

CHALLENGING.
INFORMATIVE.
ENTERTAINING.

CANADIAN



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DELIVER

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EXT 2 SP-VL02 EXT 3 SP-VL03

EXT 4 SP-VL04 EXT 9 SP-VL09

EXT 10 SP-VL04

EXT 101 EXT 109

EXT 117 TX EXT 114

EXT 102 SP-VL15 EXT 107 SP-VL25

EXT 108 SP-VL26 EXT 110 SP-VL50

CANADIAN NEWS, CANADIAN STORIES, CANADIAN PERSPECTIVES.

How is Canada's national public broadcaster meeting the diverse needs of our audiences?

By constantly renewing our programming to reflect the concerns and preferences of Canadians of all ages, from every region, from every cultural and ethnic group. And by finding innovative ways to give audiences more choice in how they engage and interact with us.

Audiences expect no less from an organisation that has led the evolution of Canadian broadcasting for more than 70 years.

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UNIQUE
AS
CANADA



Audiences come to CBC | Radio-Canada for engaging, informative and high-quality Canadian programs they'll find nowhere else.

Where else can audiences find contemporary dramas that tackle social issues head on, sparking informed discussion and debate? Only CBC | Radio-Canada is committed to telling these distinctly Canadian stories – stories that shed light on the people and events that shape the nation's identity.

Photo top left: **The Border**, CBC Television This edgy hit drama series draws on today's headlines to fuel stories about a Customs and Immigration team responsible for maintaining security along the vast Canada-US border. The show's theme embraces stories from every region of the country, while offering an international perspective on Canada in a post 9/11 world.

Photo bottom left: **Les Lavigneur, la vraie histoire**, Télévision de Radio-Canada The biggest hit in French-language television this year, *Les Lavigneur, la vraie histoire* tells the gripping, real-life story of how winning \$7 million in a 1986 lottery forever changed a Québec family. By showing how certain types of journalism can distort reality, the show sparked a debate about the role of the media within Québec society.



MAKING
CONNEC-
TIONS



CBC | Radio-Canada fosters understanding and a shared sense of national identity through programs that reflect Canada's cultural and regional diversity.

Canada is a vast nation of diverse regions. At the same time, the cultural diversity of our society increases steadily as Canada welcomes immigrants from around the world. By offering a public space where Canadians can learn from and connect with each other, CBC | Radio-Canada helps counter the risk of difference becoming social fragmentation and isolation. We are where Canadians find unity in diversity.

Photo top left: **J'adopte un pays/Embracing Canada**, RCI viva This innovative, Web-based saga follows three immigrant families – from Brazil, Morocco and India – as they adjust to a new life and a new society in three regions of Canada. As well as appearing on RCI viva, the commercial-free Web Radio service that offers information about Canada to recent and aspiring immigrants, the program has been broadcast or discussed on Radio de Radio-Canada, Télévision de Radio-Canada, CBC Radio 2, and *CBC.ca*.

Photo bottom left: **Go!**, CBC Radio One This national Saturday morning program hosted by one of CBC Radio's most popular personalities, Brent Bambury, regularly takes its brand of kinetic, innovative and unpredictable live radio to Canada's regions. By focusing on who and what matters in communities across the country, the team at *Go!* offers Canadians an intimate and fun way to get to know one another better.

Photo: Nikki Ormerod



BRINGING
IT ALL
HOME

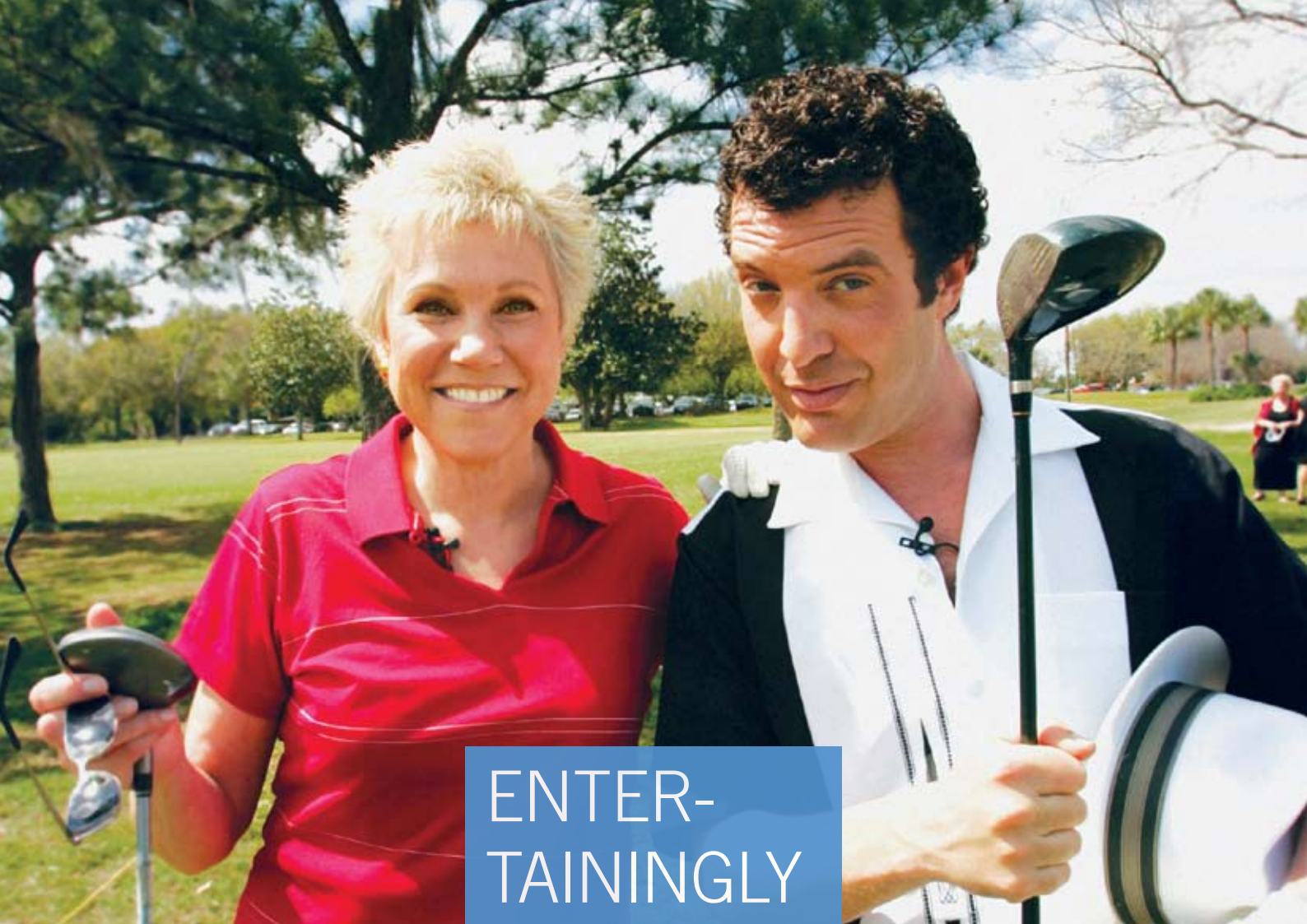


Canadians rely on CBC | Radio-Canada for a distinctively Canadian perspective on international events.

With journalists reporting from 13 international News bureaux, CBC | Radio-Canada offers the most extensive and in-depth coverage of international events of any Canadian media organisation. Canadian audiences trust us to present reliable information and balanced coverage across our Television, Radio and Internet-based services – coverage that helps them understand the world we live in and how global and local events intersect.

Photo top left: **Anthony Germain in China**, CBC Radio, CBC Television
As CBC News correspondent in Shanghai, Anthony Germain helps Canadians understand a country and a culture that are becoming an increasing force in the world. Mr. Germain's colourful, insightful reporting focuses on what's changing at a day-to-day level for ordinary Chinese, as well as on major events and personalities. His reports are available to audiences on Radio, Television and the Web, and as podcasts.

Photo bottom left: **Une heure sur terre**, Télévision de Radio-Canada, RDI
This new hour-long weekly newsmagazine is devoted exclusively to international news. Using a variety of technologies in the studio and in the field, this program explores how the world's most pressing issues affect Canada, through interviews, debates, reports, documentaries, and live feeds from around the world. Here journalist Gilles Gougeon is reporting from Amsterdam on how extreme right wing parties are shaping the debate and the rules about immigration in the Netherlands.



ENTER-
TAININGLY
CANADIAN



CBC | Radio-Canada attracts large audiences with distinctively Canadian programs that truly entertain.

Audiences have told us they want engaging, entertaining programs that clearly reflect our homegrown culture. And they want to watch and listen to these programs whenever and however they choose. By delivering more of what Canadians want, we're resonating with audiences across all of our services – from Radio and Television to the Internet, podcasting, streaming video, and satellite radio. In fact, despite having an ever-wider range of media choices, more and more Canadians are choosing CBC | Radio-Canada.

Photo top left: *Rick Mercer Report*, CBC Television Millions of Canadians have become addicted to Rick Mercer's satirical "rants", his unique style of Canadian political humour and his guest spots from the biggest names in Canadian politics and entertainment. Driven by refreshed content, this year *Rick Mercer Report* achieved its highest-ever ratings, consistently drawing larger audiences in its Tuesday night slot than American programs on competing networks.

Photo bottom left: *Studio 12*, Première Chaîne, Espace musique This unique and popular weekly radio show gives musicians an opportunity to jam, compose original works and then present their work in one-time live performances. Hosted with verve and passion by France Beaudoin, *Studio 12* offers established and emerging artists an opportunity to develop and perform new material – and it offers audiences the thrill of discovery. Photo: Philippe Santerre

AT ISSUE



POINT AND COUNTER-POINT

Immigration ■ Laïcité ■ Pluralisme ■ Intégration ■ Interculturalisme ■ Harmonisation ■ Diversité culturelle ■ Identité québécoise ■ Immigration ■ Pluralisme ■ Intégration ■ Laïcité ■ Pluralisme ■ Diversité culturelle ■ Accommodement ■ Interculturalisme ■ Intégration ■ Interculturalisme ■ Harmonisation ■ Immigration ■ Laïcité ■ Identité ■ Immigration ■ Pluralisme ■ Accommodement ■ Intégration ■ Diversité ■ Diversité culturelle ■ Interculturalisme ■ Harmonisation ■ Immigration ■ Pluralisme ■ Accommodement ■ Intégration ■ Laïcité ■ Pluralisme ■ Accommodement ■ Intégration ■ Diversité



CBC | Radio-Canada programs provoke in-depth discussion and debate on issues that matter to Canadians.

How does CBC | Radio-Canada help audiences understand Canada and Canadians? By offering in-depth analysis of the stories and issues that matter. By presenting diverse viewpoints and a wide range of informed opinions to ensure that all sides of an issue are covered. And by introducing perspectives and voices that might not otherwise be heard.

Photo top left: **At Issue**, CBC Television, CBC Newsworld In this lively, informative and always engaging program segment, four commentators with distinct views and strong personalities debate the issues shaping Canada's political landscape. As increasing numbers of Canadians have discovered, *At Issue* is a unique opportunity to explore the nuances and subtleties beyond today's headlines.

