfilling its mandate as laid out in the *Broadcasting Act*.

2. Measuring Success

In assessing the performance of the CBC/Radio-Canada, either for periodic reporting or for the going concern of the broadcaster:

B) HOW DOES THE BOARD MEASURE "SUCCESS" AT THE CBC/RADIO-CANADA? WHAT QUALIFIES AS A GOOD QUARTER, YEAR, SHOW, ETC.?

- Success occurs when the Corporation meets its targets as spelled out in its Annual Report
- Targets are based on objectives set out in our Corporate strategies and include audience numbers, reach, Canadian content, and service to regions.
- The Board participates in the elaboration of Key Performance Indicators, which cascade down to the organization through the CEO's performance objective and managers' short term incentive plans.

C) DOES THE BOARD EVALUATE THE PERFORMANCE OF THE TOP EXECUTIVES? IF SO, HOW? WHAT LEVEL OF PERFORMANCE IS STANDARD, SUB-STANDARD, OR SUPERIOR AND WORTHY OF BONUSES?

- Each senior executive has performance objectives that are established annually
- They are measured to the degree to which they meet those objectives:
 - Met,
 - Not met,
 - Fully met, or
 - Exceeded expectations
- The short term incentive is calculated as a percentage based on performance and is approved by the Board.

3. Shareholders' Interests

In private corporations, the board of directors looks after the interests of its shareholders.

D) WHO DO YOU CONSIDER TO BE THE SHAREHOLDERS OF THE CBC/RADIO-CANADA?

- We believe every Canadian is a shareholder in the Corporation.

E) WHAT ARE THE INTERESTS OF THESE SHAREHOLDERS THAT YOUR BOARD LOOKS AFTER?

- That the Corporation fulfills its mandate as set out in the *Broadcasting Act*, and that Canadians see value in their investment in public broadcasting.

F) WHAT PROCEDURES ARE IN PLACE TO SEE IF THE CBC/RADIO-CANADA IS INDEED LOOKING AFTER THE INTERESTS OF ITS SHAREHOLDERS?

- The Corporation provides extensive reporting of its activities to Canadians through :
 - Annual report and Corporate plan summary
 - Annual reports to the CRTC
 - Consultations with Official Languages Minority Communities
 - Quarterly financial reports
 - Publishing of strategic plans and report cards on implementation.
 - Annual audits by the Auditor General of Canada
 - Annual Public Meeting
 - Public complaints procedure with Ombudsmen

4. Transparency

Numerous witnesses before our Committee criticized the CBC/Radio-Canada for its lack of transparency.

G) DO MEMBERS OF THE BOARD OF DIRECTORS SEE TRANSPARENCY AS ONE OF THE IMPORTANT ISSUES FACING THE CBC/RADIO-CANADA?

- Transparency is important for all crown corporations.
- CBC/Radio-Canada is among the most transparent of all crown corporations in Canada.

H) IN YOUR OPINION, WHAT STEPS HAVE BEEN TAKEN TO IMPROVE TRANSPARENCY AT THE CBC/RADIO-CANADA?

- Many steps have been taken to improve transparency at the Corporation:
 - Access to Information: Corporation went from an “F” from the Information Commissioner to an “A” grade for the past two years.
 - Proactive Disclosure of Board minutes, executive expenses, and documents released under Access to information of general interest.
 - Salary disclosure greater than what is currently disclosed by any other government organization.

I) IN YOUR OPINION, WHAT STEPS CAN BE TAKEN TO IMPROVE TRANSPARENCY AT THE CBC/RADIO-CANADA?

- The Corporation continuously looks for ways to improve its transparency while respecting the law and its commercial reality.

5. Appropriateness of governance structure and procedures

A witness before our Committee stated:

[The CBC/Radio-Canada’s] governance structure is also outdated and comes from the 1980s. For instance, the president is appointed by the Governor-in-Council not by the board. The board members cannot have a financial interest in broadcasting, yet they run a broadcast corporation. The corporation needs Governor-in-Council approval to buy and sell shares in other companies. It cannot own any subsidiaries.

J) WOULD YOU PLEASE COMMENT ON THIS (EVEN THOUGH IT IS THE GOVERNMENT’S RESPONSIBILITY TO ESTABLISH THE GOVERNANCE STRUCTURE FOR THE CBC/RADIO-CANADA)?

- The current governance structure provides relevant input from the Board into the selection of the President and CEO and board members.
- With regards to precluding individuals who have “a financial interest in broadcasting”, this statutory requirement avoids a potential conflict of interest (i.e., the CEO of Rogers cannot be on the Board of Directors of CBC\Radio-Canada).

K) HOW FLEXIBLE IS THE CURRENT GOVERNANCE STRUCTURE TO RESPOND TO THE CHALLENGES FACING THE CBC/RADIO-CANADA IN THE CURRENT, CHANGING COMMUNICATIONS ENVIRONMENT?

- In an industry that is constantly changing, and at a fast pace, our governance structure does not always enable us to quickly seize opportunities (e.g., real estate transactions).
- For the past seven years, we've been asking for tools to give us greater financial flexibility: a line of credit, a portion of cable and satellite provider revenue for our signals ("fee for carriage"), or targeted funds such as the one for local programming.

6. The CBC/Radio-Canada in the changing broadcasting and communications environment

A witness before our Committee stated:

... the CBC is also its own worst enemy. It has not articulated clearly and precisely how it intends to thrive in the new digital environment, given its mandate and the fiscal restraints. Its strategies appear to be a vague repetition of what is set out in the Broadcasting Act.

L) WOULD YOU PLEASE COMMENT ON THIS?

- The Corporation's governing document is the *Broadcasting Act*
- The Corporation's 2015 plan, now almost complete, was a clear roadmap on how the Corporation was focusing its priorities for the future.
- The Corporation's 2020 plan is an extension of that strategy.

7. Expertise of Board Members

A witness before our Committee stated:

If we look at the profile of the 12 people who currently hold these positions [members of the board of directors of CBC/Radio-Canada] or responsibility, I am not blown away, if you will, by their knowledge of new media and developing the budget envelope for Canadian business advertising.

M) WOULD YOU PLEASE COMMENT ON THIS?

- Like any corporation, the Board is comprised of individuals with a wide cross section of expertise and experience including digital media, and communications advertising.
- Board members are diverse and represent all regions of Canada.
- We have developed a **Skills Matrix** that identifies the various competencies, skills and experiences that the Board as a whole requires to function.

N) IN YOUR OPINION, COULD THE APPOINTMENTS PROCESS FOR MEMBERS OF THE BOARD BE CHANGED TO IMPROVE THE RELEVANT SKILLS SET OF THE BOARD OF DIRECTORS?

- This is really a question for Government.

8. Role of the CBC/Radio-Canada Board of Directors

A witness before our Committee stated: *"The president is not really responsible to the board of directors in any serious way. The board of directors is more like an advisory board."*

O) WOULD YOU PLEASE COMMENT ON THIS?

- The Board approves all significant transactions and initiatives including hockey, Olympic bidding strategies to real estate and IT transactions. Management provides regular updates on all of its projects.
- The Board evaluates the President and CEO's performance and provides recommendations to the Minister.
- At each meeting, the Board holds in camera sessions with and without the President and CEO.
- The Board respects its' oversight role (it watches over, but doesn't intervene), and does not intrude on decisions related to programming or the day-to-day management of the public broadcaster.
- It's the Board's role to raise issues and ask questions about the Corporation's overall operations and directions. The Chair's role is to encourage lively debate, while ensuring that the Board doesn't encroach on management's areas of responsibility.

9. Conditions of Employment – Travel between Home and Work.

The President and CEO of the Canadian Broadcasting Corporation, Mr. Hubert Lacroix, lives in Montreal, which is not where the headquarters of the CBC is located.

P) IN THE REASONABLE COURSE OF HIS DUTIES, HOW OFTEN WOULD THE PRESIDENT/CEO BE REQUIRED TO TRAVEL TO TORONTO AND OTTAWA?

Q) IF THIS ARRANGEMENT DOES, IN FACT, REQUIRE CONSIDERABLE COMMUTING GIVEN THE PLACE OF MR. LACROIX'S RESIDENCE, HAS THIS BEEN CONSIDERED/APPROVED BY THE BOARD OF DIRECTORS?

R) ARE THERE OTHER CBC/RADIO-CANADA EMPLOYEES WHO HAVE SUBSTANTIAL REGULAR COMMUTES TO WORK AND FOR WHOM THE CBC PAYS THE COMMUTING EXPENSES?

- Mr. Lacroix, was hired in 2007 with the expectation that he would be required to travel, as was his predecessor.
- This is not a question of "commuting" but of performing the requirements of the job.
- CBC/Radio-Canada is a national public broadcaster with offices in every region of the country. Senior management are required to travel across the country in performance of their duties.

10. Role of the CBC/Radio-Canada Board of Directors

Retired employees of the federal public service may not collect their pension income while they are continuing to work for the government on a contract basis.

S) ARE THERE RETIRED CBC/RADIO-CANADA EMPLOYEES WHO ARE CURRENTLY COLLECTING PENSIONS WHO ARE NOW ALSO WORKING ON CONTRACT AT THE CBC/RADIO-CANADA?

- The Corporation has a policy with respect to re-employing former employees who receive pension benefits:
 - Employees who have received severance may be re-hired to perform short term assignments but not within less than 12 months following the departure.
 - Former employees receiving pensions but working more than six months will have their pension benefits reassessed.
 - Employees who have received severance payment under a voluntary incentive program cannot be re-hired.

11. Indépendance de CBC/Radio-Canada à l'égard du gouvernement fédéral

Bon nombre des témoins que notre comité a entendus ont fait remarquer l'absence d'indépendance de CBC/Radio-Canada à l'égard du gouvernement du fait que ce dernier nomme à la fois le président du conseil et le président-directeur général de CBC/Radio-Canada. De toute évidence, le gouvernement définit la méthode de sélection des titulaires de ces postes.

T) QUE FAIT LE CONSEIL D'ADMINISTRATION POUR CONTRER L'IMPRESSION QU'IL N'EST PAS INDÉPENDANT À L'ÉGARD DU GOUVERNEMENT?

- Le Conseil d'administration mène toujours ses délibérations dans le plus grand intérêt de la Société comme le prévoit la *Loi sur la radiodiffusion*.
- En tant que membres du Conseil d'administration, nous sommes tous très conscients de nos responsabilités fiduciaires. D'ailleurs, chaque nouvel administrateur bénéficie d'une formation afin d'assurer qu'il comprend ces responsabilités.
- De nombreux hauts fonctionnaires nommés par le gouvernement sont indépendants : le gouverneur général, les juges de la Cour suprême, le directeur général des élections, le vérificateur général, etc. Le fait que le gouvernement nomme les présidents-directeurs généraux et les administrateurs des sociétés d'État n'influe pas sur la relation qu'elles entretiennent avec le gouvernement.
- Une fois nommés, les administrateurs ont un devoir de diligence à l'égard de la Société et agissent dans l'intérêt de celle-ci en l'aidant à remplir son mandat tel qu'il est énoncé dans la *Loi sur la radiodiffusion*.

12. Mesurer le succès

Pour ce qui est d'évaluer le rendement de CBC/Radio-Canada, que ce soit sur certaines périodes ou dans ses activités de radiodiffusion :

U) COMMENT LE CONSEIL MESURE-T-IL LE « SUCCÈS » DE CBC/RADIO-CANADA? QUELS SONT LES CRITÈRES D'UN BON TRIMESTRE, D'UNE BONNE ANNÉE OU D'UNE BONNE ÉMISSION, PAR EXEMPLE?

- Le succès se mesure à la capacité de la Société d'atteindre les cibles énoncées dans son rapport annuel.
- Ces cibles sont basées sur des objectifs établis dans le cadre des stratégies institutionnelles et couvrent les parts d'auditoire, la portée, le contenu canadien et les services offerts aux régions.
- Le Conseil d'administration participe à l'élaboration d'indicateurs de rendement clés, qui sont transmis dans toute l'organisation par l'intermédiaire des objectifs de rendement du président-directeur général et des régimes de rémunération incitative à court terme des cadres supérieurs.

V) EST-CE QUE LE CONSEIL ÉVALUE LE RENDEMENT DES CADRES SUPÉRIEURS? DANS L’AFFIRMATIVE, COMMENT? QUEL NIVEAU DE RENDEMENT EST ACCEPTABLE, INACCEPTABLE OU SUPÉRIEUR ET DIGNE DE PRIMES?

- Chaque haut dirigeant a des objectifs de rendement qui sont établis chaque année.
- Le degré d’atteinte de ces objectifs est mesuré en fonction de la satisfaction des attentes :
 - Satisfait les attentes
 - Ne satisfait pas les attentes
 - Satisfait entièrement les attentes
 - Dépasse les attentes
- La rémunération incitative à court terme est calculée comme un pourcentage en fonction du rendement et est approuvée par le Conseil.

13. Intérêts des actionnaires

Dans une entreprise privée, le conseil d’administration veille aux intérêts des actionnaires.

W) QUI CONSIDÉREZ-VOUS COMME LES ACTIONNAIRES DE CBC/RADIO-CANADA?

- Nous pensons que chaque Canadien est un actionnaire de la Société.

X) QUELS SONT LES INTÉRÊTS DE CES ACTIONNAIRES AUXQUELS VEILLE VOTRE CONSEIL?

- Que la Société remplisse son mandat tel qu’il est énoncé dans la *Loi sur la radiodiffusion* et que les Canadiens considèrent que leur investissement dans la radiodiffusion publique est un bon investissement.

Y) QUELLES PROCÉDURES SONT EN PLACE POUR VÉRIFIER SI CBC/RADIO-CANADA VEILLE EFFECTIVEMENT AUX INTÉRÊTS DE SES ACTIONNAIRES?

- La Société fait un compte rendu complet de ses activités aux Canadiens par l’entremise des démarches et documents suivants :
 - Rapport annuel et sommaire du Plan d’entreprise
 - Rapports annuels au CRTC
 - Consultations auprès des minorités de langues officielles
 - Rapports financiers trimestriels
 - Publication de plans stratégiques et de bulletins de rendement sur leur mise en œuvre
 - Audits annuels du vérificateur général du Canada
 - Assemblée publique annuelle
 - Procédures de plaintes du public auprès des ombudsmans

14. Transparence

Les témoins que nous avons entendus ont été nombreux à critiquer le manque de transparence de CBC/Radio-Canada.

Z) LES MEMBRES DU CONSEIL D'ADMINISTRATION VOIENT-ILS DANS LA TRANSPARENCE UN ENJEU IMPORTANT POUR CBC/RADIO-CANADA?

- La transparence est importante pour toutes les sociétés d'État.
- CBC/Radio-Canada est parmi les sociétés d'État les plus transparentes du Canada.

AA) À VOTRE AVIS, QUELLES MESURES A-T-ON PRISES AFIN D'AMÉLIORER LA TRANSPARENCE À CBC/RADIO-CANADA?

- De nombreuses mesures ont été prises pour améliorer la transparence de la Société :
 - Accès à l'information : Depuis deux ans, la Société obtient la note « A » du commissaire à l'information. Auparavant, elle avait obtenu un « F ».
 - Divulgateur proactive des procès-verbaux du Conseil, des dépenses des membres de la haute direction et de documents d'intérêt général publiés en vertu de l'accès à l'information.
 - Nous divulguons davantage de données sur les salaires que ce que font actuellement d'autres organisations gouvernementales.

BB) SELON VOUS, QUELLES MESURES POURRAIT-ON PRENDRE AFIN D'AMÉLIORER LA TRANSPARENCE À CBC/RADIO-CANADA?

- La Société cherche continuellement des manières d'améliorer sa transparence tout en respectant la loi et sa réalité commerciale.

15. Adéquation de la structure de gouvernance et des procédures

Un témoin a déclaré au Comité :

Par ailleurs, la structure de gouvernance de CBC/Radio-Canada est très dépassée; elle date en fait des années 1980. Par exemple, le président est nommé par le gouverneur en conseil et non pas par le conseil d'administration. Les membres du conseil n'ont pas le droit d'avoir des intérêts financiers dans le domaine de la radiodiffusion, même s'ils doivent administrer une société qui évolue dans ce secteur. La société doit obtenir l'approbation du gouverneur en conseil pour pouvoir acheter ou vendre des actions dans d'autres entreprises. Elle ne peut pas posséder de filiales.

CC) POURRIEZ-VOUS COMMENTER CETTE AFFIRMATION (MÊME SI C'EST LA RESPONSABILITÉ DU GOUVERNEMENT D'ÉTABLIR LA STRUCTURE DE GOUVERNANCE DE CBC/RADIO-CANADA)?

- La structure de gouvernance actuelle prévoit une participation suffisante du Conseil d'administration dans le choix du président-directeur général et des membres du Conseil.

- Quant à l'exclusion des personnes qui ont « des intérêts financiers dans la radiodiffusion », cette exigence réglementaire permet d'éviter tout conflit d'intérêts potentiel (c'est-à-dire que le président-directeur général de Rogers ne peut pas siéger au Conseil d'administration de CBC/Radio-Canada).

DD) LA STRUCTURE DE GOUVERNANCE ACTUELLE EST-ELLE ASSEZ SOUPLE POUR PERMETTRE À CBC/RADIO-CANADA DE RELEVER LES DÉFIS QUE POSE L'ÉVOLUTION DU MILIEU DES COMMUNICATIONS?

- Dans une industrie qui évolue constamment et rapidement, notre structure de gouvernance ne nous permet pas toujours de saisir rapidement les occasions qui se présentent (p. ex., les transactions immobilières).
- Depuis sept ans, nous demandons des outils pour nous permettre d'être plus flexibles financièrement; une ligne de crédit, une portion des recettes perçues par les distributeurs de câble et par satellite pour nos signaux, ou bien des fonds ciblés comme celui pour la programmation locale

16. CBC/Radio-Canada dans le contexte de l'évolution du milieu de la radiodiffusion et des communications

Un témoin a déclaré ceci au Comité :

[...] CBC/Radio-Canada ne fait rien pour améliorer son sort. Elle n'a toujours pas énoncé de façon claire et nette comment elle entend aller de l'avant dans ce nouveau monde numérique, compte tenu de son mandat et des compressions financières. Ses stratégies semblent n'être qu'une vague répétition de ce que prévoit la *Loi sur la radiodiffusion*.

EE) POURRIEZ-VOUS COMMENTER CETTE DÉCLARATION?

- Le document qui régit la Société EST la *Loi sur la radiodiffusion*.
- Le plan pour 2015 de la Société, qui est pratiquement achevé, constituait une feuille de route claire sur la manière dont la Société se concentrait sur ses priorités pour l'avenir.
- La Stratégie 2020 de la Société constitue un prolongement de ce plan stratégique.

17. Compétences des membres du conseil

Un témoin a déclaré ceci au Comité :

Si je regarde le profil des 12 personnes qui occupent actuellement ces fonctions de responsabilité [membres du conseil d'administration de CBC/Radio-Canada], je ne suis pas ébloui, si vous voulez, par leur enracinement dans la connaissance des nouveaux médias et dans l'évolution de l'enveloppe budgétaire de la publicité des entreprises canadiennes.

FF) POURRIEZ-VOUS COMMENTER CES PROPOS?

- Comme toute société, le Conseil d'administration est composé de personnes qui possèdent toutes sortes d'expertises et d'expériences, notamment dans le domaine des médias

- numériques et des communications en publicité.
- Les membres du Conseil d'administration incarnent la diversité et représentent toutes les régions du Canada.
 - Nous avons mis au point une **grille des compétences** qui détermine les diverses compétences, aptitudes et expériences dont le Conseil dans son ensemble a besoin pour exercer ses fonctions.

GG) D'APRÈS VOUS, POURRAIT-ON MODIFIER LE PROCESSUS DE NOMINATION DES MEMBRES DU CONSEIL DE MANIÈRE À AMÉLIORER LES COMPÉTENCES REQUISES?

- C'est vraiment une question qu'il faut poser au gouvernement.

18. Rôle du conseil d'administration de CBC/Radio-Canada

Un témoin nous a dit ceci : « Le président ne rend pas véritablement de comptes au conseil d'administration. Le conseil d'administration est un peu comme un conseil consultatif. »

HH) POURRIEZ-VOUS COMMENTER CETTE AFFIRMATION?

- Le Conseil d'administration approuve toutes les transactions et initiatives importantes comme la négociation des droits du hockey, les soumissions pour les Jeux olympiques, et les stratégies en matière immobilière et de TI. La direction fait régulièrement le point sur tous les projets qu'elle entreprend.
- Le Conseil d'administration évalue le rendement du président-directeur général et fait des recommandations au ministre.
- À chaque réunion, le Conseil tient des séances à huis clos avec ou sans le président-directeur général.
- Le Conseil d'administration respecte son rôle de supervision (il garde l'œil ouvert, mais n'intervient pas) et ne s'ingère pas dans les décisions liées à la programmation ou dans la gestion courante du radiodiffuseur public.
- Le Conseil d'administration soulève des enjeux, pose des questions sur l'ensemble des opérations et de l'orientation de la Société. Le rôle du président du Conseil est d'encourager des débats les plus vifs possible tout en assurant que l'on n'empiète pas sur le domaine de la gestion.

19. Conditions d'emploi – déplacements entre les lieux de domicile et de travail

Le président-directeur général de CBC/Radio-Canada, M. Hubert Lacroix, habite à Montréal, où ne se trouve pas le siège de la SRC.

II) DANS L'EXERCICE RAISONNABLE DE SES FONCTIONS, À QUELLE FRÉQUENCE LE PRÉSIDENT-DIRECTEUR GÉNÉRAL SERAIT-IL APPELÉ À SE RENDRE À TORONTO ET OTTAWA?

JJ) SI CES DISPOSITIONS NÉCESSITENT DE NOMBREUX ALLER-RETOUR EN RAISON DU LIEU DE DOMICILE DE M. LACROIX, LE CONSEIL D'ADMINISTRATION S'EST-IL PENCHÉ SUR LA

SITUATION ET L'A-T-IL APPROUVÉE?

KK) D'AUTRES EMPLOYÉS DE CBC/RADIO-CANADA DONT LE LIEU DE DOMICILE EST ÉLOIGNÉ DE LEUR LIEU DE TRAVAIL OBTIENNENT-ILS LE REMBOURSEMENT DE LEURS FRAIS DE DÉPLACEMENT RÉGULIERS?

- M. Lacroix a été embauché en 2007; il savait qu'il serait tenu de se déplacer, tout comme son prédécesseur.
- Il ne s'agit pas simplement de « déplacer régulièrement », mais de s'acquitter des exigences du poste.
- CBC/Radio-Canada est un radiodiffuseur public national qui a des bureaux dans toutes les régions du pays. La haute direction est tenue de se déplacer dans tout le pays pour s'acquitter de ses fonctions.

20. Rôle du conseil d'administration de CBC/Radio-Canada

Les fonctionnaires fédéraux à la retraite n'ont pas le droit de toucher leurs prestations de retraite tout en travaillant sous contrat pour le gouvernement.

LL) EST-CE QUE DES EMPLOYÉS DE CBC/RADIO-CANADA À LA RETRAITE TOUCHENT ACTUELLEMENT LEUR PENSION TOUT EN TRAVAILLANT SOUS CONTRAT POUR CBC/RADIO-CANADA?

- La Société a une politique concernant le réemploi d'anciens employés qui reçoivent des prestations de retraite :
 - Les employés qui ont reçu une indemnité de départ peuvent être réembauchés en affectation temporaire, mais pas avant que 12 mois se soient écoulés depuis la date de leur départ.
 - Les anciens employés qui touchent leur pension, mais qui travaillent pendant plus de six mois, verront leurs prestations être réévaluées.
 - Les employés qui ont reçu une indemnité de départ dans le cadre d'un programme de départ volontaire ne peuvent être réembauchés.



Liliane Le <liliane.le@cbc.ca>

Re: 2e comparution d'Hubert devant le comité sénatorial en fév 2015

1 message

JEAN MONGEAU <jean.mongeau@radio-canada.ca>

12 January 2015 at 11:01

To: Liliane Le <liliane.le@cbc.ca>

Cc: David Ross <david.ross@cbc.ca>, Heidy Neuhauser <heidy.neuhauser@radio-canada.ca>

Bonjour Liliane,

Je copie David Ross qui coordonnera la préparation des réponses à ces questions.

J

Jean Mongeau

Directeur général et chef des revenus/
General manager and Chief revenue Officer
CBC/Société Radio-Canada
514.597.4281
jean.mongeau@radio-canada.ca

Envoyé de mon iPad

Le 2015-01-06 à 16:21, Liliane Le <liliane.le@cbc.ca> a écrit :

Bonne année Jean et j'espère que tu as passé des belles fêtes!

Hubert va comparaître pour une 2e fois en fév (date à déterminée) devant le comité sénatorial des transports et communications (pour leur étude sur les défis que doit relever la SRC en matière du milieu de la radiodiffusion et des communications); et les sénateurs nous ont envoyé quelques questions (ENG & FR ci-dessous) qui touchent ton secteur. Pourrais-tu nous aider avec les réponses pour d'ici à la fin du mois?

Merci,
Liliane

1. Adverting Revenue and Costs

- a. In the previous fiscal year, what was the amount of total advertising revenue earned?
- b. What was the cost to raise that revenue (expenses related to advertising)?
- c. Can you provide this information in a ratio of answer a)/answer b)
- d. Can you estimate how much this ratio will change as a result of losing NHL hockey?

1. Recettes et coûts de la publicité

- a. Au cours de l'exercice financier précédent, à combien se sont élevées, au total, les recettes publicitaires?
- b. À combien se sont élevées les dépenses pour générer ces recettes publicitaires?

3/2/2015

CBC Radio-Canada Mail - Re: 2e comparution d'Hubert devant le comité sénatorial en fév 2015

c. Pouvez-vous fournir l'information sous forme d'un ratio recettes- dépenses totales?

d. Pouvez-vous estimer dans quelle mesure ce ratio est appelé à changer après la perte des droits de diffusion de *La Soirée du hockey*?

—
Liliane Lê
Chef, Relations gouvernementales
Manager, Government Relations
CBC/Radio-Canada
T: +1.613.288.6272
C: +1.613.299.5254
Liliane.Le@cbc.ca
<IMAGE.BMP>

CBC and Feature Films - A Primer on Why It Doesn't Make Sense

1 message

Lisa Clarkson <lisa.clarkson@cbc.ca>

29 January 2015 at 16:53

To: Shaun Poulter <shaun.poulter@cbc.ca>

Cc: Liliane Le <liliane.le@cbc.ca>, Heather Conway <heather.conway@cbc.ca>


Shaun

As you prep Hubert to go back before the Senate, I have attached a primer I did about a year ago on CBC and Feature Films.

Bottom line is that even though we are often asked to pay more for a feature film, we often able to telecast that feature years after it has been released (due to the distributor's need to maximize each exclusive window - theatrical; pay; DVD; - first) and the audiences are a fraction of the audiences we get for a movie of the week (for which we get the premier and pay less).

2+ AMA: Canadian features: 95.75.....Canadian movies of the week: 799.7

Lisa

 **CBC Feature Films - final sent to HC - Dec 6.pdf**
480K

Tr: Projets terminés

1 message

MARIE-CLAUDE Ferland <marie-claude.ferland@radio-canada.ca>
To: Liliane Le <liliane.le@cbc.ca>

20 January 2015 at 15:54

Liliane

Voici l'information demandée.

Envoyé de mon smartphone BlackBerry 10 sur le réseau Rogers.

Voici la liste, selon nos présentations aux CA des dernières années :

Corner Brook (2012)
Saint-John, NB (2012)
Sydney (2012)
Matane (2013) - reste à vendre l'immeuble
Halifax (2014) - reste à déménager Bell Road et vendre l'immeuble
Rimouski (2010-11?)
Windsor (2014) vente de l'immeuble réalisée mais projet de réaménagement à compléter
Hamilton (2013-2014)
Kitchener (2013-2014)
Kamloops (2013-2014)
Rive-Nord (2013-2014)
Rive-Sud (2013-2014)
Saskatoon (2013-2014)
Victoria (2013-2014)

En cours et sur le point d'être achevé :

Moncton (été 2015)
Gander et Grand Falls (printemps 2015)
Halifax Bell Road (juin 2015)
Sudbury

Veillez penser à l'environnement avant d'imprimer ce courriel. Please consider the environment before printing this e-mail.

AVIS DE CONFIDENTIALITÉ : Le contenu de ce courriel est confidentiel, peut être protégé par le secret professionnel et est à l'usage exclusif du destinataire mentionné ci-dessus. Toute autre personne est par les présentes avisée qu'il lui est strictement interdit de diffuser, distribuer ou reproduire ce message. Si vous avez reçu ce message par erreur, veuillez nous en aviser immédiatement par téléphone et en effacer toutes les copies. Merci/ **CONFIDENTIAL NOTICE** : The content of this e-mail is confidential, may be privileged and is intended for the exclusive use of the addressee. Any other person is strictly prohibited from disclosing, distributing or reproducing it. If you have received this e-mail in error, please notify us immediately by telephone and delete all copies. Thank you.