Photo bottom left: **Audiences de la Commission Bouchard-Taylor**, RDI, Première Chaîne, *Radio-Canada.ca* Radio-Canada's in-depth coverage of the Bouchard-Taylor Commission on reasonable accommodation – the degree to which Québec society should accommodate the customs and values of ethnic minorities – stimulated passionate discussion and debate in Québec society. Radio-Canada closely followed the Commission's public hearings in all the regions, offering balanced analysis and commentary from a wide range of perspectives as well as inviting audiences to share their views. Photo: Commission Bouchard-Taylor, Government of Québec



IT'S
ABOUT
CHOICE



By leading with new technologies and launching new services, we're shaping the future of Canadian broadcasting.

Making our content widely available and offering audiences a deeper, on-demand and interactive relationship with CBC | Radio-Canada – that's the goal of continually delivering new services on the Internet, satellite radio, specialty television, podcasts, and streaming video for cell phones and other handheld devices. By pooling the strengths and resources of our media lines, we are creating richer, deeper Canadian content available to audiences however and whenever they want it.

Photo top left: **Q**, CBC Radio, **bold** CBC's new weekday destination show for arts and culture offers a fresh and eclectic take on the people and ideas shaping culture in Canada and around the world. Hosted by writer, musician and broadcaster Jian Ghomeshi, *Q* interacts and connects with audiences through technologies including podcasting, the *Q* Blog, and the *Q* Virtual Museum.

Photo bottom left: **Symphonicité** (Orchestre symphonique de Montréal's season-opening concert), Espace musique, Télévision de Radio-Canada, *Radio-Canada.ca* This multiplatform event in September 2007 celebrated the season-opening concert of the Orchestre symphonique de Montréal under its star conductor, Kent Nagano. By making high-quality sound and high-definition video available via Television and the Internet, as well as exclusive content on Espace musique, Radio-Canada gave audiences across Canada and far beyond access to a unique cultural experience.
Photo: Allen McInnis



THE
BEST WE
CAN BE



CBC | Radio-Canada's professional and amateur sports programming resonates deeply with audiences, binding Canadians across boundaries of age, background and language.

Through CBC | Radio-Canada's in-depth coverage of national and international amateur sporting events, Canadians can follow the triumphs and challenges of the best young athletes throughout their careers. Our broadcasts of professional hockey and football games are cherished traditions, and our broadcasts of FIFA and United Soccer Leagues (USL) soccer games are attracting new audiences. For in-depth background and context about sporting events and Canadian athletes, audiences increasingly check out interactive CBC | Radio-Canada websites like *zone Sports* and *Sports Online*.

Photos left: **Montreal Impact soccer team**, CBC Television, **bold**, *CBCSports.ca*, Télévision de Radio-Canada, *Radio-Canada.ca*
Sport has always been a key element of Canadian identity, and as Canadian society becomes more diverse so does our coverage of professional sports. Our soccer broadcasts, for example, are highly popular among new immigrants to Canada, and increasingly appeal to young Canadians of all backgrounds. Audiences can enjoy our sports coverage through conventional Radio and Television, as well as through an ever-wider range of new services such as streaming video. Photos: Ppé



A SAFE
PLACE
FOR KIDS



Only CBC | Radio-Canada offers 100% Canadian, commercial-free, safe, and entertaining programs for children and youth.

CBC | Radio-Canada offers children commercial-free shows that help them learn about the world, their country and other Canadian children, and that encourage them to be inquisitive and to connect to Canadian society. We're also connecting with Canada's youth and young adults in new ways that speak directly to their needs and preferences, both online and on-air. Music, youth issues, style, stuff that's just plain cool – our new content and services are helping yet another generation of Canadians engage with one another and with the complex world around them.

Photo top left: Kids' CBC, CBC Television, [CBC.ca](#) At Kids' CBC, available on CBC Television and online, hosts Patty and Sid join Saumon and other colourful puppet characters in settings based on famous Canadian locations, to encourage preschoolers to face life with enthusiasm and confidence. Patty and Sid help children learn to be creative and optimistic, solve problems, get along with others and, above all, have fun!

Photo bottom left: [Toc toc toc](#), Télévision de Radio-Canada, [Radio-Canada.ca](#) This delightfully inventive program and website for preschoolers, produced in partnership with Télé-Québec, takes place in the unpredictable and exotic world of the imagination. Featuring colourful characters, exciting adventures and extraordinary sets, *Toc toc toc* encourages children to celebrate their inherent creativity and curiosity.



ONLY AT
CBC | RADIO-
CANADA

This is an exciting time to join CBC | Radio-Canada: so much is changing so quickly in broadcasting and in Canadian society, creating new possibilities for connecting Canadians to one another and to the world. Whenever I'm asked how Canada's national public broadcaster is responding to all this change, I think of a News team I met during a visit to our Vancouver studios.

The team had prepared a story on the use of tasers by police in Canada. The journalist was a bilingual Francophone based in British Columbia, the cameraman was a bilingual Anglophone working for Télévision de Radio-Canada in B.C., and the researcher and the Radio producer were Anglophones living in Toronto. Their story would be presented that evening on both our French and English national Television networks; the following morning, it would be adapted for our English and French national Radio, and more in-depth information would be available on our French and English websites as streaming audio and video, and as a podcast – and the story would be picked up by other news organisations around the world.

This is just one of hundreds of examples I could cite of how CBC | Radio-Canada is pooling its strengths and resources to create more and better content – whether it's News, Sports or Entertainment – that we're making available to audiences whenever and however they want it, in more ways than ever.

This is allowing us to more efficiently and effectively do what Canada's national public broadcaster has always done – which is to bring the country together by being the place where audiences can see reflections of their own experiences and the experiences of their fellow citizens. By presenting the full range of domestic opinions and concerns and a homegrown perspective on international events, we help stimulate debate about the issues that shape society, and thereby enrich the cultural and democratic life of Canadians. We are the only organisation with a mandate to connect St. John's to Lakehead, Winnipeg to Trois-Rivières, Iqaluit to Montréal. Today's CBC | Radio-Canada has a unique combination of services, expertise and content – invaluable assets that we are drawing on every day to find innovative ways to better serve our audiences.

What can Canadians expect from CBC | Radio-Canada in the future? In February 2008, the Standing Committee on Canadian Heritage released a report that in its recommendations proposes a compelling answer to this question. The report, *CBC | Radio-Canada: Defining Distinctiveness in the Changing Media Landscape*, calls for a Memorandum of Understanding between the Government and CBC | Radio-Canada, renewed every seven years, that spells out exactly what services citizens can expect from their national public broadcaster and what level of funding is necessary to provide



these services. Such an agreement would give CBC | Radio-Canada the financial stability and certainty required to plan effectively, and would make us even more accountable to the Government and the public. We commend the Committee for having produced a carefully considered blueprint for the future of public broadcasting in Canada that can be acted upon, and we urge the Government to give it favourable consideration.

I want to take this opportunity to acknowledge the contributions of my predecessor as President and CEO, Robert Rabinovitch, whose leadership built a strong organisation that is better-managed. These are critical qualities for remaining competitive in a very challenging environment. I also want to express my thanks to the Chair and to the Board of Directors for the many kinds of support they have given me.

After six months in my new job, I'm very excited by the opportunities I see for pushing even further in CBC | Radio-Canada's pursuit of excellence. We will set the bar high, striving to be the best in everything we do, from offering the most distinct and high-quality Canadian content available anywhere, to leading innovation in new broadcasting platforms and services. Of course, these are goals that can only be achieved when our employees are fully engaged, and to help ensure this is the case, I've been meeting and talking to as many of these exceptional people as I can. I'm deeply impressed by the passion, dedication and creativity of CBC | Radio-Canada employees, and I look forward to many more opportunities to gain from their ideas and perspectives.

For this reason, I've announced my three priorities for the near future: *people*, *programs* and *pushing forward*. With the Union leaders, and with everyone at the Corporation, I've articulated the pressing need to bring more respect and trust to the relationship between Management and employees. Without that, we cannot deliver high-quality programming and we cannot push forward to create an organisation that stands out from the competition. And compete to be distinctive and to win, we will.

Hubert T. Lacroix
President and CEO



ONLY AT CBC | RADIO- CANADA

It is a great pleasure to address Canadians for the first time in my role as Chair of CBC | Radio-Canada's Board of Directors. I am delighted to be able to contribute to the ongoing success of an organisation that plays such a unique and essential role in our society.

One of my priorities is to help ensure that the national public broadcaster continues to be a well-managed, efficient organisation capable of meeting the needs of Canadians. This year, the Corporation's commitment to management best practices was reflected in a transparent executive search process. I chaired the committee that selected Hubert T. Lacroix as President and CEO, and I am fully confident that Mr. Lacroix has the expertise, skills and leadership to help the Corporation build on the many successes of 2007–2008.

Another of my priorities is to encourage CBC | Radio-Canada's very successful and ongoing renewal. As this year's strong, and sometimes record audiences prove, we're succeeding in connecting with an increasingly diverse society. Audiences are choosing our Canadian content, despite enjoying an unprecedented range of media choices, most of which feature primarily foreign content.

For any organisation, but perhaps especially for a creative organisation such as this one, it is vitally important to constantly examine, question and refine its practices. Change has been a constant since CBC | Radio-Canada's beginnings, but the Corporation's remarkable renewal in recent years is perhaps unprecedented. Today's CBC | Radio-Canada is fully capable of remaining the leader in delivering Canadian content, wherever and however audiences want it.

Finally, I want to extend my thanks and gratitude to outgoing President and CEO Robert Rabinovitch for his exceptional contribution to the national public broadcaster and to Canadian broadcasting in general, and to the members of the Board of Directors for their guidance and commitment throughout the year. I also want to welcome the many recently appointed Board members, who will bring a stimulating diversity of perspectives and expertise to the governance of the Corporation.

Tim W. Casgrain
Chair, Board of Directors



BOARD OF DIRECTORS

In accordance with the *Broadcasting Act*, the Board of Directors is responsible for the management of the Corporation. The Board is made up of 12 members, including the Chair and the President and CEO, all of whom are appointed by the Government.

Tim W. Casgrain

Chair
Toronto, Ontario

Hubert T. Lacroix

President and CEO
Montréal, Québec
(since January 2008)

Robert Rabinovitch

President and CEO
Ottawa, Ontario
(until December 2007)

Johanne Brunet

Marketing Professor
HEC Montréal
Montréal, Québec

Bernd Christmas

Senior Vice-President and National
Aboriginal Practice Leader
Hill & Knowlton Canada
Vancouver, British Columbia

Hélène F. Fortin

Partner
GHL Chartered Accountants
Saint-Lambert/Brossard, Québec

Peter Herrndorf

President and CEO
National Arts Centre
Ottawa, Ontario

Yasmin Jivraj

President and Co-owner
Acrodex
Edmonton, Alberta

Nezhat Khosrowshahi

Inwest Investments Inc.
Vancouver, British Columbia
(until February 2008)

Trina McQueen

Professor
Schulich School of Business
York University
Toronto, Ontario

Rémi Racine

CEO and Executive Producer
Artificial Mind & Movement
Montréal, Québec
(since October 2007)

K. (Rai) Sahi

Chairman and CEO
Morguard Corporation
Toronto, Ontario

Edna Turpin

Executive Consultant
St. John's, Newfoundland
and Labrador

BOARD OF DIRECTORS

BOARD OF DIRECTORS YEARLY ATTENDANCE

APRIL 2007–MARCH 2008

BOARD MEMBER	Board (7 meetings)	Governance (3 meetings)	Human Resources (5 meetings)	Audit (7 meetings)	Standing (3 meetings)	Special Committee on Public Support (3 meetings)
Tim W. Casgrain	7/7	N/A	5/5	N/A	3/3	N/A
Robert Rabinovitch ¹	4/4	N/A	3/3	N/A	3/3	N/A
Hubert T. Lacroix ²	3/3	N/A	2/2	N/A	N/A	N/A
Johanne Brunet	6/7	N/A	N/A	6/7	3/3	3/3
Bernd Christmas	6/7	N/A	N/A	7/7	2/3	N/A
Hélène Fortin	7/7	N/A	N/A	7/7	3/3	N/A
Peter Herrndorf	6/7	3/3	N/A	N/A	3/3	3/3
Yasmin Jivraj	6/7	3/3	N/A	N/A	3/3	N/A
Nezhat Khosrowshahi ³	5/6	3/3	3/4	N/A	3/3	N/A
Trina McQueen	6/7	N/A	4/5	N/A	3/3	2/3
Rémi Racine ⁴	4/4	N/A	N/A	N/A	1/1	N/A
K. (Rai) Sahi	3/7	0/3	N/A	0/7	1/3	N/A
Edna Turpin	7/7	N/A	5/5	7/7	3/3	N/A

This report lists attendance from April 1, 2007 to March 31, 2008.

1 Robert Rabinovitch's term as President and CEO ended on December 31, 2007; attendance tracked until this date.

2 Hubert T. Lacroix was appointed President and CEO effective January 1, 2008.

3 Nezhat Khosrowshahi resigned immediately following the end of her term, effective February 24, 2008; attendance tracked until this date.

4 Rémi Racine joined the Board on October 12, 2007.



GOVERNANCE

HIGHLIGHTS

APPOINTMENT OF NEW PRESIDENT AND CEO

The Chair of the Board, together with the Nominating and Governance Committee, played a significant role in the selection process for the new President and CEO, whose appointment was announced in October 2007 to take effect on January 1, 2008. This is a new development and reflects the commitment to greater involvement by the Board of Directors in the selection process, as expressed in the 2005 Report to Parliament submitted by Treasury Board of Canada Secretariat entitled *Review of the Governance Framework for Canada's Crown Corporations*.

Prior to the arrival of the new President and CEO, comprehensive briefing materials were prepared and a number of other steps taken to ensure a smooth transition.

BOARD SUCCESSION PLANNING

In the first half of the calendar year 2008, six Board members' terms expire. This is a significant turnover for a Board comprising 12 members in total and, as such, presents a challenge to the Corporation. On February 22, 2008, the Minister of Canadian Heritage announced two appointments to the Board that will take effect early in the 2008–2009 fiscal year.

The Chair of the Board, with the support of the Nominating and Governance Committee, has worked closely with the Privy Council Office and the Minister of Canadian Heritage to identify candidates for appointment to the Board of Directors of CBC/Radio-Canada. Appointments are, however, the sole purview of the Governor in Council.

CORPORATE POLICY FRAMEWORK

Led by the Audit Committee, the Board clarified and refined the process for review of the Corporate policy framework. This will ensure that individual policies will be reviewed on a regular schedule in order that they remain relevant and reflect best practices.

Several significant policies were revised to reflect legislative changes during the year. Among these were the Privacy Policy, to respond to the fact that CBC/Radio-Canada became subject to the *Privacy Act* on September 1, 2007, and the Whistleblower Policy, to respond to the coming into force of the *Public Servants Disclosure Protection Act* on April 15, 2007. A new Corporate policy, the Access to Information Policy, was introduced to support the Corporation's new responsibilities, effective September 1, 2007, under the *Access to Information Act*.

Lastly, to further demonstrate the Corporation's commitment to openness and transparency, Corporate policies have been posted on the Corporate website.

GOVERNANCE

CONFLICT OF INTEREST

Under the auspices of the Nominating and Governance Committee, the Board was briefed on the provisions of the new *Conflict of Interest Act* and the implications for Directors of CBC | Radio-Canada.

BOARD COMPOSITION

In April 2007, Tim W. Casgrain was appointed Chair of the Board. Prior to his appointment and pursuant to the provisions of the *Broadcasting Act*, then President and CEO, Robert Rabinovitch, served as Acting Chair.

Also during the year, the term of Robert Rabinovitch, President and CEO, expired.

Hubert T. Lacroix was appointed President and CEO, and Rémi Racine, of Montréal, Québec, was appointed a Board member.

BOARD COMMITTEES

STANDING COMMITTEES ON ENGLISH- AND FRENCH-LANGUAGE BROADCASTING

These Committees are established pursuant to Section 45 of the *Broadcasting Act*. Their mandate is to monitor the fulfilment by the Corporation of its French- and English-language broadcasting responsibilities and its overall mandate, as set out in the *Act*.

AUDIT COMMITTEE

The Audit Committee mandate includes oversight of the integrity of the Corporation's financial information and reporting, the framework of internal controls and risk management, and the audit process.

NOMINATING AND GOVERNANCE COMMITTEE

The Nominating and Governance Committee mandate centres on the Board's governance framework, supporting guidelines and processes. Topics covered include: Terms of Reference for the Board, the Board Chair, the President and CEO, individual Directors, and Board Committees; the process for Board assessment; Board succession; Board orientation and training; and Code of Conduct and Conflict of Interest rules for Directors.

Photos left to right: Peter Mansbridge, *CBC News: The National*, CBC Television, CBC Newsworld. Les Boys, Télévision de Radio-Canada. Anna Maria Tremonti, *The Current*, CBC Radio One, Sirius 137. Bernard Derome, Céline Galipeau, *Le téléjournal*, Télévision de Radio-Canada, RDI.





HUMAN RESOURCES AND COMPENSATION COMMITTEE

The Human Resources and Compensation Committee has oversight responsibility for all aspects of the Corporation's Human Resources strategies, including Human Resources policies, executive compensation, succession planning, industrial relations, health and safety, and the environment.

SPECIAL COMMITTEE ON PUBLIC SUPPORT

The Special Committee on Public Support mandate is to explore ways, in conjunction with Management, to build public support for the Corporation.

DIRECTOR COMPENSATION

The current rules for Director Compensation are as follows:

The Chair of the Board is compensated in accordance with the terms of the Order in Council appointing him/her.

Directors (excluding the Chair of the Board and the President and CEO) receive meeting fees for attendance (in person) at Board and Committee meetings in accordance with the following fee schedule:

- Board \$2,000 per meeting (to a maximum of six meetings per year)
- Audit Committee \$1,300 per meeting (to a maximum of six meetings per year)
- All other Committees \$1,000 per meeting (to a maximum of four meetings per year)

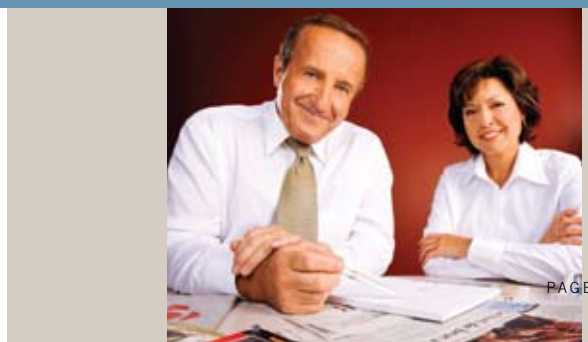
For additional meetings of the Board or a Committee, the meeting fee is \$625 per meeting.

For conference call meetings of the Board or a Committee, the meeting fee is \$250.

Directors are entitled to receive only one meeting fee for each day (24 hours) even if they attend more than one meeting during that period.

Directors do not receive an annual retainer for serving as a Board member of CBC/Radio-Canada.

For meetings held in 2007–2008, the total amount paid in Director compensation was \$123,137.50.



ABOUT CBC | RADIO- CANADA

VISION, MISSION, VALUES

VISION

Connecting Canadians through compelling Canadian content.

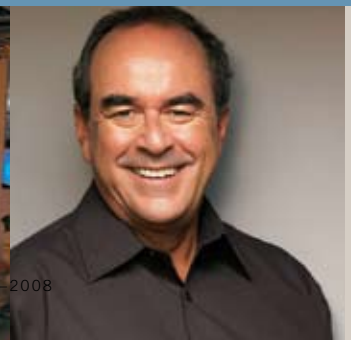
MISSION

To create audacious, distinctive programming. Programs designed to inform, enlighten and entertain. Programs that reflect Canadians and Canada's regions. Programs that help tie the country together and explain great national and international events. Programming in all genres, with emphasis on News and Current Affairs, drama and culture; and not forgetting our special responsibility to children.

CORE VALUES

- Serving the Canadian Public
- A Culture That Is Driven to Achievement
- A Creative Organisation in Continuous Renewal
- Working Together

Photos left to right: Centre de l'information, Maison de Radio-Canada in Montréal.
Jean-François Lépine, *Une heure sur terre*, Télévision de Radio-Canada, RDI. **Véronique Cloutier**, *Paquet voleur*, Télévision de Radio-Canada.
Laurie Brown, *The Signal*, CBC Radio 2.
David Suzuki, *The Nature of Things*, CBC Television, CBC Newsworld.





CORPORATE PRIORITIES

- Ensure distinctive programming of the highest quality on all delivery platforms.
- Recognise the importance of regional reflection and of the changing face of Canada.
- Ensure the sustainability of CBC | Radio-Canada's Canadian schedules.
- Demonstrate that CBC | Radio-Canada is a well-managed company and generate cash flow to re-invest in programming.
- Strengthen CBC | Radio-Canada's commitment to all its employees – to those who create and those who support them.
- Position CBC | Radio-Canada to enhance its ability to fulfil its mandate through selective alliances and partnerships.
- Reinforce the capacity of CBC | Radio-Canada to work as one integrated company.
- Enhance/strengthen CBC | Radio-Canada's stakeholder relationships.



PUBLIC ACCOUNTABILITY

CBC I RADIO-CANADA HAS AN OBLIGATION TO REPORT TO CANADIANS ON THE FULFILMENT OF ITS COMMITMENTS. THIS IS ACCOMPLISHED USING A VARIETY OF COMMUNICATIONS CHANNELS AND VEHICLES.

OPEN AND TRANSPARENT

For example, CBC I Radio-Canada accounts for its activities through the Minister of Canadian Heritage to Parliament, through its Annual Report and Corporate Plan Summary, to the Canadian Radio-television and Telecommunications Commission (CRTC) through year-end reports and annual financial returns, and to stakeholders through ongoing dialogue and interaction and CBC I Radio-Canada websites.