2/16/2015

CBC Radio-Canada Mail - Fwd: Hubert's appearance before the Senate

CBC  Radio-Canada

Liliane Le <liliane.le@cbc.ca>

Fwd: Hubert's appearance before the Senate

1 message

Sylvia Hums McStravick <sylvia.hums.mcstravick@cbc.ca> 13 February 2015 at 16:56
 To: Shaun Poulter <shaun.poulter@cbc.ca>, MARC O'Sullivan <marc.osullivan@cbc.ca>, Liliane Le <liliane.le@cbc.ca>
 Cc: "Rolfe, Sandra" <sandra.rolfe@cbc.ca>, Sarah Turner <sarah.turner@cbc.ca>

Hi both --

Attached table is the detail of STIP eligible employees broken down by PMSD rating:

Exceeds Expectations (EX)
Meets Expectations (ME)
Meets Some Expectations (MS)
Below Expectations (BE)

Btw, just to confirm that the PMSD codes for ALL of ES is no longer required (per Chuck's request to HR in Toronto) as we will stick to the STIP population only.

Have a nice weekend,
 Sylvia

----- Forwarded message -----

From: **Sylvia Hums McStravick** <sylvia.hums.mcstravick@cbc.ca>
 Date: Tue, Feb 3, 2015 at 3:30 PM
 Subject: Fwd: Hubert's appearance before the Senate
 To: Liliane Le <liliane.le@cbc.ca>
 Cc: Sandra Rolfe <sandra.rolfe@cbc.ca>, Sarah Turner <sarah.turner@cbc.ca>

Hey Liliane,

Sylvia

 **SENATE RESPONSE PMSD 13 14 feb2015.xlsx**
 9K

3/2/2015

CBC Radio-Canada Mail - Re: CBC TV Audience Share - Calculated Alberta Share & Ind. PPM Markets

CBC Radio-Canada

Liliane Le <liliane.le@cbc.ca>

Re: CBC TV Audience Share - Calculated Alberta Share & Ind. PPM Markets

1 message

Shaun Poulter <shaun.poulter@cbc.ca>

3 February 2015 at

To: Graeme Carbert <graeme.carbert@cbc.ca>

Cc: Mark Allen <mark.allen@cbc.ca>, LILIANE LE <liliane.le@cbc.ca>, Stan Staple <stan.staple@cbc.ca>

Graeme, Can you give me radio for these markets too?

On Tue, Feb 3, 2015 at 2:55 PM, Graeme Carbert <graeme.carbert@cbc.ca> wrote:

For the moment, I am limited to using Spring 2014 data for local TV news (I have a request for Fall 2014 data, which I hope to receive shortly).

Local TV news data is available on a per-market basis and measures viewing to specific timeslots of scheduled news programming. Additionally, we report on local TV news in these markets with PPM data.

While CBC TV has news broadcasts in both markets in close proximity to the there is no exact match in the Spring 2014 data.

Please see the summary table below, as well as the detailed market reports in attachment.

Local News	
Spring 2014	
PPM	
	5:00pm-5:30pm
	5:30pm-6:00pm
	6:00pm-6:30pm
	11:00pm-11:30pm
Saturday	11:30pm-12:00am
Sunday	11:00pm-11:30pm

I will share an update with the Fall 2014 data when it becomes available.

Graeme

Graeme Carbert

Research and Analysis / Recherche et Analyse

(613) 288-6224

Looking for information on Audience Research, the MTM, and Market/Industry Insights?



On Tue, Feb 3, 2015 at 1:40 PM, Mark Allen <mark.allen@cbc.ca> wrote:

Maybe she's referring to the local TV news?

Graeme - can you look into?

Cheers,
Mark

Mark Allen

Director, Research and Analysis

Directeur, Recherche et analyse

CBC/Radio-Canada

613.288.6271

www.cbc.radio-canada.ca

www.mtm-otm.ca

On Tue, Feb 3, 2015 at 1:37 PM, Shaun Poulter <shaun.poulter@cbc.ca> wrote:

So where could they possibly be getting 2%? Are they taking a particular show in a particular market?

On Tue, Feb 3, 2015 at 1:20 PM, Mark Allen <mark.allen@cbc.ca> wrote:

Further to Stan's e-mail, data by province is not available by province. Here is data for the PPM markets, two of which are Calgary and Edmonton.

All day share for Alberta cannot be 2% as the Senator claims.

Cheers,
Mark

Mark Allen

Director, Research and Analysis

Directeur, Recherche et analyse

CBC/Radio-Canada

613.288.6271

www.cbc.radio-canada.ca

www.mtm-otm.ca

----- Forwarded message -----

3/2/2015

CBC Radio-Canada Mail - Re: CBC TV Audience Share - Calculated Alberta Share & Ind. PPM Markets

From: Graeme Carbert <graeme.carbert@cbc.ca>
Date: Tue, Feb 3, 2015 at 11:58 AM
Subject: CBC TV Audience Share - Calculated Alberta Share & Ind. PPM Markets
To: Mark Allen <mark.allen@cbc.ca>

Hi Mark,

A summary of CBC TV's audience share by PPM market is attached.

		CBC TV Audience Share (%)				
		2013-2014 Measures			2014-2015 Measures	
Daypart	"Alberta" PPM	Broadcast Year 13-14	Broadcast Year 13-14 - Excluding Olympics	2013-2014 Reg Season - EXCL. Olympics	Broadcast Year 14-15 To-Date	Regular Season 14-15 To-Date
Whole Day 2a-2a	Calgary EM + Edmonton EM					
Prime Time 7pm - 11pm	Calgary EM + Edmonton EM					

The attachment also includes a breakdown of CBC TV's audience share within each PPM market [Worksheet: Indv.PPM Mkt Audience Share (%)].

Graeme

Graeme Carbert
Research and Analysis / Recherche et Analyse
(613) 288-6224

Looking for information on Audience Research, the MTM, and Market/Industry insights?



Shaun Poulter
Senior Director, Premier directeur
Government Relations/ Relations gouvernementales
CBC/ Radio-Canada
Tel: (613) 288-6233
Cell: (613) 791-8054
shaun.poulter@cbc.ca

Shaun Poulter
Senior Director, Premier directeur
Government Relations/ Relations gouvernementales
CBC/ Radio-Canada
Tel: (613) 288-6233
Cell: (613) 791-8054
shaun.poulter@cbc.ca

**Pages 167 to / à 168
are withheld pursuant to sections
sont retenues en vertu des articles**

18(b), 20(1)(b), 68.1

**of the Access to Information Act
de la Loi de l'accès à l'information**

3/17/2015

CBC Radio-Canada Mail - Re: Request from the President - round 2

CBC  Radio-Canada

Liliane Le <liliane.le@cbc.ca>

Re: Request from the President - round 2

1 message

Suzanne Moss <suzanne.moss@cbc.ca>

6 February 2015 at 15:54

To: Liliane Le <liliane.le@cbc.ca>

Cc: Michael Downey <michael.downey@cbc.ca>, Caroline Latour <caroline.latour@radio-canada.ca>, CATHY ROSS-FIN <cathy.ross-fin@cbc.ca>, Laura DA RE <laura.dare@cbc.ca>

Liliane,

Suzanne

On Fri, Feb 6, 2015 at 2:51 PM, Laura DA RE <laura.dare@cbc.ca> wrote:

Mike, Suzanne,

Please see e-mail attached from Liliane. The denominator for this exercise should be the total CBC/RC and corporate expenses for the fiscal 2014. Can you provide us this this number in the next few hours? Can we take the total expenses per the annual report? I've also attached our analysis for the news costs in case you wanted to review it.

Laura

----- Forwarded message -----

From: **Liliane Le** <liliane.le@cbc.ca>

Date: Tue, Feb 3, 2015 at 6:53 PM

Subject: Re: Request from the President - round 2

To: Laura DA RE <laura.dare@cbc.ca>

Cc: Jeff Keay <jeff.keay@cbc.ca>, Neil McEneaney <Neil.McEneaney@cbc.ca>, CATHY ROSS-FIN <cathy.ross-fin@cbc.ca>, DENNIS BALDUZZI <dennis.balduzzi@cbc.ca>, Caroline Latour <caroline.latour@radio-canada.ca>, Emmanuelle LAMARRE-CLICHE <elcliche@radio-canada.ca>, Benoit Villeneuve <benoit.villeneuve@radio-canada.ca>

Thanks for the updated numbers Laura, and will wait for final numbers from FS.

I have a supplementary question. As I am going over the transcripts from the past senate meetings, I noticed that one of the committee members (Senator Housakos) keeps on telling witnesses that he believes that "right now news probably makes up 40, 45 per cent, maybe more, of CBC Radio-Canada's budget"; and I have no idea where he is getting his numbers from and sometimes he uses 50 or 60%.

Would it be possible to get the total actuals for news services (for both networks combined) as a (%) of total over CBC/RC's total expenditures for fiscal 2014?

It will give us the opportunity to correct the record if need be (and I also realized that it was one of the questions submitted by the committee to HTL).

Merci,

Liliane

On 3 February 2015 at 18:20, Laura DA RE <laura.dare@cbc.ca> wrote:

3/17/2015

CBC Radio-Canada Mail - Re: Request from the President - round 2

Just for clarity, the FS sheets in the workbook are not final.

Laura

On Tue, Feb 3, 2015 at 6:15 PM, Laura DA RE <laura.dare@cbc.ca> wrote:

Liliane, Jeff,

My apologies, the document I sent yesterday was not the final one. The final version is attached.

Again, sorry for the mix up.

Laura

----- Forwarded message -----

From: **Cathy ROSS-FIN** <cathy.ross-fin@cbc.ca>
Date: Tue, Feb 3, 2015 at 6:06 PM
Subject: Request from the President - round 2
To: LAURA DA RE <laura.dare@cbc.ca>
Cc: DENNIS BALDUZZI <dennis.balduzzi@cbc.ca>

Hi Laura:

I am attached the updated English Service information for your review. The following is now excluded from the analysis:

This is all included in the notes in the 2nd tab of the spreadsheet.

If you need any additional modifications please just let us know.

Thanks,
Cathy

--
Cathy Ross, CPA, CGA
Director, Financial Reporting
Conventional Television
416-205-3134
cathy.ross-fin@CBC.ca

--
Laura Da Re, CPA, CA
Senior Director, Finance
CBC English Services, P.O. Box 500, Station "A", Toronto, ON, M5W 1E6
Telephone 416.205.6294

3/17/2015

CBC Radio-Canada Mail - Re: Request from the President - round 2

Laura Da Re, CPA, CA
Senior Director, Finance
CBC English Services, P.O. Box 500, Station "A", Toronto, ON, M5W 1E6
Telephone 416.205.6294

--

Liliane Lê
Chef, Relations gouvernementales
Manager, Government Relations
CBC/Radio-Canada
T: +1.613.288.6272
C: +1.613.299.5254
Liliane.Le@cbc.ca

CBC  Radio-Canada

--

Laura Da Re, CPA, CA
Senior Director, Finance
CBC English Services, P.O. Box 500, Station "A", Toronto, ON, M5W 1E6
Telephone 416.205.6294



Liliane Le <liliane.le@cbc.ca>

Comité sénatorial et chiffres pour les dépenses des salles de nouvelles

1 message

Liliane Le <liliane.le@cbc.ca>

6 February 2015 at 11:41

To: Benoit Villeneuve <benoit.villeneuve@radio-canada.ca>

Cc: Shaun Poulter <shaun.poulter@cbc.ca>

Bonjour Benoit,

Est-ce qu'on va avoir les chiffres pour les services français bientôt? On est en train de monter les cahiers de breffrage pour Hubert, Louis et Heather; donc si on ne les a pas aujourd'hui, je vais devoir indiquer qu'ils ne seront pas inclus dans l'envoi et qu'ils suivront.

Merci infiniment,
Liliane

--

Liliane Lê
Chef, Relations gouvernementales
Manager, Government Relations
CBC/Radio-Canada
T: +1.613.288.6272
C: +1.613.299.5254
Liliane.Le@cbc.ca



Fwd: Costs for news

1 message

Stephanie Duquette <stephanie.duquette@radio-canada.ca>
To: LILIANE LE <liliane.le@cbc.ca>, "Poulter, Shaun" <shaun.poulter@cbc.ca>

16 February 2015 at 16:53

----- Forwarded message -----

From: **Laura DA RE** <laura.dare@cbc.ca>

Date: 2015-02-13 11:28 GMT-05:00

Subject: Re: Costs for news

To: Neil McEneaney <neil.mceneaney@cbc.ca>

Cc: "VILLENEUVE, BENOIT" <benoit.villeneuve@radio-canada.ca>, Hubert T Lacroix <ht.lacroix@cbc.ca>, Heather Conway <heather.conway@cbc.ca>, Louis Lalande <louis.lalande@radio-canada.ca>, Stephanie Duquette <stephanie.duquette@radio-canada.ca>, Latour Caroline <caroline.latour@radio-canada.ca>, Marieve Belanger <marieve.belanger@radio-canada.ca>, CATHY ROSS-FIN <cathy.ross-fin@cbc.ca>

Hubert,

Please find attached our final numbers for both ES and FS

Laura

On Thu, Feb 12, 2015 at 6:45 PM, Neil McEneaney <neil.mceneaney@cbc.ca> wrote:

Hi Hubert,

We will also have final numbers for noon tomorrow.

Thanks

Neil.

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Benoit Villeneuve**Sent:** Thursday, February 12, 2015 5:33 PM**To:** Hubert T Lacroix**Reply To:** Benoit Villeneuve**Cc:** Heather Conway; Louis Lalande; Neil McEneaney; Stephanie Duquette; Latour Caroline; DA RE LAURA**Subject:** Re: Costs for news

Salut Hubert

On t'envoie le tout demain vers 12:00

Merci

Benoit

Envoyé de mon iPhone

Le 2015-02-12 à 15:48, Hubert T Lacroix <ht.lacroix@cbc.ca> a écrit :

3/2/2015

CBC Radio-Canada Mail - Fwd: Costs for news

Je sais que vous travaillez sur une comparaison des coûts pour nos services de l'information, entre les deux lignes médias.

Quand prévoyez-vous me remettre ces chiffres?

I understand that this will be as close to an "apple to apple" comparison that we have ever done, and that both media lines will agree to its numbers and conclusions.

Hubert T. Lacroix
Président-directeur général/President & CEO
CBC - Radio- Canada
tel: (514) 597-5101
fax: (514) 597-5439
e-mail: ht.lacroix@cbc.ca

Laura Da Re, CPA, CA
Senior Director, Finance
CBC English Services, P.O. Box 500, Station "A", Toronto, ON, M5W 1E6
Telephone 416.205.6294



News Costs for Presidents Request - Feb 13 2015 ES and FS - Final.xlsx

39K

English Services
President's Request for Information: Local Investment and potential for Break-Even - Actuals
News & Information Programming
Fiscal 2014 Actuals
In \$ '000s
(without AM & PM Radio Shows)

English Services
President's Request for Information: Local investment and potential for Break-Even - Actuals
News & Information Programming
Fiscal 2014 Actuals
in \$ '000s
(without AM & PM Radio Shows)

English Services Notes to Actuals

Notes:

French Services
President's Request for Information: Local Investment and potential for Break-Even - Actuals
News & Information Programming
Fiscal 2014
In \$ '000s
(without AM & PM Radio Shows)

s.21(1)(b)

s.68.1

French Services
President's Request for Information: Local Investment and potential for Break-Even - Actuals
News Programming
Fiscal 2014 Actuals
in \$ '000s

Demande du Président pour les dépenses en Nouvelles - Comité Sénatorial de février 2015
Hypothèses pour les informations fournies pour Radio-Canada

Dépenses réelles de 2013-14

Inclut CO et PS

Inclut RDI : Inclut les charges des Ventes & Mkt et des Communications et immobilisations

Exclut RCI

Exclut les Affaires publiques et Documentaires de TV, Radio et RDI

Dépenses de déplacement correspond au regroupement de natures comptables 5800 en excluant le 58001 (mutations)

Administration & Support inclut la Direction, les administrateurs et les Contrôleurs régionaux

Administration Régions est un % applicable au genre Nouvelles (72%) entièrement sous TV

Exclut Musique et Art & Divertissement

Exclut le CPO

Exclut le budget de formation admissible pour l'Info

Radio : Inclus : Heure du monde, Radiojournaux

Exclus : Pas de midi sans Info, Desautels le dimanche, Faut pas croire tout ce qu'on dit, les années lumières, Émissions du matin et du retour

Télévision : Inclus RDI sans les Documentaires et un % d'adm rellié à ces documentaires. Inclus les TJ, la cueillettes, les bureaux à l'étranger, le web.

Exclus : Affaires publiques et et % d'adm des affaires publiques, exclut Les Coulisse du pouvoir.

Salaires Télé : Inclus les natures comptables 53xxx (sans la formation) et la classe 6.

Others : Autres frais à l'exception de Travel. Par exemple, circuits, cellulaires, droits...

Senate Committee Appearance/ Comparution devant le comité du Senate

1 message

Shaun Poulter <shaun.poulter@cbc.ca>

Tue, Jan 27, 2015 at 4:51 PM

To: Louis Lalande <louis.lalande@radio-canada.ca>, Heather Conway <heather.conway@cbc.ca>
Cc: Bill Chambers <bill.chambers@cbc.ca>, Jeff Keay <jeff.keay@cbc.ca>, Emmanuelle LAMARRE-CLICHE <elcliche@radio-canada.ca>, Liliane Le <liliane.le@cbc.ca>, Stephanie Duquette <stephanie.duquette@radio-canada.ca>, Martine Menard <martine.menard@cbc.ca>, Hubert T Lacroix <ht.lacroix@cbc.ca>

CBC/Radio-Canada will be appearing before the Senate Committee for its study on CBC/Radio-Canada on **Tuesday February 17th from 0900 hrs to 1100 hrs**

For this final appearance, Hubert is asking both of you to accompany him to speak about the work you are doing and respond to questions about your respective services.

We are preparing briefing material to share with you by Friday February 6th, with prep sessions the week of February 9th.

Thank you in advance for your help and participation.

S.

CBC / Radio-Canada comparaitra devant le Comité sénatorial pour leur étude sur CBC / Radio-Canada **mardi le 17 février entre 0900 heures à 1100 heures.**

Pour cette dernière comparution, Hubert aimerait que vous l'accompagniez afin de parler du travail que vous faites et répondre aux questions spécifiques liées à vos services.

Nous sommes en train de préparer des notes de breffage et allons les partager avec vous vendredi le 6 février. Nous allons aussi avoir des rencontres préparatoires au courant de la semaine du 9 février.

Merci d'avance pour votre aide et participation.

S.

Shaun Poulter
Senior Director, Premier directeur
Government Relations/ Relations gouvernementales
CBC/ Radio-Canada
Tel: (613) 288-6233
Cell: (613) 791-8054
shaun.poulter@cbc.ca



Shaun Poulter <shaun.poulter@cbc.ca>

Senate Transport Committee appearance

1 message

Shaun Poulter <shaun.poulter@cbc.ca>

Tue, Jan 27, 2015 at 11:17 AM

To: Hubert T Lacroix <ht.lacroix@cbc.ca>, Stephanie Duquette <stephanie.duquette@radio-canada.ca>

Cc: Bill Chambers <bill.chambers@cbc.ca>, FRANCINE LEFEBVRE <francine.lefebvre@cbc.ca>

Since the last week of February was a conflict for us, the Clerk is offering February 17th (morning) or February 18th (evening).

Would either of these days work for you Hubert? If so, I will let Heather and Louis know.

--

Shaun Poulter
Senior Director, Premier directeur
Government Relations/ Relations gouvernementales
CBC/ Radio-Canada
Tel: (613) 288-6233
Cell: (613) 791-8054
shaun.poulter@cbc.ca

Study: Examine the challenges faced by the Canadian Broadcasting Corporation in relation to the changing environment of broadcasting and communications

1

January 29, 2014 (Ottawa)

File: T1 JAN 29 – FEB 12 OTT

Canadian Media Production Association:

Michael Hennessey, President and CEO;
Marc Séguin, Senior Vice-President, Policy;
Jay Thomson, Vice-President, Broadcasting Policy and Regulatory Affairs;
Brian Goodman, Director, Government Relations and Policy;
Marla Boltman, General Counsel.

February 4, 2014 (Ottawa)

File: T1 JAN 29 – FEB 12 OTT

Friends of Canadian Broadcasting:

Ian Morrison, Spokesperson.

February 11, 2014 (Ottawa)

File: T1 JAN 29 – FEB 12 OTT

The Honourable Konrad von Finckenstein.

February 12, 2014 (Ottawa)

File: T1 JAN 29 – FEB 12 OTT

Centre d'études sur les médias:

Florian Sauvageau, President;
Daniel Giroux, Secretary-General.

February 26, 2014 (Ottawa)

File: T2 FEB 26 – MAR 5 OTT

Canadian Broadcasting Corporation:

Hubert T. Lacroix, President and CEO;
Mark Allen, Director, Research and Analysis.

March 4, 2014 (Ottawa)

File: T2 FEB 26 – MAR 5 OTT

Association québécoise de la production médiatique (AQPM):

Claire Samson, President and CEO;
Brigitte Doucet, Deputy General Director.

March 5, 2014 (Ottawa)

File: T2 FEB 26 – MAR 5 OTT

Canadian Radio-television and Telecommunications Commission:

Scott Hutton, Executive Director, Broadcasting;
Peter Foster, Director General, Television Policy and Applications.

April 1, 2014 (Ottawa)

File: T3 APR 1 – 9 OTT

Richard Stursberg.

April 2, 2014 (Ottawa)

File: T3 APR 1 – 9 OTT

Canadian Media Research Inc. (CMRI):

Barry Kiefl, President.

April 8, 2014 (Ottawa)

File: T3 APR 1 – 9 OTT

ACTRA:

Ferne Downey, National President;
Marit Stiles, Director of Policy and Communications.

April 9, 2014 (Ottawa)

File: T3 APR 1 – 9 OTT

Association of Canadian Advertisers:

Robert Reaume, Vice President Policy and Research;

Anne Myers, President, Starcom Mediavest Group; Board Member, Canadian Media Directors' Council;

Janet Callaghan, Executive Director, Canadian Media Directors' Council.

May 13, 2014 (Ottawa)

File: T4 MAY 6 – 14 OTT

Public Interest Advocacy Centre:

John Lawford, Executive Director and General Counsel;

Geoff White, Legal Counsel.

May 27, 2014 (Ottawa)

File: T5 MAY 27 – JUN 11 OTT

WIND Mobile:

Simon Lockie, Chief Regulatory Officer.

Conseil régional de l'environnement de la Montérégie:

Vincent Moreau, Executive Director;

Bruno Gadrat, First Vice-President, Strategic Planning and Sustainable Development;

Richard Marois, Third Vice-President, Media Relations and Coordination.

June 11, 2014 (Ottawa)

File: T5 MAY 27 – JUN 11 OTT

Tony Manera.

September 24, 2014 (Ottawa)

File: T6 SEP 24 – OCT 8 OTT

Canada Media Fund:

Sandra Collins, Vice-President, Operations and Financial Services Director;

Stéphane Cardin, Vice-President, Industry and Public Affairs.

September 30, 2014 (Ottawa)

File: T6 SEP 24 – OCT 8 OTT

Office of the CBC Ombudsman:

Esther Enkin, Ombudsman.

Office of the Radio-Canada Ombudsman:

Pierre Tourangeau, Ombudsman.

October 7, 2014 (Ottawa)

File: T6 SEP 24 – OCT 8 OTT

Marie-Linda Lord, Researcher and Vice-President of Student and International Affairs.

October 8, 2014 (Ottawa)

File: T6 SEP 24 – OCT 8 OTT

Canadian Media Guild:

Carmel Smyth, National President;

Marc-Philippe Laurin, CBC Branch President;

Jeanne d'Arc Umurungi, Communications Director.

October 21, 2014 (Halifax)

File: T7 OCT 21 – 28 HX QC TO

As an individual:

Kelly Toughill, Director and Associate Professor, School of Journalism, University of King's College.

Fédération acadienne de la Nouvelle-Écosse:

Marie-Claude Rioux, Executive Director.
Société de l'Acadie du Nouveau-Brunswick:
Bruno Godin, Executive Director.
Federation of Francophones of Newfoundland and Labrador:
Cyrilda Poirier, President.
CJRI Radio:
Ross Ingram, Owner and Manager.
Tell Tale Productions Inc.:
Edward Peill, President.
Canadian Broadcasting Corporation:
Denise Wilson, Senior Managing Director - Atlantic Canada;
Richard Simoens, Director of French Services - Acadie.
Arcadia Productions:
John Wesley Chisholm, Creative Director.
Boyne Clarke LLP, Lawyers:
John A. Young, Q.C., Lawyer.

October 23, 2014 (Québec)

File : T7 OCT 21 – 28 HX QC TO

Syndicat des employé(e)s de bureau et professionnel(le)s de Radio-Canada:
Isabelle Doyon, President, SCFP Local 675.
Syndicat des technicien(ne)s et artisan(e)s du réseau français de Radio-Canada:
Adrien Caissie, Local President - Moncton, SCFP Local 5757.
Canadian Union of Public Employees:
Natalie Blais, Research Advisor.
Voice of English-speaking Québec:
Jean-Sébastien Gignac, Executive Director.
Megantic English-Speaking Community Development Corporation:
Ann Marie Laughrea Powell, President.
Confédération des syndicats nationaux:
Jean Lortie, Corporate Secretary;
François Énault, Assistant to the Executive Committee.
Fédération nationale des communications:
Pierre Roger, President.
AVATAR:
Mériol Lehmann, Chief Executive Officer.
Productions Claude Thibodeau inc.:
Claude Thibodeau, President.

October 27, 2014 (Toronto)

File: T7 OCT 21 – 28 HX QC TO

Rogers Media Inc.:
Keith Pelley, President, Media Business Unit;
Susan Wheeler, Vice-President, Regulatory Affairs Media.
TekSavvy Solutions Inc.:
Bram Abramson, Chief Legal and Regulatory Officer.
The Rosemond Company:
Perry Rosemond, Producer, Director and Writer.
Fair Pensions For All:
William Tufts, Executive Director;
Gene Dziadyk, Technical Advisor.
Microsoft Canada:
John Weigelt, National Technology Officer.

As individuals:

John P. Roman;
Kady MacDonald Denton.

October 28, 2014 (Toronto)

File: T7 OCT 21 – 28 HX QC TO

McCarthy Tétrault:

Peter S. Grant, Counsel.

HonestReporting Canada:

Mike Fegelman, Executive Director.

University of Toronto Community Radio Inc.:

Ken Stowar, Station Manager.

Canadian Broadcasting Corporation/Société Radio-Canada:

Michel Cormier, Executive Director, News and Current Affairs, French Services;

Jennifer McGuire, General Manager and Editor in Chief, CBC News.

October 29, 2014 (Ottawa)

File: T8 OCT 29 – NOV 6 OTT MTL

Telefilm Canada:

Carolle Brabant, Executive Director, Canadian Heritage;

Jean-Claude Mahé, Director, Public and Governmental Affairs, Canadian Heritage;

Dave Forget, Director, Business Affairs and Certification, Canadian Heritage.

National Film Board of Canada:

Claude Joli-Coeur, Acting Government Film Commissioner and Chairperson of the National Film Board of Canada, Commissioner's Office:

Deborah Drisdell, Director General, Accessibility and Digital Enterprises.

November 4, 2014 (Ottawa)

File: T8 OCT 29 – NOV 6 OTT MTL

Stingray Digital Group:

Éric Albert, Executive Vice-President.

November 5, 2014 (Montreal)

File: T8 OCT 29 – NOV 6 OTT MTL

As an individual:

Jean-François Lépine.

Syndicat des communications de Radio Canada:

Isabelle Montpetit, President.

Tous Amis de Radio-Canada:

Pierre Maisonneuve, Spokesperson.

Syndicat des employé(e)s de bureau et professionnel(le)s de Radio-Canada:

Isabelle Doyon, Chair.

Syndicat des technicien(ne)s et artisan(e)s du réseau français de Radio-Canada:

Michel Labrie, National Vice-President.

Canadian Union of Public Employees:

Nathalie Blais, Research Advisor.

Galafilm Inc.:

Arnie Gelbart, Chief Executive Officer and Executive Producer.

As an individual:

Marc Raboy, Beaverbrook Chair in Ethics, Media and Communications, McGill University.

TV5 Québec Canada:

Suzanne Guin, President and CEO;

Benoit Beaudoin, Director, New Media.

November 6, 2014 (Montreal)

File: T8 OCT 29 – NOV 6 OTT MTL

Institute of Governance for Private and Public Organizations:

Michel Nadeau, Executive Director.