Here are examples of reporting instruments:

- Annual Report of CBC I Radio-Canada to the Canadian Radio-television and Telecommunications Commission (CRTC)
- Annual Reporting to Parliamentary Committees (Canadian Heritage, Official Languages, Public Accounts, Senate Committees)
- CBC I Radio-Canada Corporate Plan and Corporate Plan Summary
- CBC I Radio-Canada Annual Report
- Auditor General Special Examination Report
- Auditor General Annual Attest Audit
- Annual Report to the Department of Human Resources and Skills Development Canada (HRSDC) Employment Equity
- Implementation of Section 41 of the *Official Languages Act* Report
- Public Accounts of Canada
- Posting of business travel and hospitality expenses of Chair, President and Vice-Presidents on Corporate website.



JOURNALISTIC STANDARDS AND PRACTICES

CBCI Radio-Canada has an extensive code of Journalistic Standards and Practices and solid editorial control mechanisms to guide its employees and to ensure that those working on its programming remain balanced and accurate in their on-air perspectives and reporting. Complaints from the public that are not resolved at the program level to the satisfaction of the complainants are examined and dealt with by the Corporation's two Ombudsmen. The Ombudsmen are completely independent of CBCI Radio-Canada programming staff and programming Management, and report directly to the President of the Corporation and, through the President, to the Corporation's Board of Directors. The role of the Ombudsman is pivotal in strengthening the national public broadcaster's accountability and transparency to Canadians. The Ombudsmen can be reached at:

The Ombudsman, English Networks, CBCI Radio-Canada, PO Box 500, Station A, Toronto ON M5W 1E6 (ombudsman@CBC.ca) and,

Bureau de l'ombudsman, Services français, CBCI Radio-Canada, CP 6000, Montréal QC H3C 3A8 (ombudsman@Radio-Canada.ca).

CODE OF CONDUCT

CBCI Radio-Canada employees at all levels and across the Corporation are expected to adhere to the Code of Conduct and policies governing their behaviour in such areas as: conflict of interest and ethics; whistleblowing; official languages; harassment; and political activity. A selection of the Corporation's Human Resources policies is available for viewing online at: <http://www.cbc.radio-canada.ca/docs/policies/index.shtml>.

ACCESS TO INFORMATION

CBCI Radio-Canada became subject to the *Access to Information Act* on September 1, 2007. Section 68.1 of the legislation contains specific safeguards to protect the journalistic, creative and programming independence that is fundamental to a successful national public broadcaster. Similar protection has been afforded to other public broadcasters, such as the British Broadcasting Corporation and the Australian Broadcasting Corporation, under comparable legislation in those jurisdictions.

Since September 1, 2007, CBCI Radio-Canada has received in excess of 500 requests for records relating to a wide range of subjects. This is well beyond the volume of requests anticipated, based upon benchmarking of other comparable organisations. Responding to this volume of requests has posed a significant challenge for the Corporation. To address the situation, a number of steps have already been taken or are planned to position the Corporation to meet its obligations under the legislation, efficiently and effectively.



IT'S ALL
ABOUT
SERVICE



CBC | RADIO-CANADA SERVICES

CBC | Radio-Canada delivers a comprehensive range of programs via 29 services. It is the only Canadian broadcaster delivering Radio, Television, Internet, and satellite-based services, in both English and French plus eight Aboriginal languages, to all Canadians. The Corporation's broadcasting reach extends across Canada and around the world, offering high-quality, distinctive content by, for and about Canadians, however and wherever they want it.

TELEVISION



CBC TELEVISION Canada's leading 24-hour English-language network of ground-breaking News, Information, Sports, and Entertainment programming produced by, for and about Canadians, for more than 55 years.



CBC NEWSWORLD The country's first and most-respected 24-hour all-news and information English-language television service. Live News updates throughout the day keep Canadians informed about the world, while award-winning documentaries delve even deeper into it. By subscription.



BOLD Be daring. Be **bold**. Canada's 24-hour English-language digital television service pushes the boundaries with innovative drama and comedy, the world's best performing arts and exclusive coverage of sporting events. By subscription.



DOCUMENTARY Provocative and compelling, *documentary* is the première English-language digital television service delivering the best in Canadian and international docs, films and series – 24 hours a day. By subscription.



TÉLÉVISION DE RADIO-CANADA The pre-eminent cross-country French-language television network connecting Canadians with popular and high-quality original programming, including News, current affairs, arts and culture, and programs for children and youth.



RÉSEAU DE L'INFORMATION DE RADIO-CANADA (RDI) The leader in French-language 24-hour News and information for Canadians, RDI links Francophones across the country with in-depth reporting and top-notch current affairs programming, including documentaries and interviews. By subscription.



CBC NORTH | RADIO-CANADA NORD Bringing together, via the airwaves, the diverse communities that make up Canada's vast North, and broadcasting award-winning Radio and Television services in English, French and eight Aboriginal languages.



ARTV A rich blend of arts and culture, showcasing the best in film, theatre, music, dance, visual arts, and more, all brought together on one vibrant French-language television channel. By subscription.



TV5MONDE The première worldwide French-language television network, TV5MONDE encompasses 10 broadcast partners across the globe and creates a space dedicated to public expression. It airs programming that increases awareness of the diversity of cultures and points of view.

IT'S ALL ABOUT SERVICE

RADIO AND SATELLITE RADIO



CBC RADIO ONE Canada's English-language service, where the country turns for its local, national and international News, current affairs, documentaries, arts and culture, on Radio and Sirius Satellite Radio Channel 137. Commercial-free and reflecting the true lives of Canadians, no matter where they live.



CBC RADIO 2 Music music music. Commercial-free and ready to transport listeners with the beauty of classical, the smooth sounds of jazz and the diversity of world beats. An English-language network, with music that speaks to all.



CBC RADIO 3 If it's new, you'll find it here. Catch the next big thing on this showcase of emerging, commercial-free Canadian music via the Internet at radio3.cbc.ca, podcast and Sirius Satellite Radio Channel 86. English-language.



PREMIÈRE CHAÎNE From one end of the country to the other, Première Chaîne is Canada's commercial-free French-language radio network, offering listeners a truly diverse mix of information and cultural programming. Engaged in its environment while being open to the world, it is enlightening and entertaining.



ESPACE MUSIQUE French-language musical radio that accompanies you night and day with a multitude of diverse styles and rhythms – classical, jazz, vocal, world music, and emerging artists. Commercial-free and always engaging.



BANDE À PART Rock, pop, hip hop, alternative, punk, electronica – the explosion of French-language music is at the heart of this commercial-free, 24-hour network, where Canadian artists are always front and centre. Find it on Radio at Espace musique, on the Internet at bandeapart.fm, via podcast, and Sirius Satellite Radio Channel 87.



PREMIÈRE PLUS Listen in on original French-language programming and the best of Première Chaîne's News, current affairs and cultural broadcasts – with the luxury of no commercials. In partnership with Radio Canada International and Radio France International, across North America on Sirius Satellite Radio Channel 94.



SPORTS EXTRA The only French-language sports service on satellite radio. Get the real scoop from expert hosts and analysts from the Radio-Canada sports team. Amateur and pro – everything is fair game on Sirius Satellite Radio Channel 96.



RADIO CANADA INTERNATIONAL (RCI) Canadian voices have been extending across the planet since 1945 with this commercial-free international radio service, now broadcasting information and cultural programs in nine languages via the Internet, digital and analogue shortwave, satellite, and hundreds of partner stations worldwide.



RCI PLUS Reflecting Canada and its vibrant multicultural population in eight languages on Sirius Satellite Radio Channel 95. Try out a new language thanks to programming from Radio Canada International, as well as from national and international partners.



CBC NORTH | RADIO-CANADA NORD Bringing together, via the airwaves, the diverse communities that make up Canada's vast North, and broadcasting award-winning Radio and Television services in English, French and eight Aboriginal languages.



INTERNET



CBC.ca One of Canada's most popular and comprehensive English-language media websites, with up-to-the-minute News and information, streaming audio and video, sports highlights, Web-only interactive features, multimedia archives, and much much more.



Radio-Canada.ca Don't miss a minute of Canada's favourite French-language Radio and Television content from Radio-Canada – all online. Constantly updated News and information, and unique New Media and Web features ensure that each visit is dynamic and different.



CBC RADIO 3 If it's new, you'll find it here. Catch the next big thing on this showcase of emerging, commercial-free Canadian music via the Internet at radio3.cbc.ca, podcast and Sirius Satellite Radio Channel 86. English-language.



BANDE À PART Rock, pop, hip hop, alternative, punk, electronica – the explosion of French-language music is at the heart of this commercial-free, 24-hour network, where Canadian artists are always front and centre. Find it on Radio at Espace musique, on the Internet at bandeapart.fm, via podcast, and Sirius Satellite Radio Channel 87.



RCI VIVA Giving the world a window on Canada, Radio Canada International's commercial-free Web radio service broadcasts in eight languages at rciviva.ca. It's a true gateway to this country for new and aspiring immigrants, with information to help them discover Canada.



ESPACE CLASSIQUE The sweet sounds of continuous classical music, commercial-free, and customised just for you. This French-language Web radio service at radio-canada.ca/espaceclassique introduces you to fresh new talent, even as it shines the spotlight on timeless favourites.

EXTENDING OUR REACH



GALAXIE Tune in on your television to 45 channels of continuous music, talk-free and commercial-free. No musical stone is left unturned for the pop star, jazz hound or classical buff in your household. More than six million subscribers are already part of the Galaxie family.



CBC RECORDS | LES DISQUES SRC This in-house recording label partners with Canada's pre-eminent musicians, releasing about 15 new homegrown CDs annually. With 29 Junos and one Grammy Award to its credit, CBC Records is one of the most recognised independent labels in the country.



WIRELESS | SERVICES SANS FIL For those who prefer the small screen... the *really* small screen. CBC | Radio-Canada offers WAP and SMS messaging services, delivering some of our most popular interactive content to personal digital assistants and cell phones.

2007–2008 HIGHLIGHTS

CBC RADIO

- CBC Radio posted its highest combined audience share ever for CBC Radio One and CBC Radio 2 between September and October 2007 – 13.4 per cent.
- In Fall 2007, CBC Radio reached almost 3.9 million Canadians in an average week, near its Spring 2002 record of just over 3.9 million.
- On weekday mornings (6:00–8:30 a.m.) in Fall 2007, 15 of the 24 CBC stations were ranked in the top three in their respective markets, with six stations in the number one position, six stations in number two and three in third position.
- 140 national and international awards.
- Downloads of CBC podcasts have more than doubled over the previous year.

CBC TELEVISION

- CBC Television achieved its highest 2+ prime-time audience share since 2000–2001 – 7.8 per cent, marking significant growth.
- For the first time in 12 years, CBC Television captured a higher 2+ prime-time audience share than Global Television in the 2007–2008 regular television season (weeks 6–32).
- CBC Television achieved a Fall launch week prime-time audience share of 8.3 per cent: up over half a share point from 2006–2007 and the highest launch week share the network has achieved in six years.
- At the end of 2007–2008, compared to 2005–2006, CBC Television had increased the hours of original prime-time Canadian dramatic series by 68 per cent and comedic series by 41 per cent.
- *The Week the Women Went*: the highest-rated new Canadian show in the Winter 2008 television season.
- *95th Grey Cup on CBC*: 2.9 million viewers.
- 220 national and international awards.

CBC.CA

- Most popular English-language news and media site in terms of unique visitors per month, April 2007–March 2008.

RADIO DE RADIO-CANADA

- In 2007–2008, Radio de Radio-Canada posted its best results since 1984 in terms of market share, audience size and hours listened to across all networks (BBM).
- In Fall 2007, Radio de Radio-Canada captured a 20 per cent share of French-language radio listening among Francophones in markets served by the Corporation.



- The Winter 2008 survey confirmed these outstanding results: Radio de Radio-Canada garnered an almost 20 per cent share of the radio market that it serves, reaching an audience of 1,309,000.
- Première Chaîne and Espace musique obtained audience shares of 15.7 per cent and four per cent, respectively, in Winter 2008.
- Radio de Radio-Canada launched the Espace classique Web radio service, offering continuous classical music programming, along with original, Web-exclusive content.

TÉLÉVISION DE RADIO-CANADA

- In Summer 2007, viewership for French-language specialty channels rose nearly four points, to 43.1 per cent. Télévision de Radio-Canada's audience share throughout the programming day declined slightly compared to Summer 2006, going from 12.3 per cent to 11.6 per cent.
- The strong results achieved in recent years were maintained during the 2007–2008 regular season: the prime-time audience share remained high, increasing slightly over the previous year, from 19.9 per cent in 2006–2007 to 20.1 per cent in 2007–2008. Daytime results were even more impressive, with an 18 per cent jump in hours tuned in and a one-point rise in audience share (from 9.3 per cent to 10.3 per cent).
- Radio-Canada remained the network to watch for major cultural events, with the broadcast of the Olivier gala (average of 1.6 million viewers), Géméaux Awards (average of 937,000 viewers), ADISQ gala, for the 29th consecutive year (average of 1.1 million viewers), and Jutra awards (average of 655,000 viewers).
- Among new programs in 2007–2008, two dramatic series were particularly well-received: *Les Boys*, with an average audience share of 37 per cent; and *Les Lavigueur, la vraie histoire*, with audiences of nearly two million for each of the six episodes, and an almost 50 per cent audience share.

RADIO-CANADA.CA

- The site attracted a monthly average of 1,598,000 Canadian visitors (April 2007–March 2008), with a relative reach of 30 per cent among Francophone Web users. These results are comparable to the 2006–2007 average (comScore Media Metrix).

CBC | RADIO-CANADA

- Subscribers to Sirius Canada, the country's leading satellite radio network on which CBC | Radio-Canada has six channels, grew to nearly 700,000 in Canada by March 31, 2008. Our channels are also broadcast throughout the US to more than eight million subscribers.
- *CBC.ca* and *Radio-Canada.ca* archive sections were revamped to give Internet users improved access to this extraordinary repository of Canadian cultural heritage, which now features 12,000 clips.



HOW
WE
CONNECT





CONNECTING TO ALL CANADIANS: CANADA'S NATIONAL PUBLIC BROADCASTER IN CONTEXT

On a Saturday in February, *CBC's Hockey Day in Canada* celebrates the national game from the host community of Winkler, Manitoba, linked to broadcasts from communities on the Atlantic, Pacific and Arctic shores. Millions of Canadians connect to the event through CBC's national and regional Television, Radio and Web services.

In the Fall of 2007, coverage of the Bouchard-Taylor Commission on Réseau de l'information de Radio-Canada (RDI) stimulates passionate discussion and debate in Québec society. The Commission consults with hundreds of groups and individuals on reasonable accommodation – the degree to which Québec society should accommodate the customs and values of ethnic minorities living in the province.

In February, Espace musique broadcasts the première of a work that uniquely combines classical music and Québeckers' passion for hockey, especially for the Montréal Canadiens. Composed by François Dompierre and Georges-Hébert Germain and performed by Orchestre symphonique de Montréal under Kent Nagano, *Les Glorieux* includes actors as well as past and present Canadiens players. The concert is later available online on Espace musique and Espace classique.

A national audience tunes in on May 12, 2007, to *Canada Live for Rattle 'n Blues*, a concert from Saint John, featuring New Brunswick blues musicians in a fundraiser for a facility supporting homeless single women and their children in that city.

These are just a few examples of how every day, from coast-to-coast-to-coast, CBC | Radio-Canada connects with Canadians and allows Canadians to connect with one another.

Canada's national public broadcaster has a unique role in the nation's cultural life. Television and radio – and increasingly, the Web and other new broadcasting technologies such as podcasting and video-on-demand – are the principle means of expressing Canadian identity and shared values. And at a time when audiences can choose between thousands of channels, stations, sites, and services – almost all featuring foreign content – a vibrant national public broadcaster is an essential unifying force. On CBC | Radio-Canada, audiences can find News, stories, entertainment, and perspectives that truly reflect the diversity of Canada.



Photos left top to bottom: George Stroumboulopoulos, *The Hour*, CBC Television, CBC Newsworld. **Guy A. Lepage, Dany Turcotte,** *Tout le monde en parle*, Télévision de Radio-Canada.

Photo right: Marie Grégoire, Simon Durivage, Liza Frulla, Jean-Pierre Charbonneau, *Le club des ex*, RDI.

IN CONTEXT



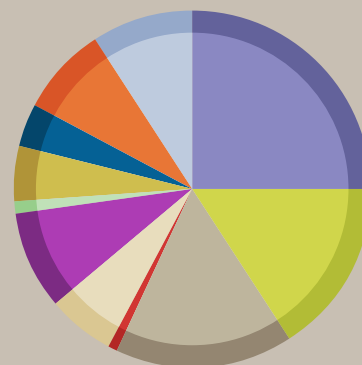
WE'RE READY FOR WHAT'S NEXT

In recent years, CBCI Radio-Canada has become a more efficient and focused organisation capable of adapting quickly and effectively to change.

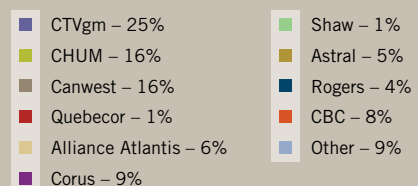
Through strategic partnerships, we are extending our reach to New Media platforms, such as satellite radio and specialty television, with minimal capital outlay and risk. And by pooling the strengths and resources of our media lines, we are moving away from being only a Television and Radio broadcaster to becoming a company that creates richer, deeper Canadian content available to audiences across a wide range of services and technologies.

INCREASING CHOICES FOR CANADIAN AUDIENCES

Video		Audio	
1995	2007	1995	2007
Distribution	Distribution	Distribution	Distribution
Over-the-air TV Analogue cable TV	Over-the-air TV Analogue cable TV Digital cable TV DTH (Direct To Home) satellite Wireless cable (Multipoint Distribution Service) IPTV Internet	Radio	Radio Internet Satellite radio
Personalisation	Personalisation	On-demand	On-demand
VCR Specialty TV Pay TV	VCR Specialty TV Pay TV DVD player PPV (Pay Per View) PVR (Private Video Recorder) VOD (Video On Demand) Video streaming Video downloading	Tapes CDs	CDs Music downloads Streaming audio Podcasting
	Portable Devices	Portable Devices	Portable Devices
	DVD player Digital video player Mobile phone Laptop computer	Walkman Digital audio player (MP3) Mobile phone	



MERGERS IN ENGLISH-LANGUAGE TELEVISION
2006 Revenues Before Mergers





We are generating efficiencies of \$82 million annually through streamlined business processes, the introduction of digital and satellite technologies and more cost-effective content distribution systems, and better use of our real estate portfolio. We have also steadily increased our new, non-advertising revenues, this year alone generating \$131 million. We are re-investing these savings and new revenues in programming.

More and more Canadians are watching and listening to and surfing CBC | Radio-Canada. The challenge for the future will be to sustain this success in a broadcasting environment that changes constantly.

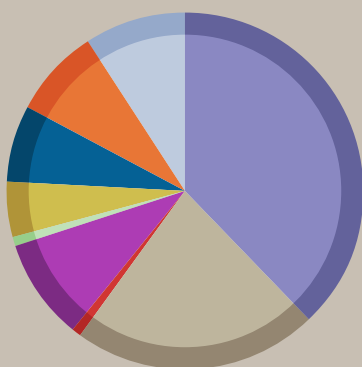
INCREASED INDUSTRY CONCENTRATION EQUALS LESS PROGRAMMING DIVERSITY

A major challenge for both public and private broadcasters is the increasing concentration of media ownership: a record \$5 billion in mergers and acquisitions in the Canadian broadcasting industry was announced in 2006–2007, taking effect in 2007–2008. In a market dominated by a handful of well-funded, integrated media companies, most offering a significant amount of foreign content, there is less and less space for a diversity of viewpoints and programming. CBC | Radio-Canada, however, has a specific mandate to produce a diverse range of programming for and about Canadians.

Another challenge is audience fragmentation – more television channels for Canadians means smaller audiences and fewer advertising dollars for individual channels, stations and sites. This is a pressing problem for conventional television broadcasters, who are losing advertising revenues to specialty channels – which, in prime time, now account for over 45 per cent of English-language viewing and about a third of viewing by Francophones – and to other non-broadcast platforms, including the Internet.

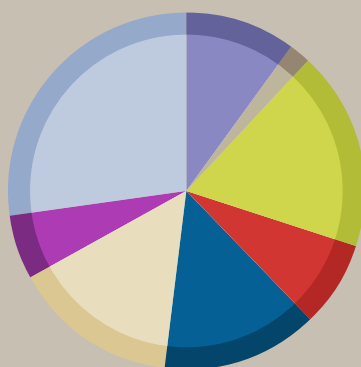
THE FINANCIAL CRISIS IN TELEVISION

Conventional broadcasters are the principal investors in original Canadian television news and entertainment programs, and have long been the cornerstone of the Canadian broadcasting system. Already, conventional broadcasters cannot cover the costs of producing high-quality, prime-time



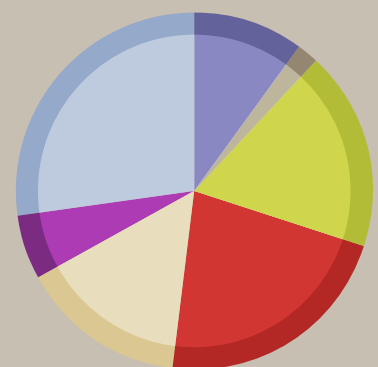
MERGERS IN ENGLISH-LANGUAGE TELEVISION
2006 Revenues After Mergers

- CTVgm + CHUM – 38%
- Canwest + Alliance Atlantis – 22%
- Quebecor – 1%
- Corus – 9%
- Shaw – 1%
- Astral – 5%
- Rogers + City TV – 7%
- CBC – 8%
- Other – 9%



MERGERS IN PRIVATE RADIO
2006 Revenues Before Mergers

- CHUM – 10%
- Cogeco – 2%
- Corus – 18%
- Astral – 8%
- Standard – 14%
- Rogers – 15%
- Newcap – 6%
- Other – 27%



MERGERS IN PRIVATE RADIO
2006 Revenues After Mergers

- CTV (CHUM) – 10%
- Cogeco – 2%
- Corus – 18%
- Astral + Standard – 22%
- Rogers – 15%
- Newcap – 6%
- Other – 27%

Source: 2006 estimates based on CRTC data and company reports.