Quebec Community Groups Network:

Walter Duszara, Secretary;

Stephen Thompson, Director of Policy, Research and Public Affairs.

Townshippers' Association:

Gerald Cutting, President;

Rachel Hunting, Executive Director.

English Language Arts Network:

Guy Rodgers, Executive Director.

Confédération des syndicats nationaux:

Jacques Létourneau, President;

François Enault, Assistant to the Executive Committee.

Fédération nationale des communications:

Pascale St-Onge, Secretary-General.

December 2, 2014 (Ottawa)

File: T9 DEC 2 – 10 OTT

Town of Grand Falls-Windsor:

Rodney Mercer, Councillor.

December 3, 2014 (Ottawa)

File: T9 DEC 2 – 10 OTT

Fédération des communautés francophones et acadienne du Canada:

Suzanne Bossé, Director General;

Serge Quinty, Director of Communications.

December 10, 2014 (Ottawa)

File: T9 DEC 2 – 10 OTT

Canadian Broadcasting Corporation:

Rémi Racine, Chairman of the Board.

January 27, 2015 (Ottawa)

File: T10 TRCM 2015-01-27 eOne OTT

Mark Slone, Executive Vice-President, Theatrical Distribution (Entertainment One)

Vanessa Steinmetz, Vice-President, Production Financing (Entertainment One)

January 28, 2015 (Ottawa)

File: T11 TRCM 2015-01-28 Alain Saulnier OTT

Alain Saulnier, Visiting Professor, Communications Department, Faculty of Arts and Sciences (Université de Montréal)

February 3, 2015 (Ottawa)

File: T12 TRCM 2015-02-03 Nordicity Videoconf

Dustin Chodorowicz, Partner (Nordicity)

Stephen Hignell, Manager (Nordicity)

February 4, 2015 (Ottawa)

File: T13 TRCM 2015-02-04 CAFDE OTT

Canadian Association of Film Distributors and Exporters

Richard Rapkowski, Counsel

Re: FYI - CBC Unfocused, Senate Told

1 message

Shaun Poulter <shaun.poulter@cbc.ca>

Fri, Jan 30, 2015 at 9:58 AM

To: martine.menard@cbc.ca, Roger Belanger <roger.belanger@cbc.ca>

Cc: Bill Chambers <bill.chambers@cbc.ca>, Daniel Lauzon <daniel.lauzon@cbc.ca>, Shaun Poulter <shaun.poulter@cbc.ca>, Julie Page <julie.page@radio-canada.ca>, Lilliane Le <lilliane.le@cbc.ca>

Agreed.

From: Martine Menard**Sent:** Friday, January 30, 2015 9:57 AM**To:** Roger Belanger**Reply To:** Martine Menard**Cc:** Bill Chambers; Daniel Lauzon; Shaun Poulter; Julie Page**Subject:** Re: FYI - CBC Unfocused, Senate Told

we obviously won't comment on this should we get media calls - we can say that CBC's upcoming Committee appearance will be an opportunity to comment on comments made to date.

Martine Ménard
 Executive Director / Directrice générale
 Corporate Communications / Communications institutionnelles
 CBC/Radio-Canada
 (613) 288-6184
 martine.menard@cbc.ca



On Fri, Jan 30, 2015 at 8:51 AM, Roger Belanger <roger.belanger@cbc.ca> wrote:

Thursday, January 29, 2015

CBC Unfocused, Senate Told

The CBC is straying from its mandate by “chasing advertisers” with pop programming, says one of the nation’s largest film producers. Executives with Entertainment One described the CBC as almost unique among public broadcasters in failing to make domestic films a staple of TV fare.

“CBC spent valuable programming dollars showing *Toy Story 3*; is this really the mandate of a national broadcaster?” said Mark Slone, executive vice-president of theatrical distribution; “If German, French, Italian, Mexican, Brazilian and Israeli audiences can all see their movies on TV, why can’t we?”

Testifying at hearings of the Senate communications committee, Slone said the production house now sells “less than 10” Canadian films a year to the Canadian Broadcasting Corp., “and those are a mix of



older and lower-budget titles,” Slone said. “Québec titles are almost never shown; those that are bought are never promoted on-air. The days when important Canadian films like *Bon Cop Bad Cop*, or *The Rocket*, could be seen on CBC are over.”

The Senate committee is to report by June 30 on the future and viability of the broadcaster. The CBC faces a reduction of \$150 million a year in revenues with the loss of 12-year NHL broadcasting rights to Rogers Communications Inc. The corporation also saw \$115 million in cuts to its billion-dollar annual parliamentary grant in 2012, and a \$138 million cut in 1996 that prompted the resignation of the CBC’s president.

Slone said with the loss of lucrative hockey revenues, CBC should “embrace the opportunity” to refocus on Canadian films. “We think that broadcasters have become enamored with series and low-cost reality TV,” Slone said.

“Broadcasters enjoy a huge advantage, privileged access to the public airwaves,” Slone continued. “They are protected. In exchange for their protected status, they carry a big responsibility: showcase Canadian culture.”

Senator Art Eggleton (Liberal-Ont.) questioned poor sales of Canadian films to telecasters: “Why is it that you’re not able to sell more to the CBC, which is our public broadcaster?” “They’re chasing advertisers,” Slone replied. “Series bring back people on a regular basis, and therefore you have the potential for higher audiences on a consistent basis.”

“I think what happens is that it does become a ratings game,” Slone added. Another Entertainment One executive, Vanessa Steinmetz, said the CBC should “focus its mandate of sharing Canadian stories by fostering partnerships with Canadian independent producers and distributors.”

Ratings compiled by Numeris indicate the most-watched CBC-TV program to date this winter is *The Book Of Negroes*, a serial dramatization of Toronto novelist Lawrence Hill’s 2007 story, with a peak audience of 1.94 million.

By Paul Delahanty

03/03/2015

CBC Radio-Canada Mail - Re: FYI - CBC Unfocused, Senate Told

<http://www.blacklocks.ca/cbc-unfocused-senate-told/>

Fwd: Committee Confidential

1 message

Bill Chambers <bill.chambers@cbc.ca>

Wed, Feb 4, 2015 at 4:30 PM

To: "Duquette, Stephanie" <stephanie.duquette@radio-canada.ca>

----- Forwarded message -----

From: **Shaun Poulter** <shaun.poulter@cbc.ca>

Date: Wed, Feb 4, 2015 at 11:27 AM

Subject: Committee Confidential

To: **Bill Chambers** <bill.chambers@cbc.ca>

Bill,

The Committee will be in London all week.

Dawson, Plett, Housakos, Demers and Eggleton.

On Monday they're at BBC Broadcasting House

They will meet with:

Later in the week they'll meet with:

-representatives of OFCOM,

-members of the Communications Committee at the House of Lords (their equivalent)

-representatives from the Department of Culture, Media and Sports in the UK Government

Attached is a draft as requested but I'd like to discuss the approach with you.

s

--

Shaun Poulter

Senior Director, Premier directeur

Government Relations/ Relations gouvernementales

CBC/ Radio-Canada

Tel: (613) 288-6233

Cell: (613) 791-8054

shaun.poulter@cbc.ca

--

03/03/2015

CBC Radio-Canada Mail - Fwd: Committee Confidential

W. B. Chambers

Vice président/Vice-President,

Brand, Communications, Corporate Affairs/ Image de marque, Communication, Affaires institutionnelles

CBC/Radio-Canada

tel. 613 288-6181

cell. 416 427-8485

e: bill.chambers@cbc.ca

visit: www.cbc.radio-canada.ca

2 attachments



Trip background.docx
19K



Committee Transcript 2015-02-03.docx
58K

03/03/2015

CBC Radio-Canada Mail - Plett



Bill Chambers <bill.chambers@cbc.ca>

Plett

2 messages

Hubert T Lacroix <ht.lacroix@cbc.ca>

Fri, Feb 6, 2015 at 9:39 AM

To: Shaun Poulter <shaun.poulter@cbc.ca>, Bill Chambers <bill.chambers@cbc.ca>

Cc: Stephanie Duquette <stephanie.duquette@radio-canada.ca>

Can I assume that we are already working on an answer for Plett? Can you also get me exactly what he said.

I would also really like the exact question he asked our heads of news on the coverage of the 1992 Conservative convention.

Shaun Poulter <shaun.poulter@cbc.ca>

Fri, Feb 6, 2015 at 10:03 AM

To: Hubert T Lacroix <ht.lacroix@cbc.ca>

Cc: Bill Chambers <bill.chambers@cbc.ca>, Stephanie Duquette <stephanie.duquette@radio-canada.ca>, Liliane Le <liliane.le@cbc.ca>

Full transcript is attached but here's a sample:

nowhere in your report did I see any correlation between I suppose I would say what Canadians want versus what CBC is getting, i.e., viewership. Do you not agree that part of a report like you have done here, which is a very extensive report, should give an indication of what Canadians want? I think many of us believe that CBC is getting the funding that Canadians have shown they want CBC to get. How does your viewership play into a report like this?

Aside from this particular report, I'm hearing that you have no data on viewership in Norway, for example, or Switzerland -- the ones that you say are getting the top dollars -- or even as far down as the UK? Clearly we will ask BBC this, but you have no data on the viewership of the station in Norway?

. I am not disappointed with the report or the gentlemen presenting today as I think they have done exactly what CBC asked them to do, but I am disappointed that CBC would not put more stock in wanting to compare the viewership with the amount of money they get from public funding as there is a direct correlation. We have heard again today that the U.S. gets the least amount of funding and is doing the best job; and we don't have those comparisons in a report like this. However, I'm sure CBC didn't ask for that, and so I'm disappointed.

In Canada, about one third of the people don't pay taxes. Is that taken into consideration in a report like this? What would the comparison be with countries that get such funding, keeping in mind that if we remove the one third who don't pay taxes and put Senator Housakos' numbers in, which he gave us earlier that include provincial funding and so on, then suddenly we would move up considerably? Would that comparison in any way correlate with what the Scandinavian countries have, keeping in mind the competition these countries face?

The Nordicity people were clear that if you wanted to include every non-appropriation government support for CBC or Canadian culture, one would have to do the same thing for all the other broadcasters too.

As to the Conservative Convention, there is no reference on the record. Is it possible it was something he said

https://mail.google.com/mail/u/1/?ui=2&ik=90e2c373ba&view=pt&as_has=Senate%20Committee&as_sizeoperator=s_sl&as_sizeunit=s_smb&as_subset=ast&... 1/2

000194

03/03/2015

CBC Radio-Canada Mail - Plett


in conversation with them?

On Fri, Feb 6, 2015 at 9:39 AM, Hubert T Lacroix <ht.lacroix@cbc.ca> wrote:

Can I assume that we are already working on an answer for Plett? Can you also get me exactly what he said.

I would also really like the exact question he asked our heads of news on the coverage of the 1992 Conservative convention.

—
Shaun Poulter
Senior Director, Premier directeur
Government Relations/ Relations gouvernementales
CBC/ Radio-Canada
Tel: (613) 288-6233
Cell: (613) 791-8054
shaun.poulter@cbc.ca

 **TRCM 2015-02-03 51878 (2).docx**
58K

THE STANDING SENATE COMMITTEE ON TRANSPORT AND COMMUNICATIONS

EVIDENCE

OTTAWA, Tuesday, February 3, 2015

The Standing Senate Committee on Transport and Communications met this day at 9:30 a.m. to examine the challenges faced by the Canadian Broadcasting Corporation in relation to the changing environment of broadcasting and communications.

Senator Dennis Dawson (*Chair*) in the chair.

The Chair: Honourable senators, I call this meeting of the Standing Senate Committee on Transport and Communications to order. Today we are continuing our study into the challenges faced by the Canadian Broadcasting Corporation in relation to the changing environment of broadcasting and communications.

Our witnesses are from Nordicity, which is an independent consulting firm specializing in policy, strategy and economic analysis of media. We have before us today, through the magic of television, Dustin Chodorowicz and Stephen Hignell. I invite the witnesses to begin their presentations. Afterwards, senators will ask their questions.

Dustin Chodorowicz, Partner, Nordicity: Good morning, my name is Dustin Chodorowicz and I'm a partner at Nordicity and I'm the author of the study *Analysis of Government Support for Public Broadcasting and Other Culture in Canada*. At Nordicity we often refer to this study as the "public service broadcasting study," or the PSB study for short, and we may refer to it in those terms during our presentation at certain points.

I'm joined by Stephen Hignell, who is a manager in Nordicity's London office and he was the lead researcher on this study.

CBC commissioned Nordicity to conduct the first version of the PSB study in June 2006. Since that time we have updated it four times, the most recent update being in October 2013.

The PSB study is divided into three key research pieces: the first piece is an international comparison of public broadcasters; the second piece is an assessment of the potential benefits of public broadcasting; and the third piece is a review of federal government economic support for culture.

At this point I will ask Mr. Hignell to take you through the first piece of the research.

Stephen Hignell, Manager, Nordicity: Thank you. The first piece, or section 2 in the report, presents a comparison of the levels and types of public funding for public broadcasting in 18 Western countries, including Canada, the U.S., Australia, New Zealand, Western Europe, as well as Japan.

Our research shows that the CBC received public funding equivalent to \$33 per capita in 2011. This was the third lowest among the 18 countries in our study and less than half the average of \$82 per capita. Only New Zealand and the United States displayed lower levels of public funding for public broadcasting.

In addition to per capita public funding, we also examined the commercial revenues earned by public broadcasters. We found that the CBC was generally in the middle of the pack in terms of the share of revenue earned from commercial revenues and, more specifically, the revenues earned from the sale of advertising and program sponsorships.

Our study also shows that it's very rare for public broadcasting systems not to utilize commercial revenue sources in some manner. Only 3 of the 18 countries we looked at did not earn commercial revenues in 2011 and relied exclusively on government funding.

Not surprisingly, the countries in which the public broadcaster did not sell advertising also tended to be among those with the highest levels of per capita public funding. The only exemption was Japan, where public funding was \$67 per inhabitant, although this was still double what it was in Canada in 2011.

Mr. Chodorowicz: Of course the potential benefits from public broadcasting can vary from country to country. It could be these relative levels of potential benefit that affect the levels of public funding. Countries where the potential benefits could be higher see a greater need to have a larger public broadcasting system, and therefore may provide higher levels of funding to their public broadcasters.

In section 3 of the report, therefore, we relate the levels of per capita public funding to an index designed to gauge the potential benefit that each country might derive from public broadcasting. This index is composed of six separate indicators which measure population diversity, linguistic pluralism, ethnic diversity challenges, the size of the domestic audience market, proximity to competing sources of programming and the audience appeal of indigenous programming. I should add that it considers the population density as well.

As you can see in figure 9 of our report, most countries fall within the predicted quadrant or are close to the middle of the plot in our graph. In other words, their levels of per capita public funding correspond with the potential benefit they might derive from public broadcasting.

There appears to be just a handful of outliers in the chart: Norway, Germany, New Zealand and Canada, where the level of public funding is inconsistent with the potential benefit, according to our index.

The third piece of the report, found in section 4 of the PSB study, focuses on the historical funding situation in Canada. It compares the trends in various types of public financial support for culture in Canada between 1991 and 2011. Over that 20-year period, the value public financial support for CBC/Radio-Canada increased by 5 per cent. That's not inflation adjusted, that's the nominal dollar increase in financial support.

Meanwhile, over that same 20-year period total federal government spending, excluding defence and debt repayments, increased by 110 per cent. Even federal government spending on culture, if we pull out CBC funding or exclude CBC, was up by 66 per cent during that 20-year period.

We also measured the growth in the federal government's indirect support for private Canadian television broadcasting. This indirect support comes from two sources: first, simultaneous substitution regulations that permit Canadian broadcasters to sell advertising in U.S. shows aired on U.S. stations, except of course the Super Bowl beginning in 2017 as per the CRTC's recent decision; and second, from section 19.1 of the Income Tax Act, which denies Canadian companies tax deductibility for ads placed on non-Canadian broadcasters.

We estimate that the combined value this indirect support for private Canadian broadcasters increased by between 58 per cent and 70 per cent over the 20-year period 1991 to 2011. In 2011 the combined value of this indirect support was worth as much as \$334 million. As you can see from Nordicity's PSB study, the CBC receives one of the lowest levels of per capita public funding among its peer countries. Our PSB study also shows that part of the reason why the CBC's relative funding level is so low is that public financial support has hardly increased since 1991. Indeed, the rate of growth in CBC funding was less than one-tenth the rate displayed by the federal government's direct financial support for culture and indirect financial support for private television broadcasting.

That concludes our presentation. We'd be pleased to take questions from the committee at this time.

The Chair: Thank you, we'll start with the deputy chair, Senator Plett.

Senator Plett: Thank you, chair. Thank you, gentlemen, for taking the time. I'm looking forward to visiting London next week and touring BBC and doing some comparisons.

I had the opportunity to read at least part of your report last night on the airplane coming out and I have some questions that at least in part are related. You've done a lot of comparisons here where CBC is in as far as public sources of funding; you've done some comparisons on where Canada is in supporting other cultural events and in supporting defence. I don't think really it's a fair comparison. We talk about defence culture maybe.

One of my questions is that nowhere in your report did I see any correlation between I suppose I would say what Canadians want versus what CBC is getting, i.e., viewership. Do you not agree that part of a report like you have done here, which is a very extensive report, should give an indication of what Canadians want? I think many of us believe that CBC is getting the funding that Canadians have shown they want CBC to get. How does your viewership play into a report like this?

Mr. Chodorowicz: As you pointed out, certainly there is no viewership incorporated in this particular analysis. That's not to say that looking at indicators of audience performance and other indicators of satisfaction with Canadians could be incorporated in this type of study. It's something that we are always looking at, which is to expand these types of studies over the years. We have gradually expanded the indicators. We just started looking at per capita public funding, one of the inputs to CBC, and then we expanded it look at the advertising and commercial side. As good audience data becomes available to us, perhaps through CBC and through other sources, and provided that we can properly have all the factors incorporated in the analysis, I think it's something that we could look at expanding or including in a future comparison such as this.

At this time we don't have that type of comprehensive look at both the input and the output side. As you've pointed out, this study looks at a lot of the inputs and compares it to government spending on culture as well. But it hasn't looked at the output side; what are Canadians getting for those dollars that they are putting into CBC.

Senator Plett: Aside from this particular report, I'm hearing that you have no data on viewership in Norway, for example, or Switzerland -- the ones that you say are getting the top dollars -- or even as far down as the UK? Clearly we will ask BBC this, but you have no data on the viewership of the station in Norway?

Mr. Chodorowicz: There are studies that include audience data across different countries. There is very high-level audience data that could be incorporated into this type of study. I think before we do that we want to make sure that that data is consistent across different countries, that it's collected and that audience measurement is consistent. If we are going to do an international comparison that incorporates audience data, I think we want to be very cognizant of the environment in which the different public broadcasters operate, specifically the competitive environment. Canada, for example, is very unique in that Canadian broadcasters, both private and public, have to compete directly with the major American broadcasters. That's something that we'll

try to take into account when we do embark on some type of audience analysis, if we are commissioned to do so or if we have a need to do so, on an independent basis.

Senator Plett: As you say, CBC has to compete with American stations and some of us believe that competition sometimes makes things difficult and others believe that competition is a wonderful thing. I guess I would be of that ilk, that competition usually makes you operate a little more efficiently and so on.

Does BBC do any public advertising? Clearly they don't get all of their money from the British government. What other sources of revenue does BBC have? Do they do advertising or is it just sponsorships?

Mr. Chodorowicz: I want to answer that in a couple of ways and I want to point a out couple of things. To answer directly about BBC: They have commercial revenues which they earn not from selling ads per se, but from other types of revenue-generating sources, selling rights in their programming, historically DVD sales, rights to DVD sales and that sort of thing. They had ways to generate revenues without the selling of advertisement.

The other thing I think is important to keep in mind is that in the UK, and you'll find out more about this during your visit next week, there is the BBC, but then there is also Channel 4. They're both government-owned. They're both public broadcasters. BBC does not have advertising on air. Channel 4 does have advertising on air in the same manner as CBC.

In Canada, the CBC is a hybrid; it receives direct public funding and it sells advertising. In the UK, if you put together the two public broadcasters, they have a hybrid revenue model. It's just that they happen to be operating as separate entities. Taken together, the UK's public broadcasting system also has a hybrid revenue model just like Canada. Taken separately, Channel 4 is very much advertising focused, whereas BBC is not advertising focused but it has access to commercial sources of income. I wanted to ask Mr. Hignell if he wanted to elaborate on the types of BBC commercial revenue sources.

Mr. Hignell: The BBC operates BBC Worldwide which is its commercial arm and that's what they use to sell and distribute their programming for commercial revenues around the world.

Senator Plett: You alluded at the tail end of your presentation today about CRTC having approved for 2017, the sale of advertising, American advertising on the Super Bowl. Do you have any numbers as to what the revenues would have been for CTV on Sunday's Super Bowl game the way it was with Canadian advertising? Do you have any idea what they would have generated had they been able to sell American advertising?

Mr. Chodorowicz: No, that's a very detailed analysis that requires -- I wouldn't say contract-specific information, but certainly a high level of knowledge of the ad buying marketplace in Canada and it changes from year to year, so we don't have those numbers, I'm afraid.

Senator Demers: Here in Canada we're having our issues with CBC/Radio-Canada, obviously. What is the overall picture of BBC? There are some rumours that it's not going as well and that there are some difficulties there. We're going there, the senators, for our studies. What is the overall picture? Are the rumours founded or are people saying things just to say them?

Mr. Chodorowicz: Well, I'll say a few things and then again Mr. Hignell may want to add to that. Generally, I think the audience approval for BBC is high. In terms of its relationship with the UK government, I think, certainly the BBC's focus is on trimming or controlling cost, whereas in the past the BBC may have had more consistent increases in its collection of revenue through the household licence fee, the TV licence fee, and from other government funding. Since the coalition government has come in, there's been some renegotiation to the terms of their funding.

I'd say the overall impression or viewpoint is that BBC is a world-class public broadcaster. I'd say the government sees it that way. Certainly the population and TV viewers see it that way. But they are constantly looking for ways to improve the governance and operations of the BBC, and do it as cost effectively as possible.

Mr. Hignell: I would just add that every time the BBC comes up to its five-year licence fee renewal, these issues come up again and again increasingly in the press and, as you say, sort of rumours as well. It may also be partially as a result of the BBC coming to that licence fee renewal.

Senator Demers: Thank you for your honesty.

In your opinion, how might the broadcasting environment in Canada and in other countries change in the next five years, or it could be a little before that. How do you see the change over the next five years or less?

Mr. Chodorowicz: Certainly, the proliferation of online platforms is a challenge for broadcasters, both public and private, around the world. In the U.K., in my opinion, the BBC has responded quite quickly and effectively to audiences' preference or audience migration to new platforms. You'll find out next week if you're in London talking to the BBC about the iPlayer, which is the online platform for BBC programming. It's been highly successful. It got off to a very early start so I suppose they did not waste much time refining it but instead got it out there and refined it over time. As far as I know, audiences are avid users of it. I believe it has had perhaps some traction internationally outside the U.K. where it's offered on a fee-based service. Because it offers world-class content, which BBC produces in a very usable platform, it's easy to discover or find that

Comment [mj1]: <http://www.bbc.co.uk/iplayer>

content. In the online world, discoverability is the key that's made it quite successful. That's the biggest challenge.

Mr. Hignell: Further to the comments on multi-platform programming, it's not only the BBC that has the BBC-branded online platform but also the 4oD, Channel 4, the other public service broadcaster in the U.K., which Dustin described as having a more commercial angle to it. They have been successful with their 4oD version of the iPlayer. As well, broadcasters in the U.K. have been innovative in their approaches to extending this video-on-demand, VOD, service. They have initiated these projects; and although not all have gone through, they've pursued Project Canvas and Project Kangaroo, which were innovative approaches to working with private-sector broadcasters in delivering their content online and on set-top boxes for catchup to audiences around the U.K.

Comment [mj2]: <http://www.channel4.com/info/corporate/about>

Comment [mj3]: <http://ukvod.com/vod-services/>

Comment [mj4]: <http://www.bbc.com/news/technology-11330712>

There are also other initiatives such as the Freeview, which is a set-top box, and Freesat, which enables viewers, as long as they've paid the licence fee, to access these programs on Catch up TV on VOD around the UK.

Comment [mj5]: <http://www.freeview.co.uk/>

Comment [mj6]: <http://searchnetworking.techtarget.com/definition/set-top-box>

Comment [mj7]: <http://www.freesat.co.uk/channels>

Comment [mj8]: <http://ateme.com/en/solutions/vod-catch-up-tv-535>

Senator Housakos: Gentlemen, can you tell us which two nations in the world in your opinion are the most successful at developing their domestic cultural products? Which two nations in the world have not only been successful at developing their cultural products but also at exporting them to the world? Which two nations in the world would you say are the top two?

Mr. Chodorowicz: Well, that's a very good question. It's hard to answer without pointing to the United States as being extremely successful in developing world-class content and exporting it in all the audio-visual mediums: music, film and television. After that, I guess there is a second tier. Of course, we have a slight inclination for the U.K. In recent years, they've been successful in the film sector and in developing television formats exported to other countries. Many of the contest shows and reality-type programming that we see in North America were developed in the U.K. There's a lot of pride in that success in recent years. Of course, that also applies to the music industry in the U.K., which has been very successful. You asked for two, and they both happen to be English-speaking countries.

Senator Housakos: I appreciate that. Could you give us examples of poor performers in producing cultural content?

Mr. Chodorowicz: There will be several countries maybe not too happy with us today. Some countries have some challenges. That kind of question probably shouldn't be answered with a bit of data. One of the challenges in the cultural sector is getting good international data; and there've been efforts at the UN level to improve that in recent years. I don't know if we can pick a couple of countries and throw them out there without any good data, as good analysts that we are.

Senator Housakos: I appreciate that. I want to go back to what you said earlier in your presentation. I appreciate that you were quite clear in your presentation to ensure that when we're looking at CBC and Radio-Canada Canadian culture is highlighted because this is about developing and promoting Canadian culture.

Throughout your presentation you mentioned in your calculations that Canada spends in the range of \$33 per capita on public broadcasting and Canadian culture. I've heard figures as low as \$29 per capita by Friends of the CBC and others. Of course, successive Canadian governments, regardless of political colour, have wanted to make sure over the decades that we promote Canadian culture and get the best bang for our dollar.

When I do a little research, and I would like your opinion on this, I don't just look at CBC and Radio-Canada and that particular subsidy as the sole contribution to Canadian content, vis-à-vis Canadian culture and production of Canadian culture. I also look at Telefilm Canada that gets over \$100 million a year. I look at the Canadian Media Fund, with over \$370 million a year. We look at close to \$1 billion that goes to CBC Radio-Canada. Right now, I'm over \$1.4 billion. My quick mathematical calculation means that \$41.91 per capita is spent on Canadian culture; and I haven't gone into adding all the subsidies that provincial governments spend on film production credits they give in order to attract film producers to their provinces. I suspect that if we calculate the amounts for **IVO in Ontario** and **Télé-Québec** and so on, Canadian taxpayers are probably significantly higher than \$42 per capita. I would like your comment on that.

Comment [m]9: <http://tvo.org/>

Comment [m]10: <http://www.fibreop.ca/fibreop-tv/channels/tele-quebec>

Also, I would like you to take it a step further. My second question following that statement is: CBC Radio-Canada, in my humble opinion, is spending an enormous amount of money producing local and national news. We're not debating whether they're doing a good job at that; but in your opinion, would that fall into the context of promoting and developing Canadian content or is that just providing news information like every other Canadian private broadcaster provides? Are we not spreading our resources thinly when we take all those issues into consideration and not put as much of that \$1.5 billion plus into producing Canadian-content documentaries and films that could not only be strengthened by taking that money and rooting into those areas but also we could develop good enough content to start exporting it to the world? I believe we have great actors, artists and performers in Canada. What is the best model to give them the maximum from taxpayers to promote them?

I've put a lot into that question. Maybe you have some comments and answers to that.

Mr. Chodorowicz: Well, you raised a good point about the various types of government support for audio-visual content creation, and yes, we've only looked at the parliamentary appropriation, which arrives at the \$33 per capita. As you noted, that figure, I believe, dropped to about \$29 per capita once the announced or planned reductions to CBC's appropriation took place. As you know,

there are other forms of government support, such as the Canada Media Fund, which I believe at this point is running close to \$300 million in funding for Canadian content. Part of that does go into CBC programming, but part of that also goes into programming commissioned and aired by private broadcasters, so we'd need to take that into account, as well as the other funding envelopes that you noted, such as the tax credits at both the federal and provincial level.