IN CONTEXT



television with Canadian advertising revenues. In fact, all television broadcasters require significant public support to produce Canadian television programming. Private English-language conventional television broadcasters benefit from tax concessions and other indirect Government support estimated at between \$270 million and \$330 million in 2004, the last year for which data is available.

The financial challenge is acute in English Canada, where private television broadcasters present mostly American programs in the heart of prime time, programs that can be purchased for a fraction of the cost of producing original Canadian programs, yet earn premium advertising revenues.

CANADA'S PRIVATE ENGLISH-LANGUAGE CONVENTIONAL TELEVISION BROADCASTERS RECEIVE MORE IN TAX CONCESSIONS AND OTHER INDIRECT GOVERNMENT SUPPORT THAN DOES CBC TELEVISION IN GOVERNMENT FUNDING

FEDERAL GOVERNMENT SUPPORT FOR PRIVATE ENGLISH-LANGUAGE TELEVISION BROADCASTERS, 1995-1996 TO 2003-2004.

Fiscal year	Low-impact scenario (\$ millions)			High-impact scenario (\$ millions)		
	Simultaneous substitution	Income Tax Act Section 19.1	Total	Simultaneous substitution	Income Tax Act Section 19.1	Total
1995-1996	137	69	207	137	98	235
1996-1997	147	77	224	147	109	256
1997-1998	159	81	241	162	115	277
1998-1999	161	85	246	166	120	287
1999-2000	162	87	249	170	123	293
2000-2001	165	87	251	176	122	298
2001-2002	161	84	245	175	119	294
2002-2003	177	95	273	195	135	330
2003-2004	177	93	271	199	132	331

Nordicity estimates based on methodologies from Donner and data from the CRTC.

Some totals may not add due to rounding.

Analysis of Government Support for Public Broadcasting and Other Culture in Canada. Nordicity Group Ltd., June 2006.

CANADIAN TELEVISION FUND UNDER REVIEW

As well as supporting broadcasters, the Canadian Government supports independent producers of Canadian television programs through contributions to the Canadian Television Fund (CTF), to which cable and satellite companies and Telefilm Canada also contribute.

CBC/Radio-Canada does not receive any money from the CTF; however, because we have a mandate to offer Canadian programs in prime time, 37 per cent of the Fund is reserved for independent productions that we broadcast.

In response to public criticisms of the objectives and management of the CTF from large cable and satellite operators, the Canadian Radio-television and Telecommunications Commission (CRTC) is now reviewing the CTF and will make recommendations to the Government on the future of the Fund.

Photos pages 38-39, left to right: **Grégory Charles**, *In the Key of Charles*, CBC Radio 2, *Des airs de toi*, Première Chaîne. **Ron James**, *Back Home*, CBC Television. **St. Urbain's Horseman**, CBC Television. **Belle-Baie**, Télévision de Radio-Canada. **Dorothée Berryman**, Espace musique.

Photos pages 40-41, left to right: **Randy Bachman's Vinyl Tap**, CBC Radio One, Sirius 137. **Sook-Yin Lee**, *Definitely Not the Opera*, CBC Radio One, Sirius 137. **Poko**, CBC Television, *CBC.ca*, Télévision de Radio-Canada, *Radio-Canada.ca*. **Pierre Maisonneuve**, *Maisonneuve en direct*, Première Chaîne, Sirius 94.



CANADIAN TELEVISION PRODUCTION IS NOT PROFITABLE

ENGLISH-LANGUAGE

(\$ millions)	News	Sports	Drama	Children's	Variety	Documentary and General	Total
Cost of production	461.5	317.1	668.0	234.0	56.6	423.2	2,160.4
Net advertising revenue	261.3	143.5	117.6	28.1	55.1	240.4	846.1
Net subscriber revenue	76.5	110.8	35.0	36.9	7.8	90.0	357.0
Export value	0.0	0.0	122.4	27.3	0.0	35.3	185.1
After-market export sales	0.0	0.0	40.7	25.5	0.8	15.2	82.3
Total revenues	337.8	254.3	315.8	117.9	63.7	380.9	1,470.5
Economic surplus/ (shortfall)	(123.6)	(62.8)	(352.2)	(116.1)	7.1	(42.3)	(689.9)

FRENCH-LANGUAGE

(\$ millions)	News	Sports	Drama	Children's	Variety	Documentary and General	Total
Cost of production	130.3	54.6	193.0	49.0	64.0	270.8	761.8
Net advertising revenue	58.1	16.4	48.0	0.0	12.0	110.1	244.7
Net subscriber revenue	36.6	29.4	9.0	7.7	8.4	18.9	109.9
Export value	0.0	0.0	0.4	0.2	0.3	2.4	3.3
After-market export sales	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total revenues	94.7	45.8	57.4	7.9	20.7	131.4	357.9
Economic surplus/ (shortfall)	(35.6)	(8.8)	(135.6)	(41.1)	(43.3)	(139.4)	(403.9)

Nordicity estimates based on data from CAVCO, CRTC, CFTPA, Nielsen Media Research, CBC I Radio-Canada Research, and Telefilm Canada.

Some totals may not add due to rounding.

Canadian Television: Why the Subsidy? Nordicity Group Ltd., January 2008.

CBC I Radio-Canada is strongly opposed to a proposal to split the Fund into two separate funding streams: a market-driven distributor stream for which funding would be linked closely to audiences, and a separately administered Government stream that would focus on objectives established by the Government. The effect of the split of the Fund would, over time, benefit the private broadcasters who produce less Canadian programming at the expense of financing available to CBC I Radio-Canada, which is devoted to Canadian content.

CBC I RADIO-CANADA'S FINANCIAL CHALLENGES

As well as the challenges facing all broadcasters, CBC I Radio-Canada faces unique financial pressures. We offer more services today than ever before, yet our funding is 33 per cent less in constant dollars than it was in 1990. Cutting costs and generating new revenues cannot give us the resources we need to meet new challenges such as replacing aging broadcasting infrastructure or extending Radio services to communities not served now.

IN CONTEXT



For example, we have been migrating Television production to High Definition Television (HDTV), and in major cities we have built eight digital transmitters covering about half of Canada's population. By 2009, television broadcasters in the United States will be transmitting in the new digital television transmission standard, which includes HDTV formats. If Canadian broadcasters do not follow suit, audiences will likely choose the much higher picture quality offered by US broadcasters.

But to compete with American broadcasters, CBC | Radio-Canada needs funding to switch all Television production from analogue to digital and to build the additional digital transmitters needed to reach the majority of Canadians. For comprehensive coverage across Canada, the transmitters alone could cost up to \$400 million – money CBC | Radio-Canada simply does not have.

Similarly, we do not have the resources to replace aging Radio transmitters installed during the 1970s under the Government's Accelerated Coverage Program. We also lack funding to extend CBC Radio and Radio de Radio-Canada to the six million Anglophone Canadians and two million Francophone Canadians who do not have a local station now, in sizeable communities like Hamilton, or whose service is insufficient, as in growing communities like Sherbrooke.

These financial pressures make it challenging to continue to fulfil our mandate. CBC | Radio-Canada is a creative organisation, however, and we will keep looking for ways to protect the level of service Canadians have come to expect.

RECORD AUDIENCES: STAYING RELEVANT THROUGH PROGRAMMING RENEWAL

CBC | Radio-Canada is constantly renewing programming to respond to audience preferences and to reflect Canada's increasing diversity and shifting demographics. We ensure we reflect diversity by transforming our newsrooms, program mandates and story selection and presentation to better reflect the cultural and ethnic composition and concerns of communities; and by training and mentoring emerging writers and producers of diverse backgrounds.

Just as importantly, we are making our programming available to audiences however and whenever they want it.

We take risks with bold, even audacious, programming, but we also have a rigorous process for measuring programming success, based on criteria that speaks to public value as well as financial and empirical data.

There is no question that program renewal is working: audiences are growing across our services.

RADIO PROGRAMMING RENEWAL HITS HOME

This year, Radio de Radio-Canada and CBC Radio had their highest audience shares ever, even though, overall, Canadians are listening to less traditional radio. Some of this

The ongoing renewal of CBC Radio 2 strengthens our commitment to the original objectives of the network, as defined by CBC | Radio-Canada's Board of Directors in 1983:

“Programming will largely concentrate on Canadian fare featuring extended pop concerts, jazz and folk festival material. [It will] provide a mechanism for discovering, developing and promoting talent which otherwise might not be heard... [and] will also showcase a full range of very listenable material from classics to Canadian music...”

Photos top left to right: **The Tudors**, CBC Television, **bold. Katie Malloch, Tonic**, CBC Radio 2. **Jean Lemire, Le dernier continent**, Télévision de Radio-Canada. **Dragons' Den**, CBC Television. **Alain Lefèvre**, Espace musique. Photo right: **Little Mosque on the Prairie**, CBC Television.



year's local audience increases were startling. For example, CBC Radio One's morning show in Ottawa went from a 20.9 per cent audience share last year to 29.5 per cent this year – a jump of over 40 per cent; and at Radio de Radio-Canada, the audience share for Première Chaîne's Montréal morning show rose from 14 to 23 per cent, an increase of 64 per cent (BBM Fall 2006 and BBM Fall 2007).

Increases like these are the result of our refining and broadening of Radio programming, driven by what audiences want and by the distinctive character of each community we serve. Audiences are not alone in noticing the changes: in recent years, our Radio networks have won virtually every prestigious national and international broadcasting award.

CBC TELEVISION: MAKING PROGRAMS AUDIENCES WANT TO WATCH

Here is the challenge for CBC Television: English-speaking Canadians are the only audience in the Western world that prefers to watch television programs made in another country. Because television is the defining media of our era, making truly domestic programs that attract large audiences is crucial to sustaining Canadian culture.

CBC Television has taken on the challenge with a strategy for creating the kind of programs that audiences want – programs that are intelligent, compelling, entertaining, and distinctively Canadian. CBC Television has re-invented how it develops programs and how it works with independent producers; it is focusing on loyalty-generating series rather than mini-series or movies; and it is introducing new entertainment programming, plus a wider range of Sports.

This year's prime-time schedule, the first to feature a full slate of new programs developed under the new strategy, earned CBC Television its highest launch week prime-time audience share in six years. In fact, CBC Television's 2007–2008 regular season (broadcast weeks 6–32) prime-time schedule has this year outperformed Global Television's predominantly American prime-time schedule.