The challenge is that when you get into an international comparison, it's difficult enough to get the direct funding for public broadcasters in 18 countries. To then go the next step and get reliable data on the portion of other types of funding through direct grants and tax incentives that are available in all the countries that are in our study, it becomes very difficult to do a like-for-like or apples-to-apples comparison across various countries. For example, in the case of the U.K., we'd have to also have reliable data on the portion of tax credits or tax relief that went into U.K. films that were commissioned by Channel 4, which is very active in the feature film market. We'd also have to look at any money from the EU level that also went into U.K. films. It certainly would be a comprehensive analysis. It's just that it could be very challenging to do across several countries.

That being said, there's probably some merit in looking at things in a little more detail in Canada, at least, and in making sure that the complete support statistics are there, so long as we can isolate what the CBC is accessing. That then should also be compared up against what the private broadcasters are benefiting, which we've done to some extent in section 4 of our report, the third piece where we look at the indirect benefits of certain regulations and tax rules that benefit the private broadcasting side.

In terms of how to allocate the monies, it's very challenging for a public broadcaster. Commercial broadcasters have a much clearer mandate, I'd say. Their prime objective is to gather audiences, which they can then sell to advertisers. In the Canadian system, that's moderated to some degree by regulatory obligations in terms of commissioning and exhibiting Canadian content.

A public broadcaster often has to operate with several mandates. In the case of the CBC's, which is very similar to the BBC's mandate, they have to inform, educate and entertain. If you try to divert from one mandate to another, obviously it's going to sacrifice quality on one side or the ability to achieve that mandate. I think any type of reallocation of resources has to come part and parcel with a close examination of the mandate that we have for our public broadcaster and what we want them to achieve.

In the case of BBC and a lot of the other public broadcasters that we looked at in our study, we haven't come across any instances where there has been much, I suppose, pullback on the news side. That seems to be always prominent. BBC has been able to maintain its world-class news service but at the same time be very ambitious with its content side, its entertainment side, to the point where it has been very successful in exporting.

The Chair: Before giving the floor to Senator Eggleton, Senator Unger, you had a supplementary to Senator Housakos's question?

Senator Unger: Yes, I do. Just generally speaking with regard to the first topic that was raised by Senator Housakos, in your opinion, is culture really an important issue globally? How hard is culture to sell, and is it relevant anymore?

Mr. Chodorowicz: I think culture remains very relevant as a public policy issue or a public policy objective. I haven't seen any sort of diminishing in the discussion at the global level in terms of the importance of supporting culture. We monitor what's happening in the European Union, and there's been a renewal in its support of culture as well, so I don't think it's something that has lost its public policy importance over the past decade.

Senator Eggleton: I want to ask you in follow-up to Senator Housakos's questions about the comparisons that you've done. You've done the comparisons on the basis of what is provided for public broadcasters in different countries. You've come up with this \$33 per capita. You say it's probably more like 29 now. You've put Canada far below the average and right towards the bottom -- third from the bottom, in fact.

The question has been raised about indirect public funding -- in Canada, for example, the Canada Media Fund. You say that there probably are other funds in other countries. From your understanding, then, of what is available for other public broadcasters, is the relationship within these statistics still valid? Is it still valid to say that Canada is far below the average of the 18 countries, et cetera? You seem to have some knowledge about indirect for other countries. Could you please comment on that?

Mr. Chodorowicz: I have some knowledge, but certainly I think it may require a much fuller investigation of the different types of supports that public broadcasters may be able to access in other countries. Given what we know about the U.K. and perhaps some other countries, in looking at the situation in Canada with the other support measures that were mentioned, yes, it may change the 33. The 33 may move higher. If we were to include the CBC's portion of the Canada Media Fund and CBC's portion of tax credits, then it would, of course, move higher.

I guess the question is, once we look to the other countries, and even if they're not as substantial as the system in Canada in terms of other support measures, would it substantially change the rankings? Would Canada really move up that much? That's what I would be interested in finding out. I think it was mentioned that taking into account some of these other support measures already moves you up to \$40 per capita, but I don't think that gets you very far up the rankings. You're still in the lower third, even if we wouldn't touch the other countries, which we, of course, would. For example, Australia has tax incentives as well for independent productions, so

those would have to be taken into account, and Australia might move a bit higher. Canada moves up, Australia moves up, everybody moves up a bit, and I'd have to see how the rankings would change. That is all to say that it may not change the conclusions of our study that much.

Senator Eggleton: That's what I wanted to know.

Senator Housakos's figured that it probably comes out to \$42 odd or something, but that's still way below the average of \$82.

Senator Demers asked you a question about the BBC's dealing with different platforms in this new age, and you talked about the iPlayer. Could you talk about the CBC with respect to what it's doing on the Internet and trying to keep up to date with the new technology?

Mr. Chodorowicz: Well, given our particular location, I can't really speak in detail of the CBC's most recent new platform endeavours as much as we can about the BBC obviously. In some cases there is very good access to CBC content internationally on new platforms, such as the IOS platform, but of course in other cases, for those of us outside of Canada, it can be difficult to access CBC content over new platforms because there are geographic restrictions. The rights-holders to that content is only licensed to CBC to distribute it to broadcast it in Canada.

It's frustrating for some of us hockey lovers and lovers of Canadian content and other types of Canadian programming because we can't get the ready access that we think we deserve, even though we're outside of the country sometimes.

Over the years, for example, in the case of satellite radio, the CBC was quite aggressive in getting onto that platform. That particular platform may not have had the traction that was expected at the time. In terms of the digital TV platforms, the CBC has moved on to especially TV platforms, particularly with the news channel, but in that case I'd say that the CBC is at the mercy or the subject of the CRTC in terms of how many digital TV services it can have.

Senator Eggleton: Finally, for this round, you've done two studies. You did something called the Westminster study as well, which was more relevant to value for money than it is these strict statistical measurements, and in the measurement I previously talked about you said Canada was third from the bottom. But when you did this value for money, this Westminster study, you ranked Canada last. What caused that situation to arise? How did they drop by the value for money valuation?

Mr. Chodorowicz: I don't know if I'd call it the Westminster media study. It was a presentation at a breakfast conference that was looking at public service broadcasting. Nordicity was asked to provide some international context, a bit of background, and so we fulfilled that by providing a lot

of the indicators that you also see in the PSB study that was done for the CBC, but then also expanding that and I guess experimenting with some other indicators. As you pointed out, value for money was one of them.

That was a case where we introduced some audience data. As I mentioned earlier, there is some audience data available from international ports on various countries and so it permitted us to do some what I would call rudimentary measures of value for money. But I think for a full-blown commissioned study, as I noted earlier, we take a lot closer look at that audience data and scrutinize it and make sure that it provides a sufficient apples-to-apples comparison across countries in terms of how it has been measured, and also want to take into account, as I noted earlier, the competitive environment that each of those countries faced.

While the Westminster media forum presentation provided some, I would say, interesting background, it didn't stimulate the discussion that we had hoped it would on the day; but it wasn't a full-blown study or a comprehensive study looking into value for money, but it's something that we could probably do in the future with or without the CBC.

Senator Eggleton: Thank you.

Senator Housakos: I have a quick supplementary on Senator Eggleton's first question he was asking about funding sources.

The BBC, which obviously seems to be a model for everyone, does it get any funding outside of taxpayer dollars and outside of advertising revenue? My question, in short, is this: Does the BBC get any funding outside of the borders of the U.K.? What funding would that be, and why would they be getting that funding?

Mr. Chodorowicz: Do you mean income?

Senator Housakos: Revenue, yeah.

Mr. Chodorowicz: Yes. Maybe Mr. Hignell can describe the BBC Worldwide arm.

Mr. Hignell: The BBC has a division or an arm called BBC Worldwide, which is tasked with not only distributing BBC content, channels, BBC world service around the world, but it also is involved in a number of businesses and actually operates itself very much like a business. It takes BBC content and will sell it to broadcasters around the world and has been very successful in doing so and generates a significant amount of revenue that way.

Senator Housakos: Thank you.

Senator Unger: Thank you, gentlemen. A witness appeared before the committee for this study and made the statement: "Don't get preoccupied with technology. It's content that matters."

Before you answer, I would like to refer to an article that was in our *National Post* newspaper in December 2014, and the comment was that the CBC is not the public's broadcaster, and there was an observation made that the CBC is not about Canadian programming but programming Canadians to its enlightened view about how the world should work.

Would you comment about content and is that what really matters?

Mr. Chodorowicz: Our view has been that content is extremely important, and yes, I would agree that there is a lot of emphasis or attention to the technology, especially when new technologies emerge and it's felt that they're going to disrupt traditional models. I think when the dust settles it seems that the quality of content always emerges as the key to success. And I think to some degree we are seeing that with what's been referred to as over-the-top services such as Netflix. It's a new platform, but it really has made its mark recently in terms of the quality of the content that it is producing.

Just going back to the BBC, which has always paid attention to technology and has experimented and has made sure that it's prominent on new platforms, it certainly hasn't ignored the fact that it still has to create very high quality world-class content to remain competitive.

As the saying goes, content is king, and I think it remains so.

Senator Unger: What is it that the CBC is not doing, in your opinion? Again, CBC is paring away evening newscasts.

I live in Western Canada, in Alberta, and specifically they've significantly cut our newscasts and thus have become more and more irrelevant in that part of the country.

So what should they be doing that they're not?

Mr. Chodorowicz: In the context of our study, how can we expect them to fill their mandate vis-à-vis other public broadcasters when they're 50 per cent of the average and well behind some of the other public broadcasters? We come back to BBC a lot, which is, in my view, a gold standard in terms of public broadcasting. They maintain a national news operation. They probably don't have the same local news demands that CBC does. Yet they operate, as you see in our study, with a funding level, even if you added in CBC's advertising revenues, which is another \$400 to \$500 million on top of the appropriation, they're still nowhere near the kind of resources that a BBC operates, and yet they seem to have news obligations that aren't that different.

When you compare them to some other countries, it seems that CBC is stretched. That's just the view from looking at the numbers and the context in which these two public broadcasters operate. Obviously next week, you and the other committee members will get a bit more detail on the BBC's operations and you'll be able to see the differences for yourselves.

Senator Unger: Thank you.

Senator MacDonald: Gentlemen, I want to go back to the discussions about culture. Three years ago this month when Gordon Pitts reported on the Chairman of the CRTC stepping down, he mentioned that the Internet and wireless technology had disarmed federal regulators of their weapons to protect cultural identity.

Well, it's now 2015. It's been three years since he said that. Do we need new weapons to protect our cultural identity? If so, what would they be? Have other countries introduced new weapons to protect their cultural identity and what might they be?

Mr. Chodorowicz: There's no question that it's a challenging time with new technology. Over-the-top services are proliferating in Canada. If you go back in time, it's not that much different to grey market satellites. That was a challenging time for the Canadian system as well. I guess we found a Canadian solution through policy and regulation allowing Canadian services to prosper in that particular marketplace. You know, there may still be a grey market out there, but we don't hear as much about it when you have Bell ExpressVu and Shaw Direct.

I don't think that these challenges can't be addressed. It seems that one of the best ways to do it is to tweak, if you will, or configure the policy and regulatory environment in Canada, so that we can have Canadian champions, homegrown sources of content: whether that is a Canadian version of Netflix, which we see Rogers and Shaw getting into now with their own service; or making sure that our mobile operators also have the opportunity to make the most of audiovisual content over mobile platforms.

Whether it's the distribution of television signals or telecommunications, there is a continued role for policymakers and regulators to play to help nudge along the Canadian marketplace and to find a homegrown competitor, if you will, in these other platforms.

Now in terms of other countries -- one thing about Canada is that it is very unique. There's no other country which is competing directly with a cultural behemoth like the U.S. It's not until you spend a lot of time outside of Canada that you realize just how omnipresent American media is on Canadian television and I recall that in previous years it was quite prominent on Canadian radio.

Comment [sw11]: [http://support.bell.ca/_web/guides/TV/UserGuide/Receiver/4100/4100_Ch1\(en\).pdf](http://support.bell.ca/_web/guides/TV/UserGuide/Receiver/4100/4100_Ch1(en).pdf)

Comment [sw12]: <http://www.shawdirect.ca/english/>

Comment [sw13]: <https://www.netflix.com/>

So it is a challenge that the U.K. doesn't face. For example, other countries certainly don't face it because American programming has to be sub-titled or dubbed into their language. Even in English-speaking countries like the U.K., there is American programming, but it's not aired at the same time as it is on the American networks, and you certainly don't have the promotional push that Canadian viewers are exposed to on a daily basis.

I think that other countries in the U.K. specifically, may not have been directly or actively concerned about these other platforms. If we take Netflix, for example, in the U.K. there's a competing service which is now owned by Amazon, but it was originally a U.K. service called LOVEFILM. So here is an example where the market leader now, even though it is owned by a global multinational, was effectively a homegrown U.K. solution to this particular over-the-top platform that was emerging. It's an example of just making sure that at all policy corners, Canadian media entrepreneurs have an opportunity to thrive. If you allow that, they will find homegrown solutions to these challenges for us.

Comment [sw14]: <https://www.lovefilm.com/welcome/home.html>

The Chair: I have a few questions and if you don't have the answer right away, you can send it through the clerk. What is the board structure for Channel 4? What are the governance issues? Is it BBC? Is it another kind of board?

Comment [sw15]: <http://www.channel4.com/>

Secondly, we talked about the ad revenues from the Super Bowl. What do they do with the simultaneous broadcasting of ads on television when the revenues are being generated in the U.S.? Are they being shared locally with the local broadcaster?

You talked about the \$400 million of advertising for CBC/Radio-Canada. Would you know the share between CBC and Radio-Canada, and what was the effect of the odd \$100 million that was lost by the loss of *Hockey Night in Canada*? How would that affect the ratios you have been using since the beginning?

That's about it. In general, when you talked about subsidizing, you used CBC/Radio-Canada, and we talked about market share. The success of Radio-Canada, as far as audience, you have millions and millions of people listening to many shows, is not necessarily the case for CBC. But how do you distinguish that when you do a study where you talk about market share?

Mr. Chodorowicz: In terms of the advertising revenue, on the English side of English TV, CBC English TV, I think it is around \$250 million. These data are published by the CRTC, and we can certainly send them to you following this meeting. We have access to them.

On the French side, I believe it's some odd \$125 million in advertising for French TV, so it comes out to about \$375, just touching \$400 million. So that's the split there.

In terms of the impact of the loss of *Hockey Night in Canada*, offhand I don't know what CBC's advertising sales were for it. I think in the Canadian Press it was often reported that CBC was paying in excess of \$100 million a year for the rights. I don't know if there was any press reports on what the ad revenue was corresponding to that. But we could take a look and see if there have been any reports or studies on that. You might put the question to CBC for a precise answer on that as we would only be speculating. They've lost the revenue, somewhere between \$50 million and \$100 million, from *Hockey Night in Canada*. That would be anywhere from 20 percent to 40 per cent of what they're earning now. Again, we would have to know precisely what *Hockey Night in Canada* was earning in ad sales, but it was probably a significant chunk. From what I understand, under the new sort of retransmission deal that CBC has, they're not getting any ad revenue from *Hockey Night in Canada* even though they're retransmitting the signals.

In terms of the board structure, that is probably something we can get more detail on and send to you. We don't have it now but it's readily accessible because Channel 4 has very good public reporting. We should be able to get that information. You'll find out more about BBC next week, including the **BBC Trust**, which is an independent governance body that oversees the BBC. They don't have a parliamentary appropriation, but they collect the television licence fee and then the governance of that money is through the BBC Trust.

Comment [mj16]: <http://www.bbc.co.uk/bbctrust/>

In terms of how to take into account the market shares of French versus English, that's a good question. If we were to tackle it properly, it would probably mean splitting up the two markets. We may have to look, in a comprehensive study, at the English-language Canadian TV market and the French-language Canadian TV market to get the proper ratios in terms of value-for-money assessment. By blending together, there might be flaws in the approach.

Senator Plett: I'll be brief in light of the time. I want to make one quick observation before I ask two quick questions. I am not disappointed with the report or the gentlemen presenting today as I think they have done exactly what CBC asked them to do, but I am disappointed that CBC would not put more stock in wanting to compare the viewership with the amount of money they get from public funding as there is a direct correlation. We have heard again today that the U.S. gets the least amount of funding and is doing the best job; and we don't have those comparisons in a report like this. However, I'm sure CBC didn't ask for that, and so I'm disappointed.

You talked a little about the fact that we are in a unique situation with the United States that other countries are not in. I would like to know what competition there is in other countries. Norway gets \$180 per person in public funding. In Canada we have CTV, Global and CBC competing. One gets public dollars, the others do not. Is it the case in any Scandinavian countries that they would also have direct competition with a private broadcaster?

In Canada, about one third of the people don't pay taxes. Is that taken into consideration in a report like this? What would the comparison be with countries that get such funding, keeping in mind that if we remove the one third who don't pay taxes and put Senator Housakos' numbers in, which he gave us earlier that include provincial funding and so on, then suddenly we would move up considerably? Would that comparison in any way correlate with what the Scandinavian countries have, keeping in mind the competition these countries face?

Mr. Chodorowicz: The second question was about removing the one third of the population that is not paying taxes. Is that what you were asking?

Senator Plett: I can do the numbers myself and figure out if we would take that out. My question is: How does that compare to Scandinavian countries that are way up there? In Norway, do one third of the people not pay taxes? I am asking about doing a comparison. I can figure out myself what it would be if we remove one third of our population. I want a comparison.

Mr. Chodorowicz: In European countries, Scandinavian countries and in the U.K. they're not dealing with parliamentary appropriation but with a household licence fee. We should be looking at what percentage of households pay that licence fee. I can't speak to Scandinavia, but in the U.K. certain exemptions allow you to avoid paying the licence fee. For example, I think that once you reach 65 you may no longer have to pay the licence fee; and there might be other means tests. In the U.K., we'd also reduce the base from full population to some portion of it by finding out who's paying the licence fee. Some people can avoid paying the licence fee and some don't pay the fee because they don't have a TV or watch television over the Internet as it's being broadcast; and we take those exemptions into account.

Senator Plett: Since this is a licence fee, is it per television, which would mean possibly per household or maybe there are two televisions in the house? It wouldn't per person, so the comparison is different if we're talking \$180 per television, versus \$33 per person. My household is two people now, but we had four boys. Multiply \$33 times six and we're at \$180 or a little more.

Mr. Chodorowicz: In the study, we've taken the total amount of revenue collected from households, X billion pounds, converted it into Canadian dollars and then divided it by the population. Everything is apples to apples in the study. In terms of taking into account that not all Canadians are taxpayers, if we're going to do that, then we also need to take into account that not all households are licence-fee payers and not all the people in those households are taxpayers as well. Adjustments across all countries could be made similar to what would be done in the case of Canada.

Senator Plett: In order to get a fair assessment, those adjustments possibly should have been made. In any event, thank you for the comment.

I'll use Norway as an example because they are the highest amount here. What competition do they face? CBC faces CTV, Global and then a bunch of American stations. What competition does Norway face?

Mr. Chodorowicz: I can't say specifically about the Norwegian market.

Senator Plett: Use the Swiss or German market.

Mr. Chodorowicz: Can I use the U.K. market?

Senator Plett: Sure.

Mr. Chodorowicz: In the U.K., the BBC is quite high up there too, but not quite as high as Norway; and it's not because the pound was very strong in 2011, that's for sure. Even though the BBC is the leader, there's a lot of competition from private broadcasters. There are licensed private broadcasters, such as **TV and Channel 5**, which would be equivalent to over-the-air broadcasters in Canada. They sell advertising, and they also have regulatory obligations in terms of promoting UK content.

Comment [m]17: <http://www.itv.com/news/topic/channel-5/>

Another important source of competition is outside of the traditional, over-the-air broadcasters or the licensed broadcasters, and that's the numerous or dozens of what would be the equivalent of specialty TV channels in the UK. Keep in mind that they don't have the same regulatory oversight in terms of licensing here, so it's much easier for an American specialty channel to come into the U.K. market. Then you also have Sky, **BSkyB**, which operates a premium service.

Comment [DM]18: <http://www.sky.com/>

There are other sources of competition, but they tend to be not as direct as what Canadians face. When a Canadian turns on the TV, they have three plus one major American networks right there. In the case of the U.K., yes, you have private broadcasters that are in the lower tiers or in the lower valuations of the electronic programming guide, if you will, but they are British broadcasters. You have to really get high up in the dial, if you will, until you start to reach anything close to American programming in the sense of what the American broadcasters will find. You'll never have just what is basically a direct feed of American programming the way you do in the Canadian market. There's just no comparison in terms of the competition.

Senator Plett: Thank you.

The Chair: I would like to remind members we have a special meeting after for the delegation to Great Britain.

Senator Eggleton: I think we have to bear in mind when we talk about the American entertainment industry that it gets funded from a population that's 10 times bigger than ours.

That's a huge revenue ability that we don't have. We're up against that kind of competition to be able to tell our stories. It's not easy to do that against the American entertainment industry. That's something that not too many of these other countries have because of the language differences, or even Radio-Canada. They have some language protection that English-speaking Canada does not have from the American entertainment industry.

I want to ask about the question of share. I got a letter just today from the chairman of the CBC. He talks about the share of the market that the CBC has, and it's actually respectable. It's lower than CTV, which does mainly American broadcasting, but it's higher than Global. CBC, of course, is showcasing Canadian content in its prime time. The share is 8.2 per cent. In this day and age, with the many channels we have in the television universe, that's not bad at all. CTV is 12.3 per cent.

He also points out in his letter that it's not just a question of share. He talks about reach. In reach, he says the total number of viewers who watch the CBC reaches 89 per cent, and that is 89 per cent of all Canadians watch CBC television on a monthly basis.

Can you comment on this question of the kinds of measurement, share versus reach?

Mr. Chodorowicz: Audience research and audience analysis is a very specific field. It requires a fair bit of knowledge and experience to navigate these various measurements. That's part of why, if we want to do a comprehensive value-for-money analysis, it needs to be done in conjunction with the expertise that goes into audience analysis. As I pointed out earlier, the Westminster media forum piece was a rudimentary look and doesn't take into account all of the various measures of audience in terms of, as you noticed, share and reach. Those are the kinds of indicators and types of analyses that would have to be incorporated and done on a country-by-country basis if we wanted to do an international comparison.

My comment is that I would love to comment, but it really requires someone with audience analysis expertise to give you a precise definition of what the difference is between a share and reach. I have exposure to these types of data points, but they have very specific definitions.

Senator Housakos: We've been looking at these charts and listening to numbers all day, and numbers can really tell a story. When it's all said and done, the numbers that really count for any broadcasters are the BBM numbers and, at the end of the day, the advertising dollars. Advertisers are pretty savvy, and they are not subjective when it comes to deciding where they put their money. The reality is that we have a problem with our national broadcaster, who has lost significant amounts of advertising dollars.

I'm a little disappointed, honestly, gentlemen, today, because I've been hearing your side of the coin now consistently throughout this debate here at this committee. The only solution we seem to

be hearing is that we have to spend more money. We're not spending enough. Your core argument today was indicative of that strategy and that perspective. Look at Norway, look at Switzerland, look at Germany, and look at poor Canada, \$33 per capita.

As my last question for you, using your chart and numbers here, I look at the top five spenders here, and you have amongst them Norway, Germany, Switzerland and Denmark. I look at the chart for value-for-money, the audience share per capita, and the number of national viewers per public funding per capita. I look at both of those charts. Down at the bottom, next to Canada in terms of viewership, we have Canada, Germany, Denmark, Switzerland and Norway. Norway is spending six times more than Canada, and they're getting marginally better audiences than we are. Germany and Switzerland are spending five times more than Canada, and they are getting marginally a smaller audience more than we are, and the same with Denmark. How do you account for that?

Above and beyond just saying we need to spend more, is there anything else we can do besides spending more? I used to be in business. When I used to have my division managers come to see me at the end of a quarter or end of the year and their sales and revenue and profits were down, trust me, the first I wanted to know was where is the market, and the second thing was what their strategy was. Then I would decide if I would spend more money in that division or not. The first question would not be whether I would spend more money in that division. I end my question on that note and hope you have some insight.

Mr. Chodorowicz: I think you've pointed out that a value-for-money analysis really has to take a look at all the intricacies of these various markets and countries and find out what they are doing with their funding and how much is going into content on-screen versus news programming and what that means in terms of their audience share. There are a lot of factors. We've talked about the various competitive marketplaces or competition that these countries face, and that has to be taken into account. I would caution from arriving at too many conclusions based on what I've described as a rudimentary comparison of countries looking at a value-for-money ratio of funding or total turnover or total revenue to audience.

We'll need to find out what is going on exactly in the Scandinavian countries and why their funding per capita is high versus why their audience share may be lower. It may just be that they have a much different tradition or commitment to having public broadcasting and the role of an impartial voice or impartial entity in their broadcasting system so they may feel that it requires a certain level of funding.

One of the things we look at in our study is the relationship between funding levels and the potential benefit. It may be that the Scandinavian countries feel there is a much higher potential benefit so they fund their public broadcasters commensurately with that.

In terms of what to do, one of the things in our study is that there are 18 countries in there and Canada just seems to be quite far off from the average or even the middle of the pack. We seem to be a bit of an outlier in terms of funding. If we were to take into account the Canada Media Fund and the tax credits we may get closer to the middle of the pack, but as we noted earlier those things have to be taken into account in other countries and so it may not change the rankings or conclusions very much. We may still find ourselves in the position where we say we need to examine or consider the level of funding vis-à-vis our peer countries just to get closer to the middle of the pack.

As you've noted, before we throw money at the issue it's important to examine how things are being done and if they're being done as efficiently as possible. There are two elements. Once you've identified that you have the right strategy, you're operating as efficiently as possible, you're still going to be faced with the competition from American programming, which comes from a country with 10 times the population. Also our research in previous studies has shown that with the TV programming you're dealing with budgets that are 10 times Canadian average budgets. So it's very hard to compete like that, even if you are nimble and as efficient as possible. Eventually you have to put the resources into the programming to get it to the quality where it can appeal to viewers.

The Chair: Colleagues, I know there are other questions but the steering committee, Senator Housakos and Senator Eggleton have a meeting to go to immediately in room 7.

I'd like to thank the witnesses from Nordicity for their excellent participation.

Tomorrow we will hear from the Canadian Association of Film Distributors and Exporters.

Honourable senators, this meeting is adjourned.

(The committee adjourned.)

03/03/2015

CBC Radio-Canada Mail - Prep for the Senate cttee

CBC  Radio-Canada

Bill Chambers <bill.chambers@cbc.ca>

Prep for the Senate cttee

4 messages

Hubert T Lacroix <ht.lacroix@cbc.ca>

Fri, Feb 6, 2015 at 1:40 PM

To: Shaun Poulter <shaun.poulter@cbc.ca>

Cc: Bill Chambers <bill.chambers@cbc.ca>, Stephanie Duquette <stephanie.duquette@radio-canada.ca>

Have we been tracking this down?

Hubert T. Lacroix
Président-directeur général/President & CEO
CBC - Radio- Canada
tel: (514) 597-5101
fax: (514) 597-5439
e-mail: ht.lacroix@cbc.ca

Shaun Poulter <shaun.poulter@cbc.ca>

Fri, Feb 6, 2015 at 4:41 PM

To: Hubert T Lacroix <ht.lacroix@cbc.ca>

Cc: Bill Chambers <bill.chambers@cbc.ca>, Stephanie Duquette <stephanie.duquette@radio-canada.ca>, Liliane Le <liliane.le@cbc.ca>

[Quoted text hidden]

Shaun Poulter
Senior Director, Premier directeur
Government Relations/ Relations gouvernementales
CBC/ Radio-Canada
Tel: (613) 288-6233
Cell: (613) 791-8054
shaun.poulter@cbc.ca

**Dawson statements.docx**

16K

Hubert T Lacroix <ht.lacroix@cbc.ca>

Fri, Feb 6, 2015 at 4:51 PM

To: Shaun Poulter <shaun.poulter@cbc.ca>

Cc: Bill Chambers <bill.chambers@cbc.ca>, Stephanie Duquette <stephanie.duquette@radio-canada.ca>, Liliane Le <liliane.le@cbc.ca>

He was interviewed on RC.

03/03/2015

CBC Radio-Canada Mail - Prep for the Senate cttee

From: Shaun Poulter
Sent: vendredi 6 février 2015 16:41
To: Hubert T Lacroix
Reply To: Shaun Poulter
Cc: Bill Chambers; Stephanie Duquette; Liliane Le
Subject: Re: Prep for the Senate cttee

[Quoted text hidden]

Hubert T Lacroix <ht.lacroix@cbc.ca> Sun, Feb 8, 2015 at 1:45 PM
To: Shaun Poulter <shaun.poulter@cbc.ca>
Cc: Stephanie Duquette <stephanie.duquette@radio-canada.ca>, Bill Chambers <bill.chambers@cbc.ca>, Liliane Le <LILIANE.LE@cbc.ca>

Shaun,

I think Dawson said that onn Radio-Canada with Bazzo.