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IN CONTEXT



CONTINUING SUCCESS FOR TÉLÉVISION DE RADIO-CANADA

CBC Television's successes were preceded by similar renewal for Télévision de Radio-Canada. For example in just one year, from 2003–2004 to 2004–2005, the network's prime-time audience share increased by 40 per cent. This was achieved by investing over several years in new programs that are daring and provocative, yet have broad appeal.

Télévision de Radio-Canada continued to build on its past success this year, launching highly popular new programs and increasing its audience share, despite ever-more intense competition, especially from specialty channels. This year, the network had two new shows in the top 10 French-language prime-time programs and other new programs fared very well.

NEW MEDIA: THE PATH TO INNOVATION

CBC | Radio-Canada has been a pioneer on the Internet, satellite radio, podcasts, streaming video for cell phones and other handheld devices, and many other emerging services. For audiences, these new services mean a deeper, on-demand and interactive relationship with CBC | Radio-Canada. For example, this year we piloted a multi-platform News approach that features audience-generated content and a focus on issues that the community identifies as priorities.

On the Internet, *Radio-Canada.ca* and *CBC.ca* continue to be among the country's most visited media websites and increasingly offer content that complements our Radio and Television programs.

Podcasts of CBC | Radio-Canada programs are popular with audiences of all ages – more than one million are downloaded every month. The English-language music service, CBC Radio 3, is one of the top podcasts worldwide, with 4.4 million downloads between May 2007 and March 2008.

Sirius Canada, in which CBC | Radio-Canada is a founder and a partner, is the satellite radio leader in Canada, with nearly 700,000 subscribers as of March 31, 2008. Sirius Canada offers CBC | Radio-Canada programming on six of its 11 Canadian channels, expanding our reach to Canadians and to subscribers in the US, which now number more than eight million.

Satellite radio provider, Sirius Canada, in which CBC | Radio-Canada is a founder and a partner, is now the leading satellite radio provider in Canada, with nearly 700,000 subscribers as of March 31, 2008.



Photos top left to right: **Edgar Fruitier**, Espace musique. **Providence**, Télévision de Radio-Canada. **Alan Guettel**, *Dispatches*, CBC Radio One, Sirius 137. **The Border**, CBC Television. **Sophie**, CBC Television.

Photo bottom left: **Virginie**, Télévision de Radio-Canada.

Photo bottom right: **Francis Reddy**, *Tous pour un*, Télévision de Radio-Canada.



AFFIRMING THE VALUE OF PUBLIC BROADCASTING

CBC | Radio-Canada's goal is to be the best in everything we do, whether it is offering audiences the most distinct and high-quality Canadian content available, or leading innovation in new broadcasting platforms and services.

The ultimate test of our success is this: Are we meeting our obligations to Canadians?

In its recent year-long review of the Corporation's mandate, conducted at the request of the Government, the all-party Standing Committee on Canadian Heritage attempted to answer this question. The Committee held public hearings across the country, receiving submissions and testimony from members of the public, commercial broadcasters and the independent production industry, unions and guilds, and other groups and individuals concerned about the future of public broadcasting.

In late February 2008, the Committee released its report, *CBC | Radio-Canada: Defining Distinctiveness in the Changing Media Landscape*. In it, the Committee affirmed the value and relevance of the national public broadcaster: "The Committee regards CBC | Radio-Canada as an essential public institution that plays a crucial role in bringing Canadians closer together.... The vast majority of the evidence stressed the distinctiveness of CBC | Radio-Canada, reflected in the quality, originality and creativity of its programming."

The Standing Committee on Canadian Heritage affirmed the value and relevance of CBC | Radio-Canada "...as an essential public institution that plays a crucial role in bringing Canadians closer together..."

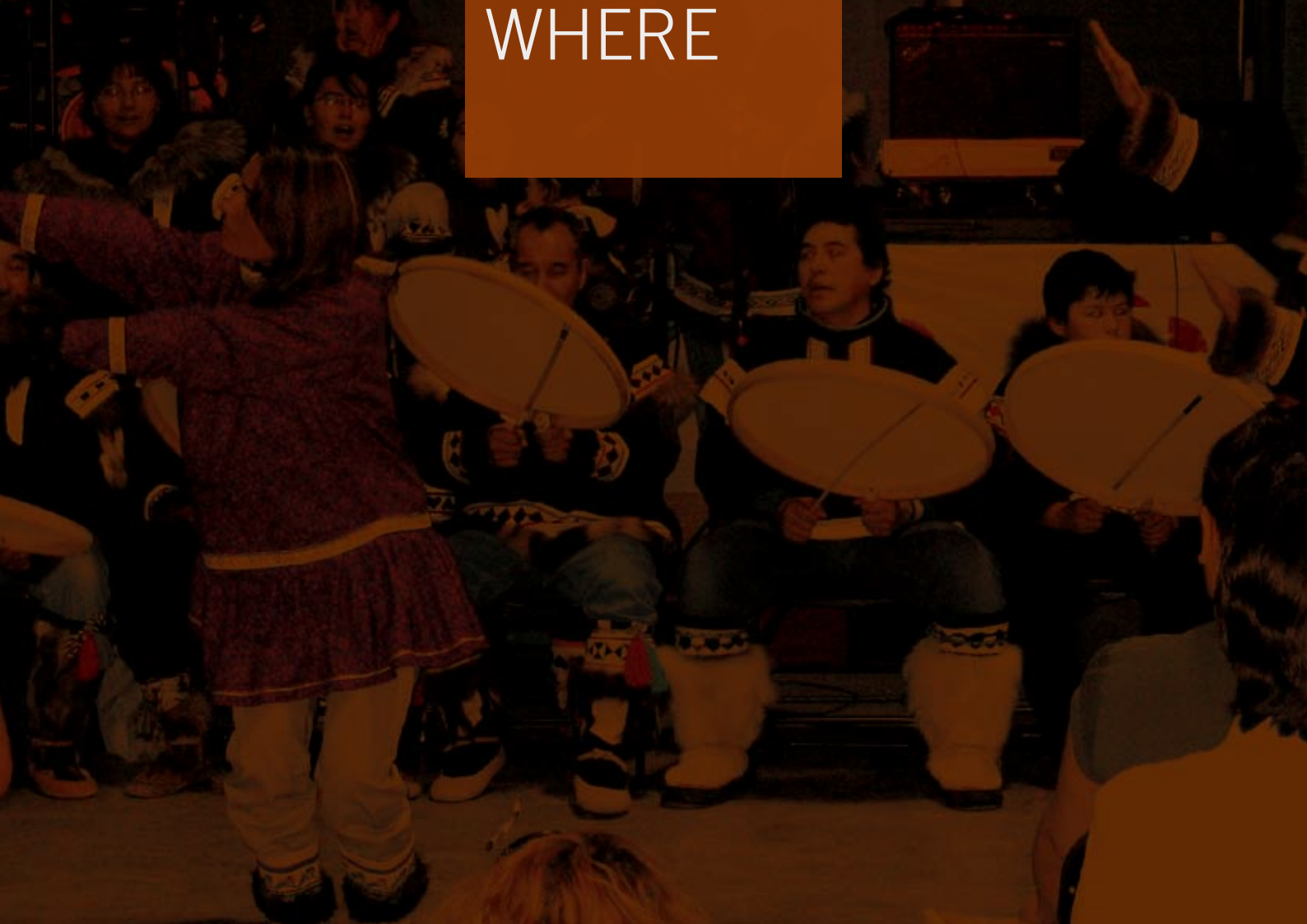
At the same time, the Committee made 47 recommendations on how to strengthen the contribution that the national public broadcaster makes to Canadian culture and democracy. Key among these was a recommendation for a formal process through which the Government would precisely define the mandate of CBC | Radio-Canada every seven years, spelling out the services we would deliver and the resources we would receive to fund those services. Through this process, Canadians would have a regular opportunity to express their views on the appropriate role and scope of their public broadcaster.

The Committee's report is a thoughtful and thorough response to a fundamental challenge: CBC | Radio-Canada's mandate has not been revised for more than 15 years, yet in that time, Canadian society and the broadcasting industry have changed dramatically. To continue to have the necessary tools to serve Canadians in the 21st century, the Corporation needs a clearly defined mandate and sufficient resources to fulfil that mandate.





WE'RE
EVERY-
WHERE





REGIONAL REFLECTION, DIVERSITY AND SERVING THE COMMUNITY

As Canada's national public broadcaster, CBC | Radio-Canada creates and broadcasts high-quality programming that reflects the country's different regions and increasing diversity. The Corporation also maintains a strong presence in Canadian communities.

We are the only Canadian broadcaster to air programs in English and French across the country, in eight Aboriginal languages in the North, in nine languages around the world on Radio Canada International, and in eight languages on RCI viva for new and aspiring Canadians.

REGIONAL REFLECTION

A key aspect of CBC | Radio-Canada's mandate is to provide programming that connects Canadians by reflecting the country's regions to each other and offering a forum for local issues and concerns. This year we have strengthened our regional programming and regional presence in a number of ways.

In February 2007, CBC Television expanded local supper hour newscasts from 30 minutes to an hour and extensively renewed programming. The results this year were impressive: audiences grew by 30 per cent from the previous season, reversing a long decline. New weekday local lifestyle programs which had been introduced in Vancouver, Calgary, Regina, Winnipeg, Ottawa, Toronto, Montréal, Halifax, and St. John's in January 2007, continued successfully this year.

CBC Radio 2 recorded 750 concerts throughout the regions, from Victoria to St. John's to Iqaluit. CBC Radio held an unprecedented number of stakeholder meetings and public forums in some of the fastest growing areas of the country to discuss how public broadcasting can reflect the country's communities.

French Services introduced several new programs featuring regional content. On Télévision de Radio-Canada, these included *Séquestrés*, the first major Franco-Manitoban drama; *Belle-Baie*, the first French-language drama series ever filmed in New Brunswick; and *C'est ça la vie*, a new weekday magazine-type program produced in Ottawa. Regional News services were also expanded: in September 2007, *Le téléjournal/Atlantique* began airing seven days a week; and Western Canada's four *Téléjournal* newscasts went from a 30-minute to an hour-long format in January 2008.

On Radio de Radio-Canada, a number of Première Chaîne programs went on location. *Fréquence libre* visited Vancouver for Festival d'été francophone de

A key aspect of CBC | Radio-Canada's mandate is to provide programming that connects Canadians by reflecting the country's regions to each other and offering a forum for local issues and concerns. This year we have strengthened our regional programming and regional presence in a number of ways.

Photos left top to bottom: Don Cherry, Ron MacLean, Hockey Day in Canada, Winkler, Manitoba, CBC Television, CBC Radio One, CBC.ca. Great Northern Arts Festival.

REGIONAL REFLECTION, DIVERSITY, COMMUNITY



Vancouver's Chant'ouest music festival; the team from the weekend morning program kicked off the new season in Shediac; and *Vous m'en lirez tant* was broadcast from Toronto and Shippagan.