[Quoted text hidden]

PLAN DE COMMUNICATION

COMPARUTION D'HUBERT, HEATHER ET LOUIS DEVANT LE COMITÉ SÉNATORIAL

17 FÉVRIER 2015 9 H 30 – 11 H 30

Pièce 2, Édifice Victoria

CONTEXTE :

Le 17 février 2015.

ENTOURAGE :

OBJECTIFS DE COMMUNICATION :

APPROCHE DE COMMUNICATION :

Page 221

**is withheld pursuant to sections
est retenue en vertu des articles**

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

**of the Access to Information Act
de la Loi de l'accès à l'information**



Julie Page <julie.page@radio-canada.ca>

Re: Sénate/Sénat

1 message

Julie Page <julie.page@radio-canada.ca>

A : Chuck Thompson <chuck.thompson@cbc.ca>

Cc : Marc Pichette <marc.pichette@radio-canada.ca>, "Pagé, Julie" <julie.page@radio-canada.ca>

10 février 2015 07:10

Shaun and I will be there.

Shaun suggests a joint scrum (Hubert, Heather, Louis) after the appearance.

Julie Pagé

Corporate Communications/Communications institutionnelles

CBC/Radio-Canada

Bureau: 613-288-6335

Cellulaire: 613-299-2102



2015-02-09 17:39 GMT-05:00 Chuck Thompson <chuck.thompson@cbc.ca>:

Heather is asking if there will be someone there to handle media requests for her? If not, I'll join her otherwise she's fine.

Chuck Thompson

Head of Public Affairs

CBC English Services

416-205-3747

416-509-3315 (cell)

On Mon, Feb 9, 2015 at 3:43 PM, Julie Page <julie.page@radio-canada.ca> wrote:

Hi **Chuck**, will you accompany Heather, in Ottawa, next Tuesday (February 17) for Hubert, Heather and Louis's appearance before the Senate Committee?

Salut **Marc**, vas-tu accompagner Louis, à Ottawa, mardi prochain (17 février) pour la comparution d'Hubert, Heather et Louis devant le comité sénatorial?



Julie Page <julie.page@radio-canada.ca>

Re: Sénate/Sénat

1 message

Julie Page <julie.page@radio-canada.ca>
A : Marc Pichette <marc.pichette@radio-canada.ca>
Cc : Chuck Thompson <chuck.thompson@cbc.ca>

9 février 2015 16:26

Ok. Merci Marc.

Julie Pagé
Corporate Communications/Communications institutionnelles
CBC/Radio-Canada
Bureau: 613-288-6335
Cellulaire: 613-299-2102



Le 9 février 2015 16:24, Marc Pichette <marc.pichette@radio-canada.ca> a écrit :
Rebonjour Julie,

On m'indique que Louis ne souhaite pas être accompagné.

2015-02-09 15:43 GMT-05:00 Julie Page <julie.page@radio-canada.ca> :

Hi **Chuck**, will you accompany Heather, in Ottawa, next Tuesday (February 17) for Hubert, Heather and Louis's appearance before the Senate Committee?

Salut **Marc**, vas-tu accompagner Louis, à Ottawa, mardi prochain (17 février) pour la comparution d'Hubert, Heather et Louis devant le comité sénatorial?

Julie Pagé
Corporate Communications/Communications institutionnelles
CBC/Radio-Canada
Bureau: 613-288-6335
Cellulaire: 613-299-2102

Re: Hashtag for senate committee

1 message

Julie Page <julie.page@radio-canada.ca>

A : Sarah Lue <sarah.lue@cbc.ca>

Cc : Daniel Lauzon <daniel.lauzon@cbc.ca>, Martine Menard <martine.menard@cbc.ca>, "BRETON, CAROLE" <carole.breton@radio-canada.ca>

12 février 2015 13:54

Merci Sarah!

Julie Pagé
Corporate Communications/Communications institutionnelles
CBC/Radio-Canada
Bureau: 613-288-6335
Cellulaire: 613-299-2102



2015-02-12 13:53 GMT-05:00 Sarah Lue <sarah.lue@cbc.ca>:

Hi All,

The official hashtag for the senate committee meeting examining the challenges faced by CBC/Radio-Canada is #TRCM

Also, you may wish to note that the Twitter accounts for the Senate are:

@SenateCA (EN)

@SenatCA (FR)

Another useful hashtag to keep in mind is #cdnpoli

Thanks,
Sarah



Julie Page <julie.page@radio-canada.ca>

Re: Hashtag for senate committee

1 message

Martine Ménard <martine.menard@cbc.ca>

A : Julie Page <julie.page@radio-canada.ca>

Cc : Sarah Lue <sarah.lue@cbc.ca>, Daniel Lauzon <daniel.lauzon@cbc.ca>, "BRETON, CAROLE" <carole.breton@radio-canada.ca>

12 février 2015 14:00

pas évident

Martine Ménard
 Executive Director / Directrice générale
 Corporate Communications / Communications institutionnelles
 CBC/Radio-Canada
 (613) 288-6184
 martine.menard@cbc.ca



On Thu, Feb 12, 2015 at 1:59 PM, Julie Page <julie.page@radio-canada.ca> wrote:
 TRansport and CoMmunications.

Julie Pagé
 Corporate Communications/Communications institutionnelles
 CBC/Radio-Canada
 Bureau: 613-288-6335
 Cellulaire: 613-299-2102



2015-02-12 13:58 GMT-05:00 Martine Menard <martine.menard@cbc.ca>:
- what does TRCM stand for.

Martine Ménard
Executive Director / Directrice générale
Corporate Communications / Communications institutionnelles
CBC/Radio-Canada
(613) 288-6184
martine.menard@cbc.ca



On Thu, Feb 12, 2015 at 1:53 PM, Sarah Lue <sarah.lue@cbc.ca> wrote:
Hi All,

The official hashtag for the senate committee meeting examining the challenges faced by CBC/Radio-Canada is #TRCM

Also, you may wish to note that the Twitter accounts for the Senate are:
@SenateCA (EN)
@SenatCA (FR)

Another useful hashtag to keep in mind is #cdnpoli

Thanks,
Sarah

COMPARUTION DEVANT LE COMITÉ SÉNATORIAL

Le 16 février 2015 - Demain matin, le président-directeur général de CBC/Radio-Canada, Hubert T. Lacroix, la vice-présidente principale des Services anglais, Heather Conway et le vice-président principal des Services français, Louis Lalande, comparaîtront devant le Comité sénatorial permanent des transports et des communications. Depuis 14 mois, le comité se penche sur les défis que doit relever CBC/Radio-Canada, compte tenu de l'évolution du milieu de la radiodiffusion et des communications.

La comparution débute à 9 h 30 et devrait durer deux heures. Vous pourrez suivre les échanges par webdiffusion, en cliquant [ICI](#).

(svp confirmer les deux liens!!!!)

(Français) [ICI](#)

<http://senparl.vu.parl.gc.ca/Guide.aspx?viewmode=4&categoryid=-1¤tdate=2015-02-17&eventid=15947&Language=F>

(Anglais) [HERE](#)

<http://senparl.vu.parl.gc.ca/Guide.aspx?viewmode=4&categoryid=-1¤tdate=2015-02-17&eventid=15947&Language=E>



Julie Page <julie.page@radio-canada.ca>

TRADUCTION SVP

1 message

Julie Page <julie.page@radio-canada.ca>

À : MONTREAL TRADUCTION <montreal.traduction@radio-canada.ca>

Cc : "Pagé, Julie" <julie.page@radio-canada.ca>

12 février 2015 16:45

Bonjour!

Pourriez-vous svp traduire ce texte en anglais pour demain (vendredi).

Lorsque terminée, pourriez-vous svp envoyer la traduction à Patrick Lévesque, Daniel Lauzon et Carole Breton. Me copier aussi.

P. S.: J'y ai inclus le lien pour webdiffusion en anglais (HERE).

Merci!

Julie Pagé

Corporate Communications/Communications institutionnelles

CBC/Radio-Canada

Bureau: 613-288-6335

Cellulaire: 613-299-2102



message IO - comparaison.docx

14K



Julie Page <julie.page@radio-canada.ca>

Traduction

1 message

MONTREAL TRADUCTION <montreal.traduction@radio-canada.ca>

A : Julie Page <julie.page@radio-canada.ca>, Patrick Levesque <patrick.levesque@radio-canada.ca>, Daniel Lauzon <daniel.lauzon@cbc.ca>, CAROLE BRETON <carole.breton@cbc.ca> 13 février 2015 11:06

Bonjour à tous,

Voici la traduction requise.

Cordialement,

Nicole Pigeon

Adjointe de secteur / Departmental Assistant

Services linguistiques / Linguistic Services

(514) 597-7666



message IO - comparaison-te.docx

16K

SENATE COMMITTEE APPEARANCE

February 16, 2015 – Tomorrow morning, CBC/Radio-Canada's President and CEO Hubert T. Lacroix, English Services Executive VP Heather Conway, and French Services Executive VP Louis Lalande will all appear before the Standing Senate Committee on Transport and Communications. 4. For the past 14 months, the Committee has been studying the challenges faced by CBC/Radio-Canada in the fast-changing broadcast and communications environment.

The appearance starts at 9:30 a.m. and should last two hours. Click [here](#) to follow the proceedings via webcast.

(svp confirmer les deux liens!!!!)

(Français) [ICI](#)

<http://senparl.vu.parl.gc.ca/Guide.aspx?viewmode=4&categoryid=-1¤tdate=2015-02-17&eventid=15947&Language=F>

(Anglais) [HERE](#)

<http://senparl.vu.parl.gc.ca/Guide.aspx?viewmode=4&categoryid=-1¤tdate=2015-02-17&eventid=15947&Language=E>



Julie Page <julie.page@radio-canada.ca>

Texte iO! - Comparation d'Hubert

1 message

Carole Breton <carole.breton@radio-canada.ca>

À : STEEVE GAGNON <steeve.gagnon@radio-canada.ca>

Cc : Patrick Levesque <patrick.levesque@radio-canada.ca>, Daniel Lauzon <daniel.lauzon@cbc.ca>, Julie Page <julie.page@radio-canada.ca>

13 février 2015 13:15

Bonjour Steeve,

Voici les versions finales. Tu as trois versions du même texte : l'un pour lundi, l'autre pour mardi matin 9 h 30 (au moment de la webdiffusion) et le dernier pour mardi après-midi.

Carole

Carole Breton
Chef, Communications et relations publiques
Manager, Communications and Public Relations
Communications institutionnelles / Corporate Communications
CBC/Radio-Canada
613.288.6232 / cell 613.769.9238



 message iO - comparation-bil.docx
19K

SENATE COMMITTEE APPEARANCE

(****svp confirmer les deux liens)

MONDAY

February 16, 2015 – Tomorrow morning, CBC/Radio-Canada's President and CEO Hubert T. Lacroix, English Services Executive VP Heather Conway, and French Services Executive VP Louis Lalande will all appear before the Standing Senate Committee on Transport and Communications. For the past 14 months, the Committee has been studying the challenges faced by CBC/Radio-Canada in the fast-changing broadcast and communications environment.

The appearance starts at 9:30 a.m. and should last two hours. Click [here](#) to follow the proceedings via webcast.

(Anglais) [HERE](#)

<http://senparlvu.parl.gc.ca/Guide.aspx?viewmode=4&categoryid=-1¤tdate=2015-02-17&eventid=15947&Language=E>

TUESDAY : 9:30 am

February 17, 2015 – Today, CBC/Radio-Canada's President and CEO Hubert T. Lacroix, English Services Executive VP Heather Conway, and French Services Executive VP Louis Lalande are appearing before the Standing Senate Committee on Transport and Communications. For the past 14 months, the Committee has been studying the challenges faced by CBC/Radio-Canada in the fast-changing broadcast and communications environment.

Click [here](#) to follow the proceedings via webcast.

TUESDAY : PM

February 17, 2015 – CBC/Radio-Canada's President and CEO Hubert T. Lacroix, English Services Executive VP Heather Conway, and French Services Executive VP Louis Lalande appeared before the Standing Senate Committee on Transport and Communications. For the past 14 months, the Committee has been studying the challenges faced by CBC/Radio-Canada in the fast-changing broadcast and communications environment.

Click [here](#) to watch the webcast (archives).

LUNDI

Le 16 février 2015 - Demain matin, le président-directeur général de CBC/Radio-Canada, Hubert T. Lacroix, la vice-présidente principale des Services anglais, Heather Conway et le vice-président principal des Services français, Louis Lalande, comparaitront devant le Comité sénatorial permanent des transports et des communications. Depuis 14 mois, le comité se penche sur les défis que doit relever CBC/Radio-Canada, compte tenu de l'évolution du milieu de la radiodiffusion et des communications.

La comparution débute à 9 h 30 et devrait durer deux heures. Vous pourrez suivre les échanges par webdiffusion, en cliquant ICI.

(Français) [ICI](#)

<http://senparlvu.parl.gc.ca/Guide.aspx?viewmode=4&categoryid=-1¤tdate=2015-02-17&eventid=15947&Language=F>

MARDI AM (9 h 30)

Le 17 février 2015 - Aujourd'hui, le président-directeur général de CBC/Radio-Canada, Hubert T. Lacroix, la vice-présidente principale des Services anglais, Heather Conway et le vice-président principal des Services français, Louis Lalande, comparaissent devant le Comité sénatorial permanent des transports et des communications. Depuis 14 mois, le comité se penche sur les défis que doit relever CBC/Radio-Canada, compte tenu de l'évolution du milieu de la radiodiffusion et des communications.

Vous pouvez suivre les échanges par webdiffusion, en cliquant ICI.

MARDI PM

Le 17 février 2015 - Le président-directeur général de CBC/Radio-Canada, Hubert T. Lacroix, la vice-présidente principale des Services anglais, Heather Conway et le vice-président principal des Services français, Louis Lalande, ont comparu devant le Comité sénatorial permanent des transports et des communications. Depuis 14 mois, le comité se penche sur les défis que doit relever CBC/Radio-Canada, compte tenu de l'évolution du milieu de la radiodiffusion et des communications.

Regardez la webdiffusion en cliquant ICI (archives).

Re: SENATE

1 message

Julie Page <julie.page@radio-canada.ca>
A : Shaun Poulter <shaun.poulter@cbc.ca>

17 février 2015 07:45

Thank you!

Julie Pagé
Corporate Communications/Communications institutionnelles
CBC/Radio-Canada
Bureau: 613-288-6335
Cellulaire: 613-299-2102



2015-02-17 7:44 GMT-05:00 Shaun Poulter <shaun.poulter@cbc.ca>:

Yes

From: Julie Page
Sent: Tuesday, February 17, 2015 7:43 AM
To: Shaun Poulter; Daniel Lauzon
Reply To: Julie Page
Cc: Martine Menard; Carole Breton; Pagé, Julie
Subject: SENATE

Hi Shaun,
Will there be paper versions of Hubert's remarks for reporters?
Dan, me confirmes-tu que les notes d'allocation d'Hubert seront en ligne sur notre site corpo dès le début de la comparison?

Julie Pagé
Corporate Communications/Communications institutionnelles
CBC/Radio-Canada
Bureau: 613-288-6335
Cellulaire: 613-299-2102

Re: Senate Briefing Book - the missing section G: PBS model

1 message

Shaun Poulter <shaun.poulter@cbc.ca>

9 February 2015 at 11:53

To: Hubert T Lacroix <ht.lacroix@cbc.ca>, Heather Conway <heather.conway@cbc.ca>, Louis Lalande <louis.lalande@radio-canada.ca>

Cc: Bill Chambers <bill.chambers@cbc.ca>, Jeff Keay <jeff.keay@cbc.ca>, Chuck Thompson <chuck.thompson@cbc.ca>, Guylaine Bergeron <guylaine.bergeron@radio-canada.ca>, Liliane Le <liliane.le@cbc.ca>, Emmanuelle LAMARRE-CLICHE <elcliche@radio-canada.ca>, MARC O'Sullivan <marc.osullivan@cbc.ca>, FRANCINE LEFEBVRE <francine.lefebvre@cbc.ca>, Stephanie Duquette <stephanie.duquette@radio-canada.ca>

Sorry. here it is.

On Mon, Feb 9, 2015 at 11:42 AM, Shaun Poulter <shaun.poulter@cbc.ca> wrote:

Sorry, we missed one.

Here it is.

-

Shaun Poulter
Senior Director, Premier directeur
Government Relations/ Relations gouvernementales
CBC/ Radio-Canada
Tel: (613) 288-6233
Cell: (613) 791-8054
shaun.poulter@cbc.ca

-

Shaun Poulter
Senior Director, Premier directeur
Government Relations/ Relations gouvernementales
CBC/ Radio-Canada
Tel: (613) 288-6233
Cell: (613) 791-8054
shaun.poulter@cbc.ca

**G. CBC and PBS model.pdf**

149K

CBC and the “PBS model”

- While Public television in the U.S. depends on individual donations for about 24% of its revenue, public television still receives \$796 M in government funding.
- With 1/10th the population of the US, fundraising and donations in Canada would raise a fraction of what PBS does.
- Viewer-generated funding is unstable. Sponsored programming and underwriting raises issues of conflict of interest and integrity.
- The need to attract donations means most of PBS entertainment programming is foreign (Masterpiece Theatre, Downton Abbey).
- PBS offers little local programming.

Total Government funding for Public TV and Radio in U.S in 2011 was \$1.058 B

Public Television stations:

2011 Government Funding (Federal, State and local) \$796.22 M

2011 Private-Sector Funding \$977.73 M

Public Radio Stations:

2011 Government Funding \$261.45 M

2011 Private Funding \$800.53 M

Corporation for Public Broadcasting, Annual Report 2012

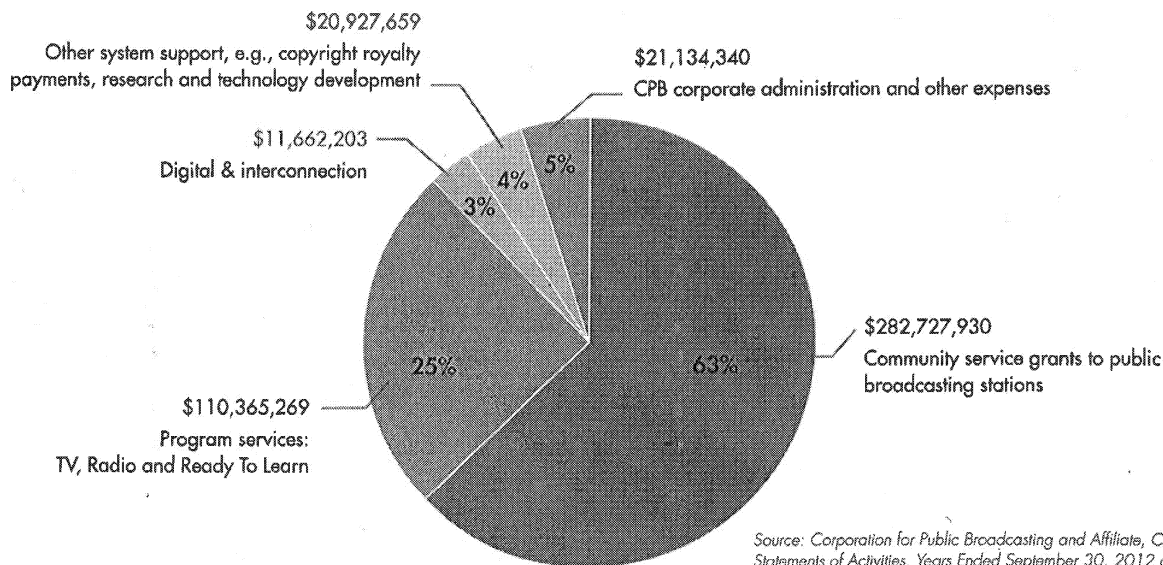
<http://www.cpb.org/annualreports/2012/>

FINANCIALS

How CPB distributed its funds in Fiscal Year 2012

Total expenses: \$446.8 million

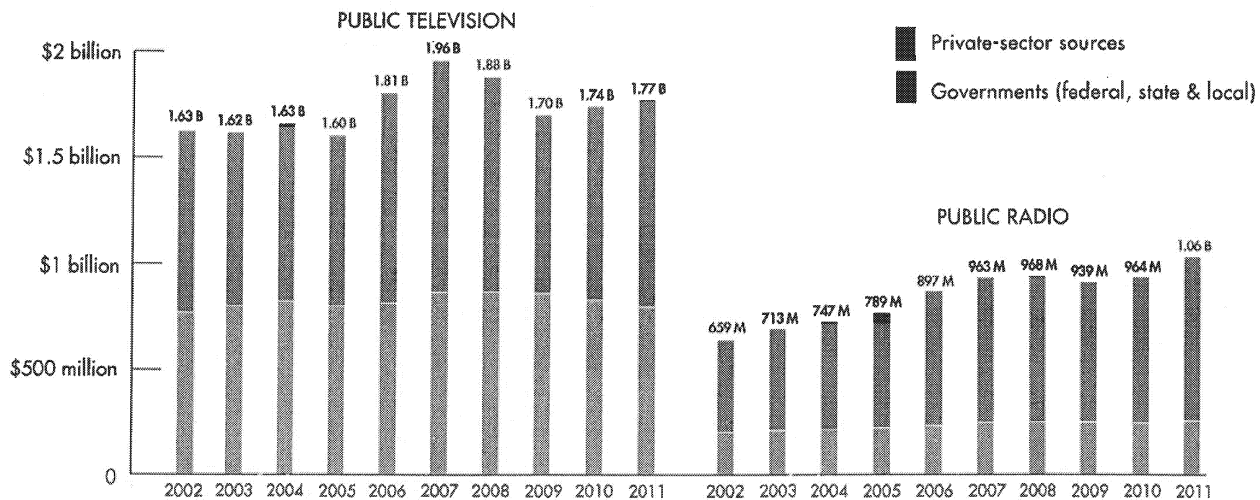
General-purpose grants to public broadcasting stations and grants to producers for programs made up more than three-quarters of all funds distributed by CPB. Its overhead costs were only about 5 percent of its total spending.



Source: Corporation for Public Broadcasting and Affiliates, Combined Statements of Activities, Years Ended September 30, 2012 and 2011

Where public media got its funding, Fiscal Years 2002–2011

Funding for public television comes in roughly equal parts from government (at all levels) and the private sector. For public radio, a much greater share comes from the private sector, but government still provides about one-quarter of the total.



Source: Corporation for Public Broadcasting, Public Broadcasting Revenue, annual report

CORPORATION FOR PUBLIC BROADCASTING AND AFFILIATE

Combined Statement of Activities

September 30,	2012	2011
Changes in unrestricted net assets:		
Support and revenues:		
Federal appropriations:		
General	\$ 444,158,950	\$ 429,140,000
Digital	—	5,988,000
Investment income:		
Interest income	1,673,156	2,271,346
Realized/unrealized gain (loss) on securities	240,795	(349,335)
Department of Education – Ready to Learn	13,979,666	13,856,895
Royalties and other income, net	701,260	2,020,138
Grant and contract refunds	12,699,316	6,601,314
Total Revenue	473,453,143	459,528,358
Expenses		
Program services:		
New TV program development	65,772,305	77,690,940
Radio Programming:		
Radio Program Fund	8,136,493	5,557,696
National program production and acquisition grants	22,476,805	27,480,513
System Support:		
Television community service grants	214,691,929	216,481,231
Radio community service grants	68,036,001	62,422,180
Digital	11,536,282	46,408,944
Next Generation TV Interconnection	114,631	88,862
Radio Interconnection	11,290	243,920
Department of Education – Ready to Learn	13,979,666	13,856,895
Other system support	20,927,659	24,895,777
	<u>425,683,061</u>	<u>475,126,958</u>
Corporate administration and other expenses	21,134,340	21,037,403
Total Expenses	446,817,401	496,164,361
Change in Net Assets	26,635,742	(36,636,003)
Net Assets, beginning of year	63,273,816	99,909,819
Net Assets, end of year	\$ 89,909,558	\$ 63,273,816

The accompanying notes are an integral part of these statements.

Senate Committee Prep - Record of Correspondence

1 message

Shaun Poulter <shaun.poulter@cbc.ca> 10 February 2015 at 16:35
To: Hubert T Lacroix <ht.lacroix@cbc.ca>, Heather Conway <heather.conway@cbc.ca>, Louis Lalande <louis.lalande@radio-canada.ca>
Cc: Bill Chambers <bill.chambers@cbc.ca>, Chuck Thompson <chuck.thompson@cbc.ca>, Jeff Keay <jeff.keay@cbc.ca>, Emmanuelle LAMARRE-CLICHE <elcliche@radio-canada.ca>, Guylaine Bergeron <guylaine.bergeron@radio-canada.ca>, Marc Pichette <marc.pichette@radio-canada.ca>, Cristina Tonner <crystina.tonner@cbc.ca>, FRANCINE LEFEBVRE <Francine.lefebvre@radio-canada.ca>, Chantale Gionet <chantale.gionet@radio-canada.ca>, MARC O'Sullivan <marc.osullivan@cbc.ca>, Liliane Le <liliane.le@cbc.ca>

For your background, here is the complete set of correspondence between CBC/Radio-Canada and the Transportation Committee.

Please disregard the earlier email.

—
Shaun Poulter
Senior Director, Premier directeur
Government Relations/ Relations gouvernementales
CBC/ Radio-Canada
Tel: (613) 288-6233
Cell: (613) 791-8054
shaun.poulter@cbc.ca

8 attachments

-  **2013-12-11 CBC Welcome Letter to Committee.pdf**
94K
-  **2014-03-26 CBC Response to request for witnesses.pdf**
224K
-  **2014-04-09 Hubert's Follow up to Committee.pdf**
557K
-  **2014-05-16 CBC response to Senators' comments.pdf**
321K
-  **2014-09-15 -Senate request for witnesses.pdf**
2585K
-  **2014-09-19 CBC Response to request for witnesses.pdf**
1526K
-  **2014-11-17 Committee list of questions.pdf**
2765K
-  **2015-01-30 Chair's Follow up to Committee.pdf**
198K

J. Actif immobiliers – projets à date

- Corner Brook (2012)
- Saint-John, NB (2012)
- Sydney (2012)
- Matane (2013) - reste à vendre l'immeuble
- Halifax (2014) - reste à déménager Bell Road et vendre l'immeuble
- Rimouski (2010-11?)
- Windsor (2014) vente de l'immeuble réalisée mais projet de réaménagement à compléter
- Hamilton (2013-2014)
- Kitchener (2013-2014)
- Kamloops (2013-2014)
- Rive-Nord (2013-2014)
- Rive-Sud (2013-2014)
- Saskatoon (2013-2014)
- Victoria (2013-2014)

En cours et sur le point d'être achevé :

- Moncton (été 2015)
- Gander et Grand Falls (printemps 2015)
- Halifax Bell Road (juin 2015)
- Sudbury

Senate Committee on Transportation and Communications

Questions asked during CBC/Radio-Canada's appearance on Feb 26, 2014 (18h45-21h30)

STUDY: *"The challenges faced by the Canadian Broadcasting Corporation in relation to the changing environment of broadcasting and communications."*

WITNESSES: Hubert T. Lacroix, Mark Allen

SUMMARY: In total, members of the committee asked 115 questions; 20 questions were not related to the study.

Questions not related to the study	20
Coverage by CBC of Senator Plett's travel expenses	2
HTL's expenses	11
HTL's bonus	4
Peter Mansbridge's salary and whether he is in compliance with the Corporation's conflict of interest and ethics policies	3

The Deputy Chair and Sen. Eggleton took issue with some of the line of questioning; other Members said:

- **p. 39 Senator Plett:** *"My question will be somewhat personal on my point -- not on Mr. Lacroix's point at all -- and his answer should be very general as well. But in order for me to ask the question, I have to relay some facts."*
- **p. 40 Senator Plett:** *"It's a personal issue, and if Senator Eggleton would have exercised a bit of patience, he would have realized I was now to the question, which was a general question".*
- **p. 40 Senator Greene:** *"On the other side, part of the testimony has been about expense claims and so forth from the witness, so I think that opens up -- ..."*

FOLLOW-UPS

- Highlighted questions in **YELLOW** required follow-ups (Hubert promised to come back with answers)
 - Highlighted questions in **GRAY** could be clarified or figures corrected
-

Questions related to the study

1. Sochi:

- Did you make any \$? How much did it cost to send 287 employees to Sochi

2. HNIC

- What is the ad revenues impact
- Will CBC/RC be asking for more government funding
- What is the plan to offset revenue loss?
- In addition of using the network, HINC brand and CBC Talent – is there anything else CBC is providing to Rogers? Why should taxpayers subsidize a private company?
- how do you decide which games you put on the air?

3. DRAP

- What were the impacts on the budget?
- What were the layoffs (executives vs employees)
- # layoffs of executives and reduction of bonuses?

4. Short and Long term plan for CBC/RC

- Radio (p. 9)
- Specialty channels for drama? Or other CanCon?
- Will there be cuts in regions? Moncton?

5. Cancon

- How can we keep on developing CanCon? How do we preserve it?
- Will pick & pay have an impact on CanCon? On CBC?

6. Mandate / governance / overall health of the Corporation

- Should we keep CBC as it is? (CanCon and news, etc...)
- Do you have the right tools? Does the Act need to be amended to meet CBC's future needs?
- Existe-t-il deux solitudes au sein de la gouvernance de la Société
- Are you committed to OTA distribution?
- What changes to your governance structure would be beneficial for Corporation (flexibility)?
- Croyez-vous que RC reflète les valeurs canadiennes? Unité nationale? when was o Canada last heard on RC?
- Is Konrad saying things without thinking or is he not in the know?
- Are their criterias to ensure that OL and regions are represented on the board?

7. Ratings

- Local news (SK) –ratings? is it what locals want or because CBC want a uniformity across the country
- Speciality channels (in particular ARTV)?

8. Biz Models/revenues

- How many specialty channels on RC? are they profitable? Who are you main competitors?
- Is the amount of advertising allowed on TV limited?

- With ratings and revenues losses; does the Act need to be amended for you to partner with others?
- What would be a bad model for CBC/RC?
- What are the total revenues from renting space, infrastructure

9. Programming : Regions & OLMC

- TJ: Montréalisation des ondes
- Comment mieux refléter le Canada dans les régions?
- Comment mieux refléter les régions dans les réseaux
- Comment allez-vous consulter les régions (pas juste les CLOSM?)
- Le contenu de devrait-il pas venir des régions aussi?
- quelles mesures avez-vous pris pour augmenter la valeur du contenu canada à la télé en Atlantique? et pour les autres provinces?
- Could cbc bring regional theatre {on ipads} in the future?
- Consumer: Changing radio channels vs satellite costs:

10. Day-to-day operations

- Travel policies?
- How much did executives received in bonuses in 2013?
- What is the largest % would an executive get
- Why would anyone get up to 50% in bonuses?
- Should CBC/RC spend more on CanCon vs infrastructure?
- How is the ombudsman chosen? Does CEO have input in who is chosen?
- Bonuses - How many executives are in the 5 to 10 % range; 11 to 20 % and so on up to 41 to 50 %
- Pension ratios at CBC/RC exec vs employees?
- Is peter in compliance with conflict of interest and ethics policy
- How many in-house lawyers? What is the budget for external legal fees?

11. Questions not-related to the study (Challenges of CBC in new environment)

- Sochi: of employees who went to Sochi; how many flew 1st class
- Plett: if you do online retraction, why not on air (senate expenses)
- HTL expenses:- what is the process? Has person been disciplined?, how is that a robust process?; do you really charge tim's coffee?; what did the AG say with respect to your ineligible expenses (p
- HTL salary and bonus:
- Why would CBC/RC not disclose how much Peter Mansbridge earns?
- Is Peter in compliance with the Corporation's conflict of interest and ethics policies?

Comparution au Sénat / Senat appearance

1 message

Martine Menard <martine.menard@cbc.ca>

Fri, Feb 13, 2015 at 9:03 AM

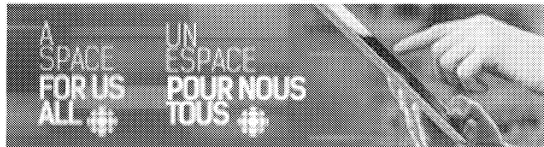
To: Bill Chambers <bill.chambers@cbc.ca>, "Bergeron, Guylaine" <guylaine.bergeron@radio-canada.ca>, BONNIE BROWNLEE <bonnie.brownlee@cbc.ca>, Shaun Poulter <shaun.poulter@cbc.ca>, MARC O'Sullivan <MARC.OSULLIVAN@cbc.ca>

Cc: "Lauzon, Daniel" <daniel.lauzon@cbc.ca>, "Page, Julie" <julie.page@radio-canada.ca>, Carole Breton <carole.breton@radio-canada.ca>

Hello - nous allons rédiger une communication pour les employés et un énoncé pour les médias pour publication suite à la comparution de mardi. We will adjust the content/tone of coms post hearing. Julie Pagé will be on site to manage media requests. She will also be the media contact for this file - on that day.

Merci.

Martine Ménard
Executive Director / Directrice générale
Corporate Communications / Communications institutionnelles
CBC/Radio-Canada
(613) 288-6184
martine.menard@cbc.ca



SENATE Committee Additional INFO as of MONDAY

1 message

Shaun Poulter <shaun.poulter@cbc.ca> 16 February 2015 at 11:47
To: Hubert T Lacroix <ht.lacroix@cbc.ca>, Heather Conway <heather.conway@cbc.ca>, Louis Lalande <louis.lalande@radio-canada.ca>
Cc: Bill Chambers <bill.chambers@cbc.ca>, Chuck Thompson <chuck.thompson@cbc.ca>, Jeff Keay <jeff.keay@cbc.ca>, Guylaine Bergeron <guylaine.bergeron@radio-canada.ca>, Liliane Le <liliane.le@cbc.ca>, Emmanuelle LAMARRE-CLICHE <elcliche@radio-canada.ca>, FRANCINE LEFEBVRE <francine.lefebvre@cbc.ca>, Stephanie Duquette <stephanie.duquette@radio-canada.ca>, Cristina Tonner <crisrina.tonner@cbc.ca>

Have a safe drive.

--

Shaun Poulter
Senior Director, Premier directeur
Government Relations/ Relations gouvernementales
CBC/ Radio-Canada
Tel: (613) 288-6233
Cell: (613) 791-8054
shaun.poulter@cbc.ca

 **Additional info MONDAY FEB 16.docx**
24K

Additional Info MONDAY FEB 16**PLETT COMMENT RE: COVERING CONSERVATIVES:**

- Plett's claim in conversation with Jennifer McGuire was that we didn't cover the Conservative leadership in Nova Scotia in 1991 but we did cover the Federal NDP convention.
- His facts were wrong. It was actually the BC General election (not the NDP leadership) that we covered in September of 1991. After 15 years in power, the Social Credit party of Bill Vander Zalm had been hit by scandal and was decimated by the NDP's Mike Harcourt. Liberal Gordon Wilson formed the official opposition.
- At that time all elections were considered worthy of coverage and editorial decisions were made on leadership conventions based on news worthiness.
- We did not cover the Nova Scotia Conservative leadership in February of 1991 (John Buchanan had resigned after 12 years as leader and Donald Cameron was elected to replace him).

SEXUAL HARASSMENT CASES:**Q. How many cases of sexual harassment do we currently have?**

- We currently have two cases (including the Gomeshi case) (both ES)
- (We have had 4 files since October but two have been concluded)

Q. How many complaints of harassment in general do you currently have?

- 15 Complaints of Respect in the Workplace (RIW), Code of Conduct or other harassment under collective agreements.

French Services = 3 (1 of them is a grievance)

English Services = 9 (includes RIW data)

Corporate Services = 3 (all RIW)

"BONUSES"

- For 2013-2014, people were eligible to receive some form of incentive pay, calculated on meeting performance targets for the entire Corporation, for their component, and for their individual performance.
- Most employees met their expectations. individuals performed below expectations and did not receive any incentive pay.
- Our compensation plan provides a total package that allows us to attract, develop, motivate and retain the talent necessary to deliver on our strategic objectives.
- According to the employment company Mercer, our total compensation is at the median of that offered by companies in our peer group.

- (by PMSD rating:
 - Exceeds Expectations` (EX) = 132 FTEs
 - Meets Expectations (ME) = 424 FTEs
 - Meets Some Expectations (MS) = 5 FTEs
 - Below Expectations (BE) = 2 FTEs

OUR REACH:

- In your remarks we are revising our reach to **87%** from 89%. That is total monthly reach (2013-14) for CBC/Radio-Canada, and reflects the combination of 93% for francophones and 85% for anglophones.
- If we are talking English television **ONLY**, the monthly reach is **76%**. (This is all broken down on page 27 of the Oct 2014 Environmental Scan which we have shared with them).
- **NOTE:** In the Chair's 30 January 2015 letter to the Committee, we gave the reach for CBC Television as 89%. This was incorrect.

Additional Questions:

- If Canadians want value for their money, why not invest in Canadian content that will actually be broadcast to Canadians when they are watching television?

Q. So if your business model is broken, how do you propose that it be fixed?

- First, if we are not going to keep cutting services every year, there needs to be a greater investment in the programs and services we provide to Canadians.
- But fixing the model is not just about funding the public broadcaster. It is about how we, as a country achieve what we need from our media system. And that, ultimately, is up to government, the regulator, and Canadians.
- In the short to medium term, there are different ways to ensure you can achieve those goals;
 - through a higher parliamentary appropriation;
 - through cable and satellite companies starting to pay for the resale of our signals,
 - through a special fund for those broadcasters who invest in local programming,
 - through CMF funding so that more independent producers can get their programs broadcast on CBC/Radio-Canada in prime time, when more Canadians can watch them.
- Longer term, we need to start thinking about a digital media landscape that is internet based, where the current regulatory system that is supposed to ensure Canadians have access to local stories, to Canadian stories and to Canadian democracy will no longer work.
- In that future environment, we'll need media services that actually serve the needs of Canada; purpose-built, muscular, media that can carve out a space in the digital universe to ensure Canadians continue to have the tools to build a cohesive, democratic society.

Q. If you had more money, how much would you need and what would you do with it?

- What I'm saying is that we don't have enough resources right now to keep from having to cut people and services every year just to balance our budgets.
- If we had more resources, there are a number of things we would LIKE to do:
 - DIGITAL: We would accelerate the creation of services for digital platforms.
 - LOCAL: There are at least a dozen fast-growing Canadian communities who currently don't have a local CBC/Radio-Canada service. We had to scale back our regional expansion plans in our 2015 strategy because of budget cuts. I'd like to continue to put CBC/Radio-Canada in communities like London, Ontario and Red Deer, Alberta.
 - DRAMA: We know that if we can create high-quality Canadian drama, Canadians will watch. If we had more resources we would like to offer more shows like "Book of Negroes" and "X COMPANY" (starting Wednesday night).
- In 2008, the Heritage Committee called for a core funding increase of "at least \$40 per capita." That would move us up one spot (behind Ireland and Australia) in public funding for public broadcasting, but it would be a start.

Q. What do you think about the closure of Sun News Network, they gave you a pretty rough ride?

- The loss of jobs for 150 people is always difficult. It's a tough time.
- Nobody likes to see media outlets fold. It's important that a wide range of views are available to Canadians.

(FROM CHUCK)

Q: As you move forward as an organization, how can you ensure what happened with Jian Ghomeshi will never happen again?

- Well let me start by saying CBC / R-C is committed to ensuring a workplace that is free from all forms of harassment and the policies and procedures we have in place are comparable to other top employers.
- The challenge we face, as is the case with many large organizations including universities, hospitals, law firms and political parties, those policies are only as good as the people who adhere to them.
- That said, I can assure you CBC / R-C adopts a posture of continuous improvement. As you may recall, in late October, we retained Janice Rubin to conduct a third party investigation into what happened with the Ghomeshi situation and to set out any recommendations as to what steps CBC / R-C can take, beyond what is already in place, to prevent similar issues from arising in our organization in the future.
- We expect to have Ms. Rubin's report next month and we will look to implement any changes she flags where we can improve upon our workplace environment.

Q: Based on several media reports over the last month, one could conclude that there's no one minding the shop at CBC News?

- Over the last couple of months, we have have seen some internal matters make their way to outside media and while that's not something you ever want to see happen, I can assure you Jennifer McGuire, who appeared before this committee last October, has my full support as she deals with these issues.
- While I certainly don't get involved in day-to-day editorial decisions, I make myself available to Jennifer and it would be normal for us to consult about possible outcomes if the situation merits it.
- I can tell you there is an internal review underway that is close to completion and I know Jennifer will act accordingly based on what comes of that review.
- I stand behind CBC News as one of the top news brands in the country never mind being one of the most recognized and respected news organizations in the world.

Re: Coms Products - Post Senate Appearance

1 message

Martine Menard <martine.menard@cbc.ca>
To: Bill Chambers <bill.chambers@cbc.ca>
Cc: Daniel Lauzon <daniel.lauzon@cbc.ca>

Mon, Feb 16, 2015 at 5:43 PM

So we work with your last version.

On Feb 16, 2015 5:25 PM, "Bill Chambers" <bill.chambers@cbc.ca> wrote:
Yes, I still think we want to have a NTS and statement.

There is a new ending for the opening remarks. I have asked Liliane to flip it to you. Have a look and think if there is any need to amend the NTS or statement to reflect it.

B

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Martine Menard
Sent: Monday, February 16, 2015 3:25 PM
To: Bill Chambers
Reply To: Martine Menard
Cc: Lauzon, Daniel
Subject: Coms Products - Post Senate Appearance

Just want to make sure we are not stepping on each others toes tomorrow:

Bill - are you still working in the media statement - NTS - please confirm;

Will you share today final draft with HTL; ideally - both products would need to be available quickly - in both languages right after the hearing - we can adjust tone somewhat - but the bulk of the content should be nailed before; we also should aim to have the products translated first thing tomorrow morning;

Perhaps you guys have already been in touch about this. If so great.

Martine Ménard
Executive Director / Directrice générale
Corporate Communications / Communications institutionnelles
CBC/Radio-Canada
(613) 288-6184
martine.menard@cbc.ca



05/03/2015

CBC Radio-Canada Mail - Senate Appearance

CBC  Radio-Canada

Martine Menard <martine.menard@cbc.ca>

Senate Appearance

1 message

Martine Menard <martine.menard@cbc.ca>

Tue, Feb 3, 2015 at 1:51 PM

To: LILIANE LE <liliane.le@cbc.ca>, Shaun Poulter <shaun.poulter@cbc.ca>

Hey - assume you will give Marina a heads-up about your translation needs for above-mentioned. Remember that February 16th is a holiday for us - not for Quebec (I don't think) so HTL will be working I guess.

Also, we announced today a reduction in the translation group - | position is abolished - English to French translator - so with less resources - we have to help Marina plan all of the work that is coming their way - thanks

Martine Ménard
Executive Director / Directrice générale
Corporate Communications / Communications institutionnelles
CBC/Radio-Canada
(613) 288-6184
martine.menard@cbc.ca



Re: eOne appearance before the Senate committee this morning

1 message

Sally Catto <sally.catto@cbc.ca>

Tue, Jan 27, 2015 at 4:27 PM

To: Liliane Le <liliane.le@cbc.ca>

Cc: Hubert T Lacroix <ht.lacroix@cbc.ca>, Stephanie Duquette <stephanie.duquette@radio-canada.ca>, Heather Conway <heather.conway@cbc.ca>, BONNIE BROWNLEE <bonnie.brownlee@cbc.ca>, Helen Asimakis <helen.asimakis@cbc.ca>, Susan Marjetti <susan.marjetti@cbc.ca>, Michael Mooney <michael.mooney@cbc.ca>, MARC O'Sullivan <marc.osullivan@cbc.ca>, Shaun Poulter <shaun.poulter@cbc.ca>, Bev Kirshenblatt <bev.kirshenblatt@cbc.ca>, Steven Guiton <steven.guiton@cbc.ca>, Martine Menard <martine.menard@cbc.ca>, Bill Chambers <bill.chambers@cbc.ca>, JOHN WIMBS <john.wimbs@cbc.ca>, Lisa Clarkson <lisa.clarkson@cbc.ca>

Thanks.

Sent from my iPhone

On Jan 27, 2015, at 4:07 PM, Liliane Le <liliane.le@cbc.ca> wrote:

mark was referring to feature films.

On 27 January 2015 at 16:04, Sally Catto <sally.catto@cbc.ca> wrote:

Thanks Liliane. To clarify, was eOne referring to feature films or television movies (or both)?
Cheers,
Sally

Sent from my iPhone

On Jan 27, 2015, at 3:56 PM, Liliane Le <liliane.le@cbc.ca> wrote:

FYI, in the context of the Senate's ongoing study of "the challenges faced by the CBC in relation to the changing environment of broadcasting and communications", Mark Slone (Executive Vice-President, Theatrical Distribution) and Vanessa Steinmetz (Vice-President, Production Financing) from eOne appeared before the Transport and Communications Committee this morning.

Overall, they said positive things about the CBC:

- It's important to have a national broadcaster in the Canadian film and TV ecosystem to help create jobs and award winning content;
- CBC is the home for Canadian talent and content to be nurtured;
- It's not all about ratings. CBC takes risks and fills the programming gap where the privates don't;
- CBC is a good business partner: it promotes and distributes CanCon nationally; whereas distributors like them promote the shows/movies internationally and
- If CBC did not buy rights to broadcast successful Canadian show such as 19-2 or Trailer Park boys; its ok, as commercially viable shows should be picked up by privates, and CBC can put its resources in other productions.

05/03/2015

CBC Radio-Canada Mail - Re: eOne appearance before the Senate committee this morning

The only issue they raised was the lack of Canadian movies being broadcast on TV (in particular the CBC), and that the CRTC should add a new category of programming for movies distinct from dramatic television series.

A ce soir,

Liliane

|

--

Liliane Lê
Chef, Relations gouvernementales
Manager, Government Relations
CBC/Radio-Canada
T: +1.613.288.6272
C: +1.613.299.5254
Liliane.Le@cbc.ca
<IMAGE.BMP>

--
Liliane Lê
Chef, Relations gouvernementales
Manager, Government Relations
CBC/Radio-Canada
T: +1.613.288.6272
C: +1.613.299.5254
Liliane.Le@cbc.ca
<IMAGE.BMP>

Fwd: Senate Committee - schedule change

1 message

Martine Menard <martine.menard@cbc.ca>

Wed, Nov 12, 2014 at 10:18 AM

To: Caroline Lévesque-Pelletier <caroline.levesque-pelletier@cbc.ca>

Cc: "Page, Julie" <julie.page@radio-canada.ca>, "Lauzon, Daniel" <daniel.lauzon@cbc.ca>, Carole Breton <carole.breton@radio-canada.ca>

Caroline - svp ajuster le calendrier

Martine Ménard
 Executive Director / Directrice générale
 Corporate Communications / Communications institutionnelles
 CBC/Radio-Canada
 (613) 288-6184
 martine.menard@cbc.ca



----- Forwarded message -----

From: **Shaun Poulter** <shaun.poulter@cbc.ca>

Date: Wed, Nov 12, 2014 at 10:05 AM

Subject: Senate Committee - schedule change

To: Hubert T Lacroix <ht.lacroix@cbc.ca>, Stephanie Duquette <stephanie.duquette@radio-canada.ca>, Bill Chambers <bill.chambers@cbc.ca>

Cc: Lilliane Le <lilliane.le@cbc.ca>, MARC O'Sullivan <marc.osullivan@cbc.ca>, Martine Menard <martine.menard@cbc.ca>

As you know, the Senate Committee is going to have to suspend its study of CBC soon in order to deal with some legislation being referred to it.

The Committee would now like to **delay Hubert's appearance until late February, early March of 2015.**

The Committee still wants Remi to appear as scheduled December 10th to talk about governance and the function of the Board.

The Committee is planning to travel to the BBC at the end of January.

Under this latest schedule, Hubert will be one of the last witnesses the Committee hears from as they begin to draft their report and consider recommendations.

I think this is a welcome development for us.

—
 Shaun Poulter
 Senior Director, Premier directeur
 Government Relations/ Relations gouvernementales

05/03/2015

CBC Radio-Canada Mail - Fwd: Senate Committee - schedule change

CBC/ Radio-Canada
Tel: (613) 288-6233
Cell: (613) 791-8054
shaun.poulter@cbc.ca



Speaking Notes

**Hubert T. Lacroix
President and Chief Executive Officer
CBC/Radio-Canada**

**Standing Senate Committee on Transport and
Communications**

February 17, 2015

(Please check against delivery)

REMARKS TO THE STANDING SENATE COMMITTEE
ON TRANSPORTATION AND COMMUNICATIONS

CHAIRMAN, SENATORS, THANK YOU FOR ANOTHER OPPORTUNITY TO MEET WITH YOU FOR YOUR STUDY ON CBC/RADIO-CANADA.

WITH ME TODAY ARE HEATHER CONWAY AND LOUIS LALANDE, THE HEADS OF OUR ENGLISH AND FRENCH SERVICES.

I MET WITH YOU ALMOST A YEAR AGO. AT THAT TIME I OUTLINED SOME OF THE CHANGES TRANSFORMING THE BROADCAST ENVIRONMENT, PARTICULARLY THE GROWTH OF DIGITAL CONTENT. I TOLD YOU HOW CBC/RADIO-CANADA WAS RESPONDING, WITH THE KIND OF PARTNERSHIPS, COLLABORATION, AND INNOVATION THAT WE SHOWED IN OUR SUCCESSFUL PRESENTATION OF THE SOCHI WINTER OLYMPICS.

SINCE THEN, YOU'VE MET WITH OUR OMBUDSMEN, OUR HEADS OF NEWS, AND WITH OUR MANAGERS AND STAFF IN EIGHT LOCATIONS ACROSS THE COUNTRY. WE'VE SHARED WITH YOU INDEPENDENT AUDIENCE RESEARCH, INCLUDING AN ENVIRONMENTAL SCAN, WHICH OUTLINES OUR PERFORMANCE, OUR INDUSTRY, AND HOW IT'S CHANGING.

YET IN REVIEWING THE COMMITTEE'S DISCUSSIONS, I KEEP HEARING THE SAME MISCONCEPTIONS ABOUT US. ONE EXAMPLE: AFTER 14 MONTHS OF HEARINGS, SOME STILL INSIST THAT CBC TELEVISION IS "A FAILURE". AS PROOF, SOME KEEP REPEATING THAT ONLY "2 PER CENT OF THE PEOPLE IN THE PROVINCE OF ALBERTA WATCH CBC". BOTH OF THOSE STATEMENTS ARE WRONG.

ACCORDING TO NUMERIS BBM, THE COMPANY RESPONSIBLE FOR VIEWING MEASUREMENTS IN CANADA, THE PRIME TIME AUDIENCE SHARE FOR CBC TELEVISION IN ALBERTA IS 8%. CBC TELEVISION'S NATIONAL PRIME-TIME SHARE IS 8.2%. THAT COMPARES TO 12.3% FOR CTV AND 7.8% FOR GLOBAL, AND I WILL REMIND YOU THAT THEIR SCHEDULES ARE FILLED WITH AMERICAN PROGRAMS. CBC'S SCHEDULE IS OVERWHELMINGLY CANADIAN. ALL OF THE OTHER BROADCASTERS HAVE SHARES OF LESS THAN 4%.

IF OUR NUMBERS MAKE CBC TELEVISION A "FAILURE", THEN EVERY BROADCASTER IS A FAILURE.

LET ME EXPLAIN WHAT AN 8.2 AUDIENCE SHARE REPRESENTS. IT'S THE 1.9 MILLION CANADIANS WHO WATCHED THE FIRST EPISODE OF *THE BOOK OF NEGROES*; THE 1.6 MILLION ENJOYING *SCHITT'S CREEK*; THE ROUGHLY ONE MILLION CANADIANS TUNING IN EACH WEEK TO *22 MINUTES*, *THE RICK MERCER*

REPORT, MURDOCH MYSTERIES, DRAGON'S DEN, AND HEARTLAND. IT'S AN AVERAGE OF 862,000 CANADIANS WHO WATCH *THE NATIONAL* ON CBC NEWS NETWORK AND OUR MAIN CHANNEL EVERY NIGHT. THAT'S MILLIONS OF CANADIANS WHO ENJOY THE CANADIAN PROGRAMS WE OFFER ON CBC TELEVISION.

ARE RATINGS IMPORTANT? OF COURSE THEY ARE. WE CAN'T BE A PUBLIC BROADCASTER WITHOUT A PUBLIC. RATINGS ARE ALSO IMPORTANT AS WE DEPEND ON ADVERTISING REVENUE FOR ANYWHERE BETWEEN 20 AND 25% OF OUR BUDGET. YES, IN OUR FUNDING MODEL, AD REVENUES ARE CRITICAL TO THE SERVICES WE PROVIDE TO CANADIANS.

BUT OUR MANDATE IS MUCH MORE THAN A FOCUS ON RATINGS. IT'S ABOUT BEING RELEVANT TO CITIZENS. THAT IS WHY AUDIENCE REACH – THAT IS, THE NUMBER OF PEOPLE WHO ACTUALLY USE ONE OF OUR SERVICES – IS AS IMPORTANT AS AUDIENCE RATINGS. WELL, CBC/RADIO-CANADA'S REACH IS 87%: 87% OF CANADIANS WATCH OR LISTEN TO SOMETHING FROM THEIR PUBLIC BROADCASTER EVERY MONTH.

I CAN APPRECIATE THAT THE RAPID CHANGES TO THE BROADCASTING INDUSTRY CAN BE DIFFICULT TO KEEP TRACK OF. AS YOU CONSIDER YOUR REPORT, I'D LIKE

TO FOCUS YOUR ATTENTION ON THE FOUR BIG CHALLENGES FACING THE PUBLIC BROADCASTER:

- FIRST, HOW TO CONTINUE TO INVEST IN CANADIAN PROGRAMS AND SERVICES, IN THE CURRENT ENVIRONMENT?
- SECOND, HOW TO CONTINUE TO REACH CANADIANS WITH QUALITY CANADIAN PROGRAMMING, WHEN AN ALMOST UNLIMITED NUMBER OF GLOBAL CHOICES ARE AVAILABLE TO THEM;
- THIRD, HOW TO SERVE THOSE CANADIANS WHO ARE QUICKLY SHIFTING TO DIGITAL PLATFORMS, WITHOUT LEAVING BEHIND THOSE WHO STILL RELY ON OUR TRADITIONAL SERVICES;
- AND FOURTH, HOW TO ENSURE THAT WE DO ALL OF THAT TODAY, WHILE STILL REMAINING FINANCIALLY STABLE ENOUGH TO AVOID HAVING TO CUT PEOPLE AND SERVICES EVERY YEAR JUST TO BALANCE OUR BUDGETS.

THOSE ARE THE CHALLENGES WE FACE.

AND HERE'S WHAT WE'VE BEEN DOING ABOUT IT.

IN JUNE, WE LAUNCHED OUR STRATEGIC PLAN WHICH WILL LEAD US TOWARDS 2020. OUR FOCUS IS ON PUTTING WHAT RESOURCES WE HAVE INTO PRIME TIME TELEVISION PROGRAMS, SUCCESSFUL RADIO PROGRAMS, AND IN THE

DEVELOPMENT OF CONTENT FOR DIGITAL AND MOBILE PLATFORMS. THIS SHIFT REQUIRES A SUBSTANTIAL INVESTMENT. SINCE OUR GOVERNMENT APPROPRIATION IS SHRINKING AND IS NOT ADJUSTED TO INFLATION, AND AD REVENUES ARE MOVING TO DIGITAL PLATFORMS, WE HAVE HAD TO CUT SERVICES AND LET GO TALENTED PEOPLE TO FIND THE DOLLARS NECESSARY TO EXECUTE THIS TRANSFORMATION.

OUR GOAL IS THAT, BY 2020, WE WILL HAVE DOUBLED OUR DIGITAL REACH SO THAT 18 MILLION CANADIANS, ONE OUT OF TWO, WILL USE CBC/RADIO-CANADA'S DIGITAL SERVICES EACH MONTH. AND THAT, IN OUR SURVEYS, THREE OUT OF FOUR CANADIANS WILL ANSWER THAT CBC OR RADIO-CANADA IS VERY IMPORTANT TO THEM PERSONALLY.

MANY CANADIANS WOULD LIKE US TO DO MORE; MORE LOCAL NEWS; MORE CANADIAN PROGRAMS ON RADIO, TELEVISION, AND THE INTERNET BUT ADDITIONAL SERVICES ARE SIMPLY NOT POSSIBLE WITH OUR CURRENT FINANCIAL SITUATION.

I'VE BEEN TALKING ABOUT A BROKEN REVENUE MODEL FOR MONTHS. AND I'M NOT ALONE. THE HEADS OF CTV AND ROGERS HAVE BEEN SAYING THIS TOO BECAUSE IT'S AFFECTING ALL CONVENTIONAL TELEVISION BROADCASTERS. IT IS

PUTTING AT RISK THE CONTINUED EXISTENCE OF CANADIAN PROGRAMMING,
PARTICULARLY LOCAL PROGRAMMING, BOTH NEWS AND NON-NEWS.

WE ARE FOCUSED ON DOING WHAT WE HAVE TO DO TO MEET THESE
CHALLENGES. WE HAVE BEEN QUICK TO ADAPT, AND WE HAVE MADE
ENORMOUS STRIDES IN MAXIMIZING OUR RESOURCES AND STREAMLINING OUR
OPERATIONS. FEW PUBLIC BROADCASTERS IN THE WORLD, IF ANY, PROVIDE
MORE SERVICES FOR LESS MONEY THAN CBC/RADIO-CANADA.

WE HAVE PROVEN THAT WITH TARGETED INVESTMENT, WE CAN BE INDUSTRY
LEADERS IN AREAS LIKE DIGITAL NEWS. SO WE CONTINUE TO SHIFT RESOURCES
AND FIND EFFICIENCIES, BUT THE FACT IS THAT OUR CURRENT SITUATION IS
SIMPLY NOT SUSTAINABLE OVER THE LONGER TERM.

AND IT ISN'T JUST ABOUT US. THE MEDIA UNIVERSE IS AT A CROSSROADS. IT IS
INCREASINGLY DOMINATED BY GIANT, GLOBAL, DIGITAL PLAYERS - GOOGLE,
FACEBOOK, AMAZON, APPLE AND NETFLIX. THIS PERIOD OF DRAMATIC CHANGE
WILL OFFER GREAT OPPORTUNITY FOR COMMUNITIES WITH THE PRESENCE OF
MIND TO SEIZE THE CHANCE.

SOME COUNTRIES ARE ALREADY TAKING STEPS TO INVEST IN THE PRODUCTION
OF THEIR NATIONAL CONTENT - THE EUROPEAN UNION, THE UK AND CHINA, FOR

INSTANCE. OTHERS, LIKE THE UK FROM WHICH YOU HAVE JUST RETURNED, WILL SPEND THE NEXT TWO YEARS PLANNING AND DEBATING HOW TO ENSURE THAT THEIR PUBLIC BROADCASTER PLAYS A COMMANDING ROLE NOT JUST IN BRITAIN BUT IN THE WORLD.

WHAT WILL CANADA DO? IF I HAVE ONE WISH FOR WHAT THIS COMMITTEE'S REPORT MIGHT CONTAIN, IT IS THAT YOU CHALLENGE CBC/RADIO-CANADA TO BE EVERYTHING IT CAN BE FOR THIS COUNTRY IN THE DIGITAL AGE.

IF CANADA WANTS THE TOOLS TO PLAY IN THIS LEAGUE, IT WILL HAVE TO DECIDE TO BUILD THEM. THERE IS NO ONE OUTSIDE OF THE UNITED STATES WHO THINKS THE MARKET ON ITS OWN WILL PROVIDE THAT OPPORTUNITY. BUT WITH THE RIGHT SUPPORT, WITH A PUBLIC/PRIVATE APPROACH THAT HAS SERVED CANADIANS FOR THE LAST 80 YEARS, THERE IS NO ONE WE CAN'T BEAT. WE ARE AS CREATIVE, AS EFFICIENT AND AS AMBITIOUS AS ANY IN THE WORLD.

SO CHALLENGE US. DON'T SHRINK US TO MEDIOCRITY, CHALLENGE US TO BE GREAT. GIVE US THE BASIC TOOLS TO COMPETE IN THE WORLD AND WE WILL SHINE.

THANK YOU FOR YOUR TIME.



Notes d'allocution

**Hubert T. Lacroix
Président-directeur général
CBC/Radio-Canada**

**Comité sénatorial permanent des Transports et des
communications**

Le 17 février 2015

(La version prononcée fait foi)

NOTES D'ALLOCATION AU COMITÉ SÉNATORIAL PERMANENT
DES TRANSPORTS ET DES COMMUNICATIONS

MONSIEUR LE PRÉSIDENT, MESDAMES ET MESSIEURS LES SÉNATEURS, JE VOUS REMERCIE DE ME DONNER L'OCCASION DE VOUS RENCONTRER ENCORE UNE FOIS DANS LE CADRE DE VOTRE ÉTUDE SUR CBC/RADIO-CANADA.

JE SUIS ACCOMPAGNÉ AUJOURD'HUI D'HEATHER CONWAY ET DE LOUIS LALANDE, RESPECTIVEMENT VICE-PRÉSIDENTS PRINCIPAUX DE NOS SERVICES ANGLAIS ET FRANÇAIS.

JE VOUS AI RENCONTRÉS, IL Y A PRESQU'UN AN. À CETTE OCCASION, J'AVAIS DÉCRIT QUELQUES-UNS DES CHANGEMENTS QUI TRANSFORMENT LE MONDE DE LA RADIODIFFUSION, NOTAMMENT LA PLACE DE PLUS EN PLUS IMPORTANTE QUE PREND LE CONTENU NUMÉRIQUE. JE VOUS AVAIS EXPLIQUÉ COMMENT CBC/RADIO-CANADA RÉAGISSAIT À CETTE SITUATION EN ÉTABLISSANT DES PARTENARIATS, EN MULTIPLIANT LES COLLABORATIONS ET EN INNOVANT COMME NOUS L'AVIONS FAIT AVEC SUCCÈS POUR PRÉSENTER LES JEUX OLYMPIQUES D'HIVER DE SOTCHI.

DEPUIS, VOUS AVEZ EU L'OCCASION DE RENCONTRER NOS OMBUDSMANS, NOS DIRECTEURS DE L'INFORMATION, AINSI QUE NOS GESTIONNAIRES ET NOS

EMPLOYÉS DANS HUIT DE NOS ÉTABLISSEMENTS À TRAVERS LE PAYS. NOUS VOUS AVONS AUSSI COMMUNIQUÉ LES RÉSULTATS D'ENQUÊTES INDÉPENDANTES MENÉES AUPRÈS DES AUDITOIRES, AINSI QU'UNE ANALYSE DE L'ENVIRONNEMENT DONNANT UN APERÇU DE NOTRE RENDEMENT, DE NOTRE INDUSTRIE ET DES TRANSFORMATIONS QU'ELLE SUBIT.

POURTANT, QUAND JE PRENDS CONNAISSANCE DES DISCUSSIONS DU COMITÉ, JE RELÈVE SANS CESSER LES MÊMES IDÉES FAUSSES À NOTRE SUJET. PAR EXEMPLE : APRÈS 14 MOIS D'AUDIENCES, CERTAINS INSISTENT ENCORE POUR DIRE QUE CBC TELEVISION EST « UN ÉCHEC ». ILS AVANCENT MÊME COMME PREUVE QUE SEULEMENT « 2 % DE LA POPULATION DE L'ALBERTA REGARDE CBC ». CES DEUX AFFIRMATIONS SONT FAUSSES.

SELON NUMERIS BBM – L'ENTREPRISE QUI MESURE LES COTES D'ÉCOUTE AU CANADA – L'AUDITOIRE DE CBC TELEVISION AUX HEURES DE GRANDE ÉCOUTE EN ALBERTA EST DE 8 %. LA PART D'AUDITOIRE DE CBC TELEVISION AUX HEURES DE GRANDE ÉCOUTE DANS TOUT LE CANADA EST DE 8,2 %. POUR SE SITUER, CTV OBTIENT 12,3 % DE PART D'AUDITOIRE ET GLOBAL 7,8 % AVEC DES GRILLES, JE VOUS LE RAPPELLE, DE PROGRAMMATION REMPLIES D'ÉMISSIONS AMÉRICAINES. L'OFFRE DE CBC EST, POUR SA PART, LARGEMENT COMPOSÉE D'ÉMISSIONS

CANADIENNES. TOUS LES AUTRES TÉLÉDIFFUSEURS ONT DES PARTS D'ÉCOUTE INFÉRIEURES À 4 %.

SI NOS CHIFFRES FONT DE CBC TELEVISION UN « ÉCHEC », ALORS TOUS LES RADIODIFFUSEURS SONT DES ÉCHECS.

LAISSEZ-MOI VOUS EXPLIQUER CE QU'UNE PART D'AUDITOIRE DE 8,2 % REPRÉSENTE. CE SONT LES 1,9 MILLION DE CANADIENS QUI ONT REGARDÉ LE PREMIER ÉPISODE DE *THE BOOK OF NEGROES*; LES 1,6 MILLION DE TÉLÉSPECTATEURS QUI SUIVENT L'ÉMISSION *SCHITT'S CREEK*; LE PRÈS D'UN MILLION DE CANADIENS QUI REGARDENT TOUTES LES SEMAINES, 22 MINUTES *RICK MERCER REPORT*, *MURDOCH MYSTERIES*, *DRAGON'S DEN*, ET *HEARTLAND*. C'EST EN MOYENNE 862 000 DE CANADIENS QUI REGARDENT QUOTIDIENNEMENT *THE NATIONAL* À CBC NEWS NETWORK ET SUR CBC TELEVISION. CELA FAIT DES MILLIONS DE CANADIENS QUI APPRÉCIENT LES ÉMISSIONS CANADIENNES QUE NOUS LEUR PRÉSENTONS À CBC TELEVISION.

EST-CE QUE LES COTES D'ÉCOUTE SONT IMPORTANTES? BIEN SÛR QU'ELLES LE SONT. ON NE PEUT PAS ÊTRE UN RADIODIFFUSEUR PUBLIC SANS PUBLIC. LES COTES D'ÉCOUTE SONT ÉGALEMENT IMPORTANTES CAR LES REVENUS PUBLICITAIRES REPRÉSENTENT ENTRE 20 ET 25 % DE NOTRE BUDGET. OUI, DANS

NOTRE MODÈLE DE FINANCEMENT, LES REVENUS PUBLICITAIRES SONT
ESSENTIELS AUX SERVICES QUE NOUS OFFRONS AUX CANADIENS.

MAIS NOTRE MANDAT NE SE RÉSUME PAS À RÉCOLTER DES COTES D'ÉCOUTE.
NOUS DEVONS ÊTRE PERTINENTS POUR LES CITOYENS. C'EST POURQUOI LA
PORTÉE – C'EST-À-DIRE LE NOMBRE DE PERSONNES QUI UTILISENT RÉELLEMENT
UN DE NOS SERVICES – EST AUSSI IMPORTANTE QUE LES COTES D'ÉCOUTE.
SACHEZ QUE LA PORTÉE DE CBC/RADIO-CANADA EST DE 87 % : 87 % DES
CANADIENS REGARDENT OU ÉCOUTENT LEUR RADIODIFFUSEUR PUBLIC CHAQUE
MOIS.

JE COMPRENDS QU'IL PEUT ÊTRE DIFFICILE DE SUIVRE LE RYTHME AUQUEL
L'INDUSTRIE DE LA RADIODIFFUSION SE TRANSFORME. C'EST POURQUOI
J'AIMERAI QU'EN ÉLABORANT VOTRE RAPPORT VOUS AYEZ EN TÊTE LES QUATRE
DÉFIS MAJEURS DU RADIODIFFUSEUR PUBLIC :

- PREMIÈREMENT, COMMENT, DANS LE CONTEXTE ACTUEL, CONTINUER À
INVESTIR DANS LES ÉMISSIONS ET LES SERVICES CANADIENS ?
- DEUXIÈMEMENT, COMMENT CONTINUER À REJOINDRE LES CANADIENS
AVEC DES ÉMISSIONS CANADIENNES DE QUALITÉ QUAND ILS ONT ACCÈS À

UN NOMBRE PRESQUE ILLIMITÉ DE CHOIX PROVENANT DE PARTOUT DANS
LE MONDE?

- TROISIÈMEMENT, COMMENT SERVIR LES CANADIENS QUI ADOPTENT RAPIDEMENT LES PLATEFORMES NUMÉRIQUES, SANS POUR AUTANT LAISSER POUR COMPTE CEUX QUI UTILISENT TOUJOURS NOS SERVICES TRADITIONNELS?
- ET QUATRIÈMEMENT, COMMENT FAIRE EN SORTE QUE NOUS SOYONS CAPABLES DE RÉPONDRE À TOUTES CES ATTENTES DÈS MAINTENANT, TOUT EN RESTANT SUFFISAMMENT STABLE FINANCIÈREMENT POUR ÉVITER D'AVOIR À RÉDUIRE NOTRE PERSONNEL ET NOS SERVICES TOUS LES ANS, UNIQUEMENT DANS LE BUT D'ÉQUILIBRER NOTRE BUDGET.

CE SONT CES DÉFIS AUXQUELS NOUS FAISONS FACE.

ET VOICI CE QUE NOUS FAISONS POUR LES SURMONTER.

EN JUIN, NOUS AVONS LANCÉ NOTRE PLAN STRATÉGIQUE QUI NOUS GUIDERA VERS 2020. NOTRE PRIORITÉ EST D'INVESTIR NOS RESSOURCES DANS NOS ÉMISSIONS DE TÉLÉVISION AUX HEURES DE GRANDE ÉCOUTE, DANS NOS ÉMISSIONS DE RADIO À SUCCÈS ET DANS LE DÉVELOPPEMENT DE CONTENUS POUR NOS PLATEFORMES MOBILES ET NUMÉRIQUES. POUR RÉALISER CETTE

TRANSFORMATION, DES INVESTISSEMENTS IMPORTANTS SERONT NÉCESSAIRES. PUISQUE NOS CRÉDITS PARLEMENTAIRES NE CESSENT DE DIMINUER, QU'ILS NE SONT PAS AJUSTÉS POUR TENIR COMPTE DE L'INFLATION, ET QUE LES REVENUS PUBLICITAIRES MIGRENT VERS LES PLATEFORMES NUMÉRIQUES, NOUS SOMMES OBLIGÉS D'ÉLIMINER CERTAINS SERVICES ET SE DÉPARTIR D'ARTISANS DE TALENT AFIN DE TROUVER LES SOMMES REQUISES POUR RÉALISER CETTE TRANSFORMATION.

NOTRE OBJECTIF EST DE DOUBLER LA PORTÉE NUMÉRIQUE DE CBC/RADIO-CANADA D'ICI 2020 ET D'AVOIR 18 MILLIONS DE CANADIENS – SOIT UN SUR DEUX – QUI UTILISENT NOS SERVICES NUMÉRIQUES CHAQUE MOIS, ET QUE DANS NOS SONDAGES, TROIS CANADIENS SUR QUATRE RÉPONDENT QUE RADIO-CANADA OU CBC EST TRÈS IMPORTANTE POUR EUX PERSONNELLEMENT.

DE NOMBREUX CANADIENS AIMERAIENT QU'ON EN FASSE PLUS : PLUS DE NOUVELLES LOCALES ET PLUS D'ÉMISSIONS CANADIENNES À LA RADIO, À LA TÉLÉVISION ET SUR INTERNET MAIS NOTRE SITUATION FINANCIÈRE ACTUELLE NE NOUS PERMET TOUT SIMPLEMENT PAS D'OFFRIR DES SERVICES ADDITIONNELS.

DEPUIS DES MOIS, JE PARLE D'UN MODÈLE DE REVENUS QUI NE FONCTIONNE PLUS. JE NE SUIS D'AILLEURS PAS LE SEUL À LE DIRE. LES DIRIGEANTS DE CTV ET

DE ROGERS LE DISENT AUSSI PARCE QUE TOUS LES TÉLÉDIFFUSEURS TRADITIONNELS SONT TOUCHÉS. CETTE SITUATION MENACE L'EXISTENCE MÊME DES ÉMISSIONS CANADIENNES, PARTICULIÈREMENT LE CONTENU LOCAL, ET TANT LES ÉMISSIONS DE NOUVELLES QUE LES AUTRES GENRES.

NOUS NOUS CONCENTRONS SUR CE QUE NOUS DEVONS FAIRE POUR SURMONTER CES DÉFIS. NOUS NOUS SOMMES ADAPTÉS RAPIDEMENT ET NOUS AVONS FAIT DES PROGRÈS CONSIDÉRABLES POUR MAXIMISER NOS RESSOURCES ET RATIONALISER NOS ACTIVITÉS. PEU DE RADIODIFFUSEURS PUBLICS DANS LE MONDE, VOIR AUCUN, OFFRENT PLUS DE SERVICES POUR MOINS CHER QUE CBC/RADIO-CANADA.

NOUS AVONS PROUVÉ QU'EN CIBLANT NOS INVESTISSEMENTS, NOUS POUVONS ÊTRE DES LEADERS DE L'INDUSTRIE DANS DES SECTEURS COMME LES INFORMATIONS DISPONIBLES EN FORMAT NUMÉRIQUE. NOUS CONTINUONS DONC DE RÉAFFECTER NOS RESSOURCES ET DE RÉALISER DES ÉCONOMIES, MAIS NOTRE SITUATION ACTUELLE N'EST PLUS VIABLE À LONG TERME.

NOUS NE SOMMES PAS LES SEULS DANS CETTE SITUATION. L'UNIVERS MÉDIATIQUE EST À LA CROISÉE DES CHEMINS. IL EST DE PLUS EN PLUS DOMINÉ PAR LES GÉANTS MONDIAUX DES PLATEFORMES NUMÉRIQUES, COMME

GOOGLE, FACEBOOK, AMAZON, APPLE ET NETFLIX. CETTE PÉRIODE DE CHANGEMENTS RADICAUX SERA ÉGALEMENT UNE OCCASION FORMIDABLE POUR LES COMMUNAUTÉS QUI AURONT LA PRÉSENCE D'ESPRIT DE SAISIR LA CHANCE QUI S'OFFRE À ELLES.

CERTAINS PAYS ONT DÉJÀ COMMENCÉ À PRENDRE DES MESURES POUR INVESTIR DANS LA PRODUCTION DE CONTENUS NATIONAUX – C'EST CE QUE FONT ENTRE AUTRES L'UNION EUROPÉENNE, LE ROYAUME-UNI ET LA CHINE. AU COURS DES DEUX PROCHAINES ANNÉES, LE ROYAUME-UNI, D'OÙ VOUS REVENEZ, PLANIFIERA ET DÉBATTRA LA MANIÈRE DONT SON RADIODIFFUSEUR PUBLIC PEUT JOUER UN RÔLE DE PREMIER PLAN, NON SEULEMENT EN GRANDE-BRETAGNE, MAIS DANS LE MONDE ENTIER.

QUE FERA LE CANADA? JE NE SOUHAITE QU'UNE CHOSE : QUE LE RAPPORT DE CE COMITÉ METTE CBC/RADIO-CANADA AU DÉFI DE FAIRE TOUT CE QU'ELLE PEUT FAIRE POUR LE PAYS À L'ÈRE NUMÉRIQUE. SI LE CANADA VEUT JOUER DANS CETTE LIGUE, IL DEVRA SE DONNER LES MOYENS DE LE FAIRE. AUCUN PAYS AUTRE QUE LES ÉTATS-UNIS NE CROIT QUE SEULE LA LOI DU MARCHÉ PEUT RENDRE LA CHOSE POSSIBLE. AVEC LES BONS APPUIS ET LA MÊME APPROCHE PUBLIQUE/PRIVÉE QUI SERT LES CANADIENS DEPUIS 80 ANS, ON PEUT ÊTRE

MEILLEURS QUE N'IMPORTE QUI D'AUTRE. NOUS SOMMES AUSSI CRÉATIFS,
EFFICACES ET AMBITIEUX QUE QUICONQUE DANS LE MONDE.

ALORS, METTEZ-NOUS AU DÉFI. PAS D'ÊTRE COMME LES AUTRES, MAIS D'ÊTRE
EXTRAORDINAIRES. DONNEZ-NOUS LES OUTILS DE BASE POUR RIVALISER AVEC
LES AUTRES ET NOUS RAYONNERONS.

MERCI DE M'AVOIR ÉCOUTÉ.

3/2/2015

CBC Radio-Canada Mail - Re: Suivis pour le comité sénatorial - transport et communications



Liliane Le <liliane.le@cbc.ca>

Re: Suivis pour le comité sénatorial - transport et communications

1 message

MARIE-CLAUDE Ferland <marie-claude.ferland@radio-canada.ca>
To: Liliane Le <liliane.le@cbc.ca>
Cc: Maryse Bertrand <maryse.bertrand@radio-canada.ca>

19 January 2015 at 17:39

Bonjour Liliane,

Voici l'information demandée:

1. Réduction de notre empreinte immobilière

2. Frais juridiques externes

N'hésite pas à communiquer avec moi si d'autres informations.

Marie-Claude

Marie-Claude Ferland

Chef de cabinet de la vice-présidente et avocat-conseil
Services immobiliers et Services juridiques
Chief of Staff of the Vice-President & General Counsel
Real Estate Services and Legal Services

1400, boul.René Lévesque est
Montréal, Québec H2L 2M2
T: 514-597-8303
F: 514-597-4087
@: marie-claude.ferland@radio-canada.ca
www.radio-canada.ca



2015-01-06 17:27 GMT-05:00 Liliane Le <liliane.le@cbc.ca>:

Bonne et heureuse année Marie-Claude! J'espère que tu as passé des belles fêtes!

Nouvelle année en vue, nouvelles séries de questions (**en gras**) du sénat suite à la comparution de Rémi en déc et en guise de préparation pour la 2e comparution d'Hubert en fév (date à déterminée). Pourrais-nous aider avec les réponses qui touchent le secteur de Maryse? Pour Rémi; on va leur envoyer des réponses probablement la sem qu'ils reviennent - soit le 26 jan; pour Hubert, on a un peu plus de temps étant donnée qu'on a pas encore de date pour sa comparution en fév.

1) Sur la réduction de notre empreinte immobilière (pour Rémi) (extrait de la transcription non-éditée)

"Mr. Racine: I was the first board member to be appointed chair of that real estate committee. Real estate is a big cost to the CBC. If we would rebuild the CBC, we would obviously not have that place in Toronto and in Montreal because in today's world, we don't even need half of the building in Toronto.

3/2/2015

CBC Radio-Canada Mail - Re: Suivis pour le comité sénatorial - transport et communications

In Halifax, we went from 160 or 180,000 to 38,000. I have a lot of examples where we don't need it. In Saskatoon we went from 30,000 to 5,000 square feet, and we still have a news broadcast in a studio there.

Senator Plett: I want you to leave Winnipeg alone.

Mr. Racine: In Montreal we are going to reduce, going from 100 to 30, 1.3 to around 400. That's the plan. But is it reacting [to loss of HNIC and DRAP]? No. We started that process before the drop in 2011. We started in 2010. The board and management felt, by visiting the studios, this was not efficient anymore. When you tour Montreal and Toronto you feel that we're big and not efficient. When you go to Halifax or Saskatoon, you feel that we're efficient and that we could never be more efficient than this. Obviously we need to change every place that we have, and we're doing so.

Senator Plett: When you're done with this program, do you have any idea how much money a year this will save CBC?

Mr. Racine: I should know that number. I will get you the number, but I have that number. I'm telling you we're following that number. We had that number in 2011 and with we're going there. We're going to be there. By 2019, I think we're going to finish that program. It obviously takes a long time".

2) Total expenditure on legal fees for outside counsel (pour HTL)

In correspondence (voir réponse qu'on leur a fourni ci-dessous) with the Committee, you have provided information relating to in-house legal activity (including costs).

a. Please provide the Committee with your annual expenditure (previous fiscal year) on legal fees paid to outside counsel (i.e., non-CBC/Radio-Canada legal staff).

Voici ce qu'on avait envoyé dans la lettre d'HTL datée du 9 avril, 2104, donc on va clarifier avec eux que les coûts liés aux honoraires externes étaient inclus dans notre réponse initiale:

Inline images 1



Tu m'avais aussi donné l'info sur "les frais juridiques externes budgétés pour l'année 2013-14 sont de en excluant les projets spéciaux" qu'on avait décidé de ne pas communiquer avec eux. Etant donné qu'ils reviennent à la charge, est-ce qu'on peut leur fournir les dépenses finales pour les honoraires d'avocats externes pour 13-14, maintenant que l'année 13-14 est terminée?

Appelles-moi si tu as besoin des clarifications.

Merci,
Liliane

--

Liliane Lê
Chef, Relations gouvernementales
Manager, Government Relations
CBC/Radio-Canada
T: +1.613.288.6272
C: +1.613.299.5254
Liliane.Le@cbc.ca



3/2/2015

CBC Radio-Canada Mail - Re: Suivis pour le comité sénatorial - transport et communications

27/03/2015

Message de CBC Radio-Canada - Re: Fw: senate remarks



Daniel Lauzon <daniel.lauzon@cbc.ca>

Re: Fw: senate remarks

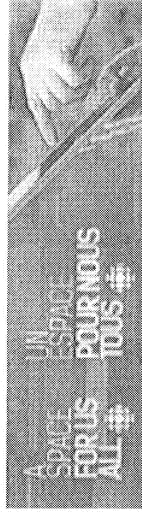
1 message

Martine Ménard <martine.menard@cbc.ca>
À : Julie Page <julie.page@radio-canada.ca>
Cc : "Lauzon, Daniel" <daniel.lauzon@cbc.ca>

11 février 2015 07:47

Salut - Julie - j aimerais en discuter avant - svp venir me voir - merci

Martine Ménard
Executive Director / Directrice générale
Corporate Communications / Communications institutionnelles
CBC/Radio-Canada
(613) 288-6184
martine.menard@cbc.ca



2015-02-11 7:13 GMT-05:00 Julie Page <julie.page@radio-canada.ca>:
Je vais commencer à rédiger la note aux employés ce matin.
A+

Julie Pagé
Corporate Communications/Communications institutionnelles
CBC/Radio-Canada
Bureau: 613-288-6335
Cellulaire: 613-299-2102



27/03/2015

Message: CBC Radio-Canada - Re: Fw: senate remarks

Le 10 février 2015 18:32, Martine Ménard <martine.menard@cbc.ca> a écrit :
C est certainement pas la version finale - syp ne pas distribuer - parcontre - est-ce qu on devrait préparer à partir du texte - une communication pour les employés - de cette communication - nous pourrions rédiger un communiqué de presse.....commentaires - merci

Martine Ménard
Executive Director / Directrice générale
Corporate Communications / Communications institutionnelles
CBC/Radio-Canada
(613) 288-6184
martine.menard@cbc.ca



Forwarded message
From: Shaun Poulter <shaun.poulter@cbc.ca>
Date: Tue, Feb 10, 2015 at 6:22 PM
Subject: Fw: senate remarks
To: Martine Ménard <martine.menard@cbc.ca>

From: Stephanie Duquette <stephanie.duquette@radio-canada.ca>
Sent: Tuesday, February 10, 2015 6:00 PM
To: Chambers, Bill; Poulter, Shaun
Reply To: Stephanie Duquette
Subject: Fwd: senate remarks

Hubert's latest comments on the latest version (from Bill).

27/03/2015

Message: CBC Radio-Canada - Re: Fw: senate remarks

<https://mail.google.com/mail/u/0/?ui=2&ik=c3e91550e3&view=pt&q=Fw%3A%2Dsenate%2Dremarks&os=true&search=query&th=14b78ae3d118fed1&siml=14b78ae3d118fed1>

27/02/2015

Messagerie CBC Radio-Canada - Re: SENATE



Daniel Lauzon <daniel.lauzon@cbc.ca>

Re: SENATE

1 message

Julie Page <julie.page@radio-canada.ca>
À : Daniel Lauzon <daniel.lauzon@cbc.ca>

17 février 2015 08:17

Ok.

Le mardi 17 février 2015, Daniel Lauzon <daniel.lauzon@cbc.ca> a écrit :

Je viens de parler à Lilliane. Ils travaillent toujours les versions finales.

Le 2015-02-17 08:07, "Julie Page" <julie.page@radio-canada.ca> a écrit :
Ok.

Le mardi 17 février 2015, Daniel Lauzon <daniel.lauzon@cbc.ca> a écrit :

Je ne les ai pas reçues encore. Donc, je le doute.

Le 2015-02-17 07:43, "Julie Page" <julie.page@radio-canada.ca> a écrit :

Hi Shaun,

Will there be paper versions of Hubert's remarks for reporters?

Dan, me confirmes-tu que les notes d'allocation d'Hubert seront en ligne sur notre site corpo dès le début de la companion?

Julie Pagé
Corporate Communications/Communications institutionnelles
CBC/Radio-Canada
Bureau: 613-288-6335
Cellulaire: 613-299-2102



Julie Pagé
Corporate Communications/Communications institutionnelles

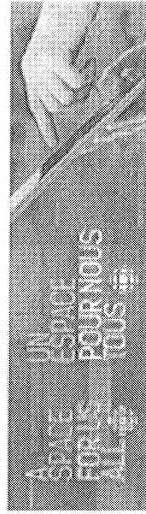
27/03/2015

Message CBC Radio-Canada - Re: SENATE

CBC/Radio-Canada
Bureau: 613-288-6335
Cellulaire: 613-299-2102



Julie Pagé
Corporate Communications/Communications institutionnelles
CBC/Radio-Canada
Bureau: 613-288-6335
Cellulaire: 613-299-2102



fyi Briefing book for Senate Committee

1 message

Shaun Poulter <shaun.poulter@cbc.ca>
To: MARC O'Sullivan <marc.osullivan@cbc.ca>
Bcc: Shaun Poulter <shaun.poulter@cbc.ca>












Sun, Feb 8, 2015 at 3:11 PM

fyi

(The remarks have not been circulated - they are with Hubert)


Shaun Poulter
Senior Director, Premier directeur
Government Relations/ Relations gouvernementales
CBC/ Radio-Canada
Tel: (613) 288-6233
Cell: (613) 791-8054
shaun.poulter@cbc.ca

12 attachments

-  **00 Notice of Meeting for Tuesday, February 17, 2015.pdf**
90K
-  **0 Table of contents.docx**
17K
-  **A. Senate Committee Remarks Feb 8 2015 1000hrs DRAFT 2.docx**
27K
-  **B. Senators Profiles.docx**
414K
-  **C. Responses to Written Questions from Committee.docx**
58K
-  **D. Possible questions Draft2.docx**
50K
-  **E. Summary of meetings to date.docx**
137K
-  **F. Nordicity Report Responses.docx**
18K
-  **H. CBC Feature Films Responses.pdf**
480K
-  **I. Archives Responses.pdf**
146K
-  **J. Appendix 1 2014-12-10 TRCM Questions for M Racine RESPONSES.docx**
38K
- K. Senate Committee Full Transcripts.zip**

30/03/2015

CBC Radio-Canada Mail - fyi Briefing book for Senate Committee

 10266K

Fwd: Senate/Sénat

1 message

Marc Pichette <marc.pichette@radio-canada.ca>
To: "Bissett, Carolyn" <carolyn.bissett@cbc.ca>

Fri, Mar 27, 2015 at 1:29 PM

----- Message transféré -----

De : Marc Pichette <marc.pichette@radio-canada.ca>
Date : 9 février 2015 15:44
Objet : Re: Senate/Sénat
À : Julie Page <julie.page@radio-canada.ca>
Cc : Chuck Thompson <chuck.thompson@cbc.ca>

Je ne crois pas. Je dois voir cela avec Guylaine Bergeron. Je vous reviens.

2015-02-09 15:43 GMT-05:00 Julie Page <julie.page@radio-canada.ca>:

Hi **Chuck**, will you accompany Heather, in Ottawa, next Tuesday (February 17) for Hubert, Heather and Louis's appearance before the Senate Committee?

Salut **Marc**, vas-tu accompagner Louis, à Ottawa, mardi prochain (17 février) pour la comparution d'Hubert, Heather et Louis devant le comité sénatorial?

Julie Pagé
Corporate Communications/Communications institutionnelles
CBC/Radio-Canada
Bureau: 613-288-6335
Cellulaire: 613-299-2102



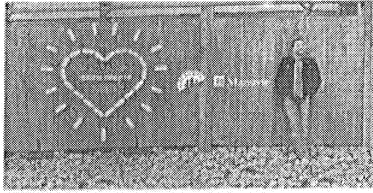
—
Marc Pichette
Directeur des Relations publiques, Promotion et Partenariats
Direction générale, Communications et Image de marque
Tél.: 514.597.4342
marc.pichette@radio-canada.ca

ICI  RADIO-CANADA

Concours Gens de Cœur
Proposez la candidature d'un bénévole
avant le 15 février! Cliquez sur l'image

27/03/2015

CBC Radio-Canada Mail - Fwd: Senate/Sénat



—
Marc Pichette
Directeur des Relations publiques, Promotion et Partenariats
Direction générale, Communications et Image de marque
Tél.: 514.597.4342
marc.pichette@radio-canada.ca



Obtenez des pistes pour préparer vos impôts!

Rendez-vous sur le web ou à la télé le 30 mars, 18h

(cliquez sur l'image pour en savoir plus)

IMPÔTS
101

Animée par Gerald Fillion
L'équipe de RDI économie
y répond à la télé ou sur le web

RDI économie
SPÉCIALE IMPÔTS

lundi 30 mars
18h

ICI RDI

Fwd: Senate Committee Prep - changes Q and A's by end of day Wednesday

1 message

Marc Pichette <marc.pichette@radio-canada.ca>
To: "Bissett, Carolyn" <carolyn.bissett@cbc.ca>

Fri, Mar 27, 2015 at 1:32 PM

----- Forwarded message -----

From: **Shaun Poulter** <shaun.poulter@cbc.ca>
Date: 2015-02-10 16:43 GMT-05:00
Subject: Senate Committee Prep - changes Q and A's by end of day Wednesday
To: Jeff Keay <jeff.keay@cbc.ca>, Chuck Thompson <chuck.thompson@cbc.ca>, Bill Chambers <bill.chambers@cbc.ca>, Stephanie Duquette <stephanie.duquette@radio-canada.ca>, Emmanuelle LAMARRE-CLICHE <elcliche@radio-canada.ca>, Marc Pichette <marc.pichette@radio-canada.ca>
Cc: Liliane Le <liliane.le@cbc.ca>, MARC O'Sullivan <marc.osullivan@cbc.ca>

Just a reminder. Please provide any edits/comments on the proposed Q and A's (Sections C and D) by end of day Wednesday.

Je vais circuler une version révisée jeudi qui sera le focus de notre prochaine session de prép vendredi.

Jeff/Chuck/Emmanuelle, Marc - this includes your updated numbers for "total expenses for news division" (Document C, Question # 6.

Merci

S

--
Shaun Poulter
Senior Director, Premier directeur
Government Relations/ Relations gouvernementales
CBC/ Radio-Canada
Tel: (613) 288-6233
Cell: (613) 791-8054
shaun.poulter@cbc.ca

--
Marc Pichette
Directeur des Relations publiques, Promotion et Partenariats
Direction générale, Communications et Image de marque
Tél.: 514.597.4342
marc.pichette@radio-canada.ca

ICI  RADIO-CANADA

Obtenez des pistes pour préparer vos impôts!

Rendez-vous sur le web ou à la télé le 30 mars, 18h

27/03/2016


CBC Radio-Canada Mail - Fwd: Senate Committee Prep - changes Q and A's by end of day Wednesday

(cliquez sur l'image pour en savoir plus)

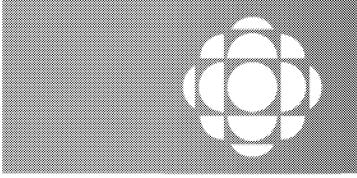
**IMPÔTS
101**

Animée par Gérard Filion
Toujours de RDI économie
à répondre à vos questions sur le web.

RDI économie
SPÉCIALE IMPÔTS

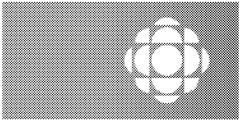
ICI  RDI

lundi 30 mars
18 h



DIRECTOR TRAINING COMPENSATION, BENEFITS, AND PENSION

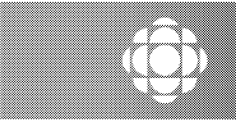
TO:	Board of Directors
MEETING:	May 14, 2013
FROM:	Roula Zaarour, Vice-President, People & Culture
PURPOSE:	Provide an overview of the Corporation's Compensation, Benefits and Pension programs
DATE:	May 3rd, 2013



TOTAL COMPENSATION PHILOSOPHY

- Our compensation philosophy is to provide a **total compensation package** that supports our ability to attract, develop, motivate and retain the talent required to enable the Corporation to deliver on its strategic objectives.
- We aim to position our total compensation package in the **median of our competitive market**.
- With the exception of our dental plans, we have **one benefits plan and one basic pension plan**.
- Our programs are continually **benchmarked to market comparator companies** (refer to Appendix 2)

Our challenge: *To compete for talent in a private sector market while recognizing our status as a federal Crown Corporation.*



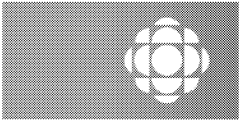
s.18(a)
s.18(b)
s.21(1)(b)

TOTAL COMPENSATION ELEMENTS

Compensation Element	Actual Market Position ¹	Desired Market Position
Total Target Compensation ²		
Base Pay		
Short-Term Incentive		
Total Target Cash ³		
Benefits		
Pension		
Long-Term Incentive		
Salary Range Mid-Points	below 25th percentile for pay bands 5 & below 25th to 50th percentile for pay bands 6-10	50th percentile
Peer Comparator Companies	Media/Entertainment/Publishing companies Telecommunications companies Federal Crown Corporations (including Commercial Crowns) Federal employers Canadian-based organizations headquartered in Quebec	

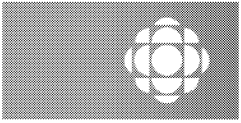
↑
↑
↑
↑
Focus of today's discussion

¹ /
² /
³ /
4



BASE SALARY

- We apply a **job evaluation** methodology to establish the job's level (Pay Band) and each level has a **base salary range** associated with it (see Appendix 3). Positioning of base salary within a range depends on various factors including the individual's experience, criticality of role, internal equity, etc.
- Base salaries for non-union and APS employees are **reviewed annually** and salary increases are linked to the annual performance management results.
- Base salary increases for union employees are based on their **collective agreement** (see Appendix 4).
- **Executive Difference:**
 - All Executive jobs are individually benchmarked.

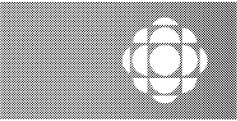


INCENTIVES AND OTHER CASH BENEFITS

- Senior management (Pay Bands 8 and up) are eligible for an annual **short-term incentive** plan where the payout is based on **Corporate** and **Component** business results and **Individual** performance (see Appendix 5). Target payout is a % of base salary:

Level	Target	Eligible FTEs ¹
-------	--------	----------------------------

- Sales and certain Marketing jobs are eligible for a **Sales Commission** plan.
- **Union premiums**, such as assignment, shift premiums and on-call pay, are negotiated.
- The **discretionary additional remuneration** program is typically used for on-air and production talent to bridge the gap between union salary and market.
- **Executive benefits:**
 - Executives and SM have a modest **benefit allowance** that can be applied toward expenses that include, for example, healthcare spending, financial planning, and vehicle:
 - SM - \$5,000
 - Executive - \$12,500
 - Vice-President - \$24,000
 - Executive Vice -President - \$27,000



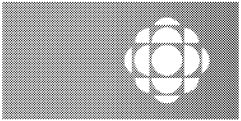
s.18(a)
s.18(b)

s.21(1)(b)

OTHER BENEFITS (HEALTHCARE, INSURANCES AND BUSINESS TRAVEL)

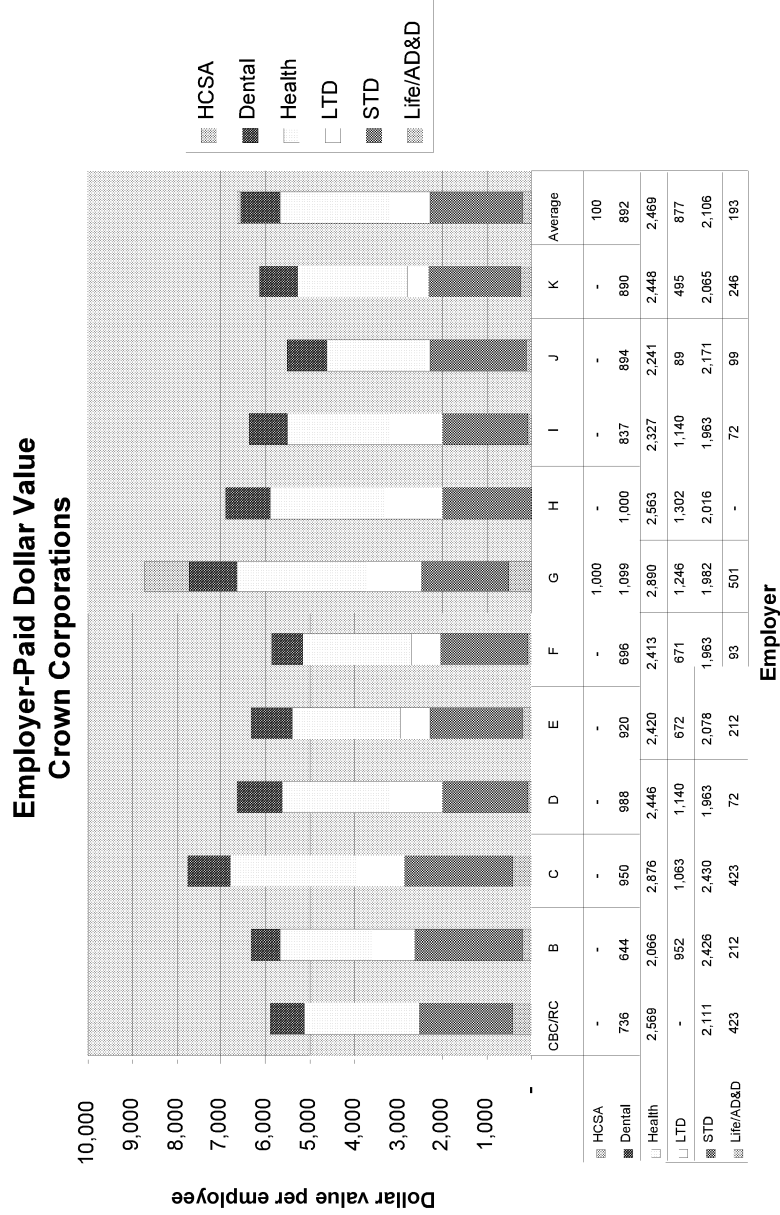
		EMPLOYEE	EXECUTIVE GROUP
Health Care (see Appendix 6)	Supplementary Health Care Plan (SHCP)		
	Dental		
Disability Income	Short-Term Disability <ul style="list-style-type: none"> • Up to 85 days • Self-administered / self-insured 		
	Long-Term Disability <ul style="list-style-type: none"> • as of 86th day of illness 		
Insurances	Basic Life <ul style="list-style-type: none"> • 2x base salary 		
	Optional Life <ul style="list-style-type: none"> • Additional 1x, 2x or 3x base salary 		
	Reducing Term Life		
	Dependent Life		
Business Travel	Accidental Death and Dismemberment (AD&D) <ul style="list-style-type: none"> • Includes personal travel medical assistance 		
	Travel Accident Insurance <ul style="list-style-type: none"> • Includes hazardous assignment and war risk 		
	Emergency medical and travel assistance		

Note: The above illustration is for permanent employees.

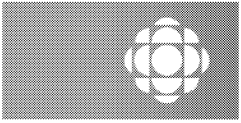


BENEFITS RELATIVE VALUE STUDY (CROWN CORPORATIONS)

■ CBC/Radio-Canada's plans **rank 9th out of 11** among the comparator group, mostly as a result of LTD being 100% employee-paid.

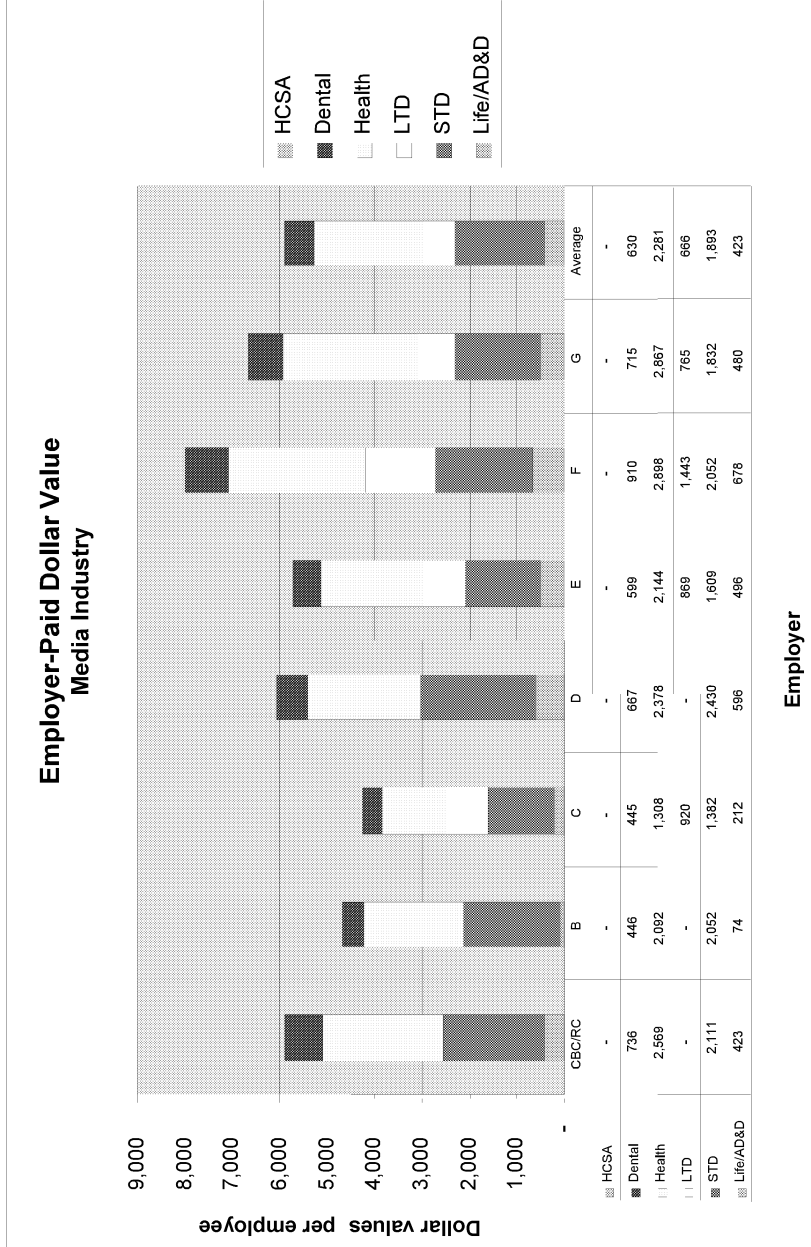


Source: Benefits Benchmarking Study (Relative Value) by Mercer, February 1, 2013 (see Appendix 7)

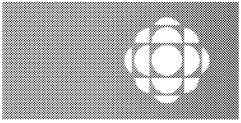


BENEFITS RELATIVE VALUE STUDY (TELECOMMUNICATIONS)

- CBC/Radio-Canada's plans **rank 4th out of 7** among the comparator group, with a value close to the average value of the comparator group.



Source: Benefits Benchmarking Study (Relative Value) by Mercer, February 1, 2013 (see Appendix 7)



PENSION PLAN

- CBC/Radio-Canada's basic pension plan is a **defined benefit plan**.
- Plan contributions are shared between the employee and the Corporation with the **employee share at 40%** as of July 1, 2013. The Federal Government is expecting this share to increase to 50% by 2017.
- It is considered a **mature plan** with more retirees than plan contributors.
- CBC/Radio-Canada's pension **ranks among the top plans** in Canada with respect to **financial health**. As of December 31, 2012 the plan:
 - Has a solvency ratio of 91%, and
 - A going concern surplus ratio of 110%¹
- Many Crown Corporation plans, as well as the Federal Government plan, include all bonuses in pensionable earnings while CBC/Radio-Canada's plan includes base salary only
- The Corporation's plan is positioned above the market median to help close the gap to market on total compensation value

¹ Based on the *actuarial value of assets*



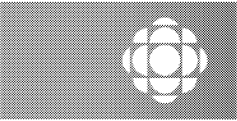
s.18(a)
s.18(b)

s.21(1)(b)

PENSION PLAN SUMMARY

Lifetime Pension Formula
Cost Sharing
Provision Form
Vesting
Pensionable Service
Unreduced Retirement Date
Earliest Retirement Date
Bridging Benefits to Age 65
Death Benefits
Indexation

- 1 - Income Tax Act annual maximum for 2013 is \$152,718
- 2 - Yearly Maximum Pensionable Earnings (YMPE) for 2013 is \$51,100
- 3 - Federal Budget 2013 – expectation that Federal Crown Corporations will increase the employee share of pension contribution to 50% of total cost



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

PENSION PLAN COMPARISON TO FEDERAL GOVERNMENT PLAN (PSSA) - EXAMPLE

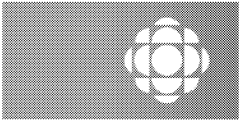
Early (reduced) retirement (Annual \$)

Base Salary	
Retirement Age Service	
Early Retirement Reduction	
Before 65	
After 65	

Unreduced retirement (Annual \$)

Base Salary	
Retirement Age Service	
Before 65	
After 65	

- A comparison between the estimated value of the current CBC/Radio-Canada plan and the Federal Government plan (includes recent increased minimum retirement age) for both early retirement and unreduced retirement incomes:
 - CBC/Radio-Canada plan is better than the PSSA for those who retire early.
 - At unreduced retirement (no early retirement reduction), both plans are comparable.
 - Side note: CBC/Radio-Canada does not offer employer-paid retirement health and dental benefits whereas the Federal Government does.



IN CLOSING

- CBC/Radio-Canada's total compensation program is intended to neither lead nor lag the market.
- In our efforts to attract, develop, motivate and retain employees, offering a competitive total compensation package is important. If it lags the market it will become an important distraction and consequently a significant dissatisfier, and a reason to leave.



APPENDICES

- 1 – Compensation Program Summary
- 2 – Market Comparator Companies
- 3 – Base Salary Ranges – Non-Union and APS
- 4 – Base Salary Ranges – Union Example
- 5 – Short-Term Incentive Plan Framework
- 6 – Health Care and Dental Plan Details
- 7 – Relative Value Study Comparator Companies

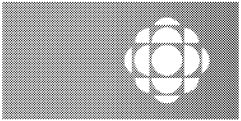


APPENDIX 1

COMPENSATION PROGRAM SUMMARY

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

	UNIONS (CMG, SCRC, AR, STARE, SCFP)	APS	CONFIDENTIAL	MANAGEMENT	SENIOR MANAGEMENT (SM)	EXECUTIVE GROUP (Executive and SET)
Salary Determination	<ul style="list-style-type: none"> Job classification per collective agreement Salary ranges negotiated 	Generally PB4 to PB7	Generally PB3	Generally PB4 to PB10	Most senior non-executive	Individually priced to market
Annual Salary Review	<ul style="list-style-type: none"> Annual anniversary increase until range maximum reached Negotiated annual general range increases 					Annual salary review based on performance (PMSD), position in band, internal value and budget
Short-Term Incentive (STIP) (Target % of base salary)		n/a				
Long-Term Incentive(LTIP)			n/a			Executive VP only – target 50% of base pay
Executive/ SM Benefit		n/a			Annual allowance: SM \$5,000 / Executive \$12,500 / VP \$24,000 / EVP \$27,000	
Discretionary Additional Remuneration						Eligible per program guidelines and typically used for on-air and production talent to bridge the gap between union salary and market
Premiums	Per collective agreement, e.g. Producer premiums, workload, on call, etc.				n/a	
Sales Commission	Per Sales Commission Plan		n/a	Per Sales Commission Plan	n/a	<ul style="list-style-type: none"> Revenue Executive roles Not eligible for STIP
Overtime	Per collective agreement		Per policy		Not eligible	



APPENDIX 2

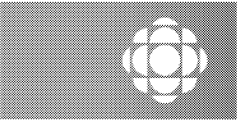
MARKET COMPARATOR COMPANIES

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

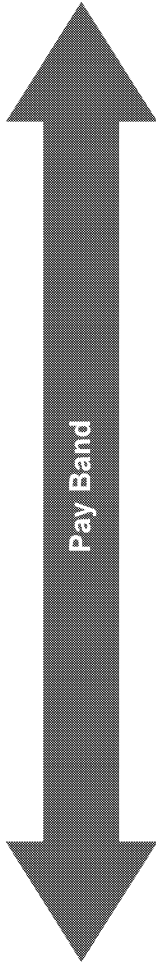
- Market comparator companies typically include the following:

1. Entertainment Companies	2. Publishing Companies	6. Canadian-based organizations headquartered in Quebec
	3. Telecommunications Companies	
4. Federal/National Crown Corporations		
5. Federally Regulated Transportation Companies		

Source: Non-Executive Total Compensation Review,



APPENDIX 3 BASE SALARY RANGES – NON-UNION AND APS



- Entry Zone**
- New or developing in role
 - Partially meeting objectives

- Reference Zone**
- Experienced & fully competent
 - Majority of employees with continued sustained performance will be clustered around the **midpoint**

- Reference + Zone**
- Critical expertise
 - Hot market skills
 - Exceeds job requirements
 - Sustained outstanding performance

Sample job titles that use these Pay Bands:

- Bands:**
- Administrative Assistant
 - Market Analyst
 - Manager, Audience Research
 - Senior Advisor, Content Development
 - Director, Accounting


EFFECTIVE JUNE 17, 2013

BAND	ENTRY ZONE			REFERENCE ZONE			REFERENCE PLUS ZONE	
	MINIMUM	LOW	MID	HIGH	MAXIMUM			
RB 1								
RB 2								
RB 3								
RB 4								
RB 5								
RB 6								
RB 7								
RB 8								
RB 9								
RB 10								
SM								



APPENDIX 4 BASE SALARY RANGES – UNION EXAMPLE

Annual anniversary “step” increase 

Annual general scale increase 

CMG - Producer - Band 12									
Date	Start	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
January 9, 2006	55,140.17	56,940.41	58,760.89	60,561.14	62,361.38	64,161.63	65,961.88	67,762.13	69,582.60
April 1, 2006	56,293.13	58,133.84	59,994.77	61,835.47	63,676.17	65,516.87	67,337.35	69,178.05	71,038.98
April 1, 2007	57,709.06	59,590.22	61,491.60	63,372.76	65,274.14	67,155.30	69,016.23	70,917.62	72,819.00
April 1, 2008	59,448.62	61,370.24	63,332.30	65,274.14	67,236.21	69,178.05	71,079.44	73,041.50	75,003.57
January 1, 2009	60,338.63	62,300.70	64,283.00	66,245.06	68,247.59	70,209.65	72,151.49	74,133.79	76,136.31
April 1, 2010	61,188.19	63,170.48	65,173.01	67,175.53	69,198.28	71,200.80	73,162.87	75,165.39	77,208.37
April 1, 2011	62,037.74	64,060.49	66,083.24	68,105.99	70,169.20	72,191.95	74,194.47	76,217.22	78,280.43

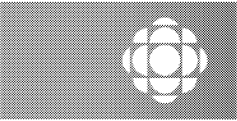
- Example of how unionized base salaries generally work – A CMG producer (CMG Pay Band 12) is hired March 1, 2006 at a base salary of \$ 55,140.17 (“Start” of salary range):
 - On April 1, 2006 – receives an annual general scale increase to \$56,293.13
 - On March 1, 2007 – receives an anniversary increase to “Step 2” of \$58,133.84
 - On April 1, 2007 – receives an annual general scale increase to \$59, 590.22
 - On March 1, 2008 – receives an anniversary increase to “Step 3” of \$61,491.60
 - And so on ...



APPENDIX 5 SHORT-TERM INCENTIVE PLAN FRAMEWORK

Incentive Element	Metrics	Media			Non-Media	
		SET	Executives	PB8-10 & SM	SET	Executives, PB8-10 & SM
CBC/RC	Revenue Generation	5%	5%	5%	5%	5%
	Cost Efficiency	5%	5%	5%	5%	5%
	Perception Survey Results	10%	5%	5%	10%	5%
	Total	20%	15%	15%	20%	15%
Component	Program Strategy *	15%	15%	10%		
	Share Combined *	15%	10%	10%	35%	30%
	Revenue *	15%	10%	10%		
	Budget Forecast Accuracy	10%	10%	10%	10%	10%
	Total	55%	45%	40%	45%	40%
Individual	People, Programs, Pushing Forward (PMSD)	25%	40%	45%	35%	45%
	Total	100%	100%	100%	100%	100%

* Media components: component metrics defined by each media. Non-Media components: average of two Media component results.



APPENDIX 6 HEALTH CARE AND DENTAL PLAN DETAILS

- Supplementary Health Care Plan is
 - Prescription drugs with mandatory lowest cost generics and \$5 per prescription deductible
 - Semi-private hospital room
 - Vision care up to a maximum of \$240 every 24 months
 - Out of province and out of country emergency medical
 - Massage, chiropractor, chiropody, naturopath, osteopath, acupuncture each to \$500 annual maximum
 - Speech therapy reimbursed at 90% with a \$500 annual maximum
 - Physiotherapy with no annual maximum
 - Psychology with no annual maximum however reimbursed at 90%
 - Annual deductible of \$75 single; \$100 family
- Dental care for non-union and APS employees is
 - Basic care is reimbursed at 90% (annual check-up every 9 months, x-rays, fillings, ...)
 - Endodontic and periodontic care is at 75% (root canal, extraction)
 - Major restorative is at 50% (crowns, bridges, surgery, dentures)
 - Combined annual maximum for the above is \$2,000 per year per person
 - Orthodontics is at 50% reimbursement with \$2,000/person lifetime maximum
- Dental care for union employees
 - Each union has their own plan (5 plans in total)
 - All gave up a percentage to fund the introduction of each dental plan
 - All have different reimbursements and co-pays and improvements are negotiated



APPENDIX 7

BENEFITS RELATIVE VALUE STUDY COMPARATOR COMPANIES

Crown Corporations that participated :

- s.18(b)
- s.20(1)(b)
- s.21(1)(b)

Media companies that participated :

Source: *Benefits Benchmarking Study (Relative Value)*