In June 2007, Radio-Canada was a major partner at Sommet des communautés francophones et acadiennes in Ottawa, broadcasting a number of programs on-site. And Radio-Canada marked National Acadian Day on August 15, 2007, with special programs on RDI, Television and Radio.

PROMOTING DIVERSITY

In addition to the activities described under RCI viva above, CBC | Radio-Canada is integrating diversity throughout the organisation through a range of initiatives that are empowering managers and programmers to effectively reflect the contemporary diversity of Canada. Some of this year's initiatives included:

ENGLISH SERVICES

- In February 2008, Graham Dixon, of the British Broadcasting Corporation's Radio 3, spoke to CBC staff about the successes and challenges of the BBC's diversity strategy.
- Starting in February 2008, a workshop on hiring and retaining diverse candidates was offered to hiring managers across the country. Another workshop presented in five regions helped programmers to develop programs more reflective of local communities.
- A one-day conference, *Aboriginal Matters*, in Regina, brought together more than 20 CBC Aboriginal journalists and senior News management to share successes and challenges in covering Aboriginal issues.
- CBC Radio commissioned *The Journey (Pimootewin)*, the first opera in the Cree language, a collaboration between Tomson Highway and Melissa Hui.
- *CBC's Hockey Day in Canada*, held this year on February 9th, broadcast NHL games in Cantonese, Mandarin and Hindi exclusively on *CBCSports.ca*. Early in the next fiscal year, *CBC's Hockey Night in Canada* will provide coverage of certain playoff games in Mandarin and Punjabi.

FRENCH SERVICES

- French Services established a Diversity Working Group to develop an action plan to help Radio-Canada increase diversity, both as an employer and as a producer and broadcaster. The working group looked at Radio-Canada representation – on air and on staff – for cultural and ethnic communities, Aboriginal peoples, women, and people with disabilities.
- We evaluated the recruitment and retention of on-air personnel to identify systemic barriers to employment and promotion.
- *Le téléjournal/Montréal* broadcast special programs on the Haitian, Lebanese and Indian communities, and on the Chinese New Year and Ramadan.
- Cultural sensitivity has become an explicit criterion for new drama programs.

On December 31, 2007, audiences from across the country listened to or watched a live broadcast kicking off the year-long celebration of Québec City's 400th anniversary. As a major media partner in the festivities, CBC | Radio-Canada will cover anniversary events throughout 2008 from facilities at the celebration's main site.



- Aboriginal peoples were featured on a wide range of programs covering extremely varied topics from all across the country. These included a *L'épicerie* segment on traditional First Nations feasts; a *Second regard* report on Aboriginal peoples' faith; *Le jour du Seigneur* coverage of a mass in Algonquin and French, filmed in an Algonquin village; and *Le téléjournal's* portrait of prominent Algonquin lawyer, Fanny Wylde.

SERVING THE COMMUNITY

As well as connecting to audiences through our programming, CBC Radio-Canada contributes in many other ways to the communities we serve. We support and cover hundreds of community events, festivals and literary and artistic competitions. We also support communities with local fundraising events that range from turkey and food drives to full-day remote broadcasts.



CBC Radio-Canada develops solid relationships with individuals, organisations and companies based on relevance and connection to our audiences and our communities. The regional and national partnership teams support the Corporation's programming and initiate or participate in local social and cultural outreach projects, including those with diverse communities, that build audiences and create public value and social capital for both CBC Radio-Canada and Canadians.

There are many examples of community projects again this year: *CBC's Soccer Day in Canada* (promoting local soccer and highlighting FIFA broadcasts on CBC Radio-Canada); *CBC's Hockey Day in Canada* (raising \$32,895 for KidSport Manitoba which was matched by the National Hockey League Player's Association's Goals and Dreams fund, for a total donation of more than \$65,000 in money and hockey equipment); hosting formal citizenship ceremonies welcoming new Canadians in various cities across the country; advance screenings and panel discussion of CBC Television's *The Englishman's Boy* in Regina and at Carry the Kettle First Nation in Saskatchewan; *Learning English with CBC* website in Manitoba; readings of *A Christmas Carol* and significant charity holiday fundraising activities across Canada; television and online stories related to the Montreal Children's Hospital Trauma Centre & Injury Prevention; and the Women's International Film Festival, Fit for School, and African drumming event in Newfoundland.

Radio-Canada joined other Québec media outlets for the annual La grande guignolée des médias, which collects cash and food donations for the less fortunate in the run-up to the holidays. Radio de Radio-Canada Manitoba also organised the Radiothon de l'espoir, which generated over \$132,900 for the St. Boniface Hospital & Research Foundation. Radio-Canada's Saguenay staff took part in Opération soupe populaire, which brought in over \$160,000. Lastly, in New Brunswick, Radio de Radio-Canada aired the Radiothon de l'Arbre de l'espoir, which raised over \$1.5 million this year for cancer research at the Dr. Georges-L.-Dumont Hospital Foundation.

CBC's Hockey Day in Canada broadcast NHL games in Cantonese, Mandarin and Hindi exclusively on CBCSports.ca. Early in the next fiscal year, CBC's Hockey Night in Canada will provide coverage of certain playoff games in Mandarin and Punjabi.

Photos left to right: Boucar Diouf, Francis Reddy, Des kiwis et des hommes, Télévision de Radio-Canada. Citizenship Day, Saskatoon, Saskatchewan. Andrew Craig, Garvia Bailey, Michael Lashley (Consul General of Trinidad and Tobago), Big City, Small World, CBC Radio One. CBC Winnipeg Comedy Festival. Christiane Charette, Christiane Charette, Première Chaîne, Sirius 94.



MAKING
IT HAPPEN





BEHIND THE SCENES

Producing thousands of programs across Canada is complex and challenging. It requires both the encouragement and facilitation of its employees' creativity and productivity, and a continual review of its business approaches and production technologies to find savings and generate revenues that can be re-invested in programming.

Since 2000–2001, the Corporation has achieved one-time productivity savings and revenue increases of \$163 million and ongoing annual savings and revenues of \$82 million. We are also investing in our employees, in order to provide them with opportunities and a working environment in which they can have job satisfaction and achieve their potential.

HUMAN RESOURCES: BUILDING AND STRENGTHENING OUR TEAM

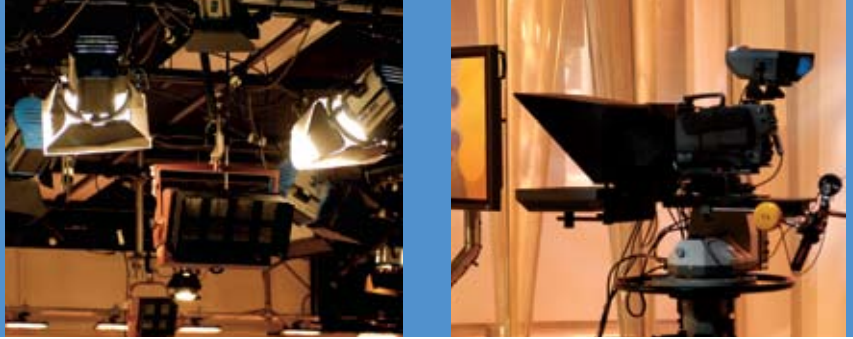
When the new President and CEO of CBCI Radio-Canada arrived in January 2008, he announced several employee-related priorities that he considers crucial: establishing a strong working relationship with employees, engaging the workforce to advance the organisation's strategic and operational directions and renewing the Corporation's relationship with the Unions that represent its employees. In pursuit of successfully achieving these goals, the President immediately began to meet informally with employees in small and large groups, and with numerous employees in individual hour-long sessions, in order to learn their realities, perspectives and ideas. Among other employee consultations, either effected or planned, is *Challenge Us!*, a forum scheduled for May 2008, to which a cross-section of employees from different regions and segments of the Corporation have been invited to participate. Their goal is to challenge assumptions and to help refine the Corporation's vision and strategy for the future. The President also began his meetings with the Unions that represent its employees, and is communicating regularly with all employees, informing them of his thoughts and directions as he works to make a more cohesive, effective company that encourages the best of each employee.

CBCI Radio-Canada's Human Resources strategy focuses on maximising the potential of its workforce while continuing to increase efficiency. We must address critical workforce trends and challenges such as a limited pool of new talent as the

The new President's priorities include establishing strong working relationships with employees and the Unions that represent its employees, and engaging the workforce.

Photos left top to bottom: Centre de l'information, Maison de Radio-Canada in Montréal, Newsroom, Ottawa Broadcast Centre.

BEHIND THE SCENES



population ages, an increasingly competitive market and the need to ensure a diverse workforce. At the same time, we must contend with ongoing budget constraints and rapidly evolving technology.

To help address many of these challenges, this year we established a division to strengthen talent management and leadership development. The division is responsible for the design and development of core talent management processes such as recruitment, performance management, learning and development, and succession planning. In addition, the Corporation is making an investment in an SAP talent management system which will be implemented in Fall 2008.

This year, collective agreements were reached with key Unions, including the Association des réalisateurs (AR), the Syndicat canadien de la fonction publique (SCFP), and the American Federation of Musicians (AFM) in Canada. The first two agreements were achieved using an innovative, interest-based negotiating process. To prepare for 2009 negotiations with other key Unions, the Industrial Relations Planning Committee worked on an integrated Industrial Relations strategy.

ORGANISATIONAL HEALTH AND WELLNESS

Creating a healthier workplace has been a priority for the Corporation for several years. To offer employees better service wherever they work, this year the National EAP Board selected a single company to help employees in need, under our Employee Assistance Program (EAP). In response to the findings from employee surveys conducted in 2001 and 2004, and in order to enhance the work climate for all teams and to promote a healthy workplace, the Corporation's Senior Management and the Unions of CBC/Radio-Canada produced mandatory, interactive Respect in the Workplace workshops which were facilitated by a manager and a unionised employee. About 70 per cent of employees attended the workshops this year. Online Hazard Prevention Program training was completed by 60 per cent of employees, and our influenza vaccination program was delivered to 26 per cent of our workforce in 25 cities.

CBC/Radio-Canada is also committed to environmental protection and sustainable development. We have integrated environmental priorities into all of our working units and have created a cross-corporate Environmental Lead Team to initiate continuous improvement in minimising the impact of our operations on the environment.

In 2007, Corporate components worked to achieve improved energy consumption, conducted a very successful pilot for e-waste disposal practices and took steps to protect species at risk at our transmitter sites.

We will continue to emphasise energy conservation, reduction of greenhouse gas emissions and the engagement of our employees in reducing our environmental footprint.

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Photos left to right: Studio 42, Ottawa Broadcast Centre.
Studio 42, Ottawa Broadcast Centre.
Vancouver Production Centre.
Newsroom, Ottawa Broadcast Centre.



REAL ESTATE

The Real Estate Division has two core objectives: to create a stimulating and functional work environment, and to contribute financially to the Corporation.

The Division generated revenues, savings and cost avoidance totalling more than \$39.3 million this year. Energy efficiency, operations reviews, zero-based budgeting, and lease audits accounted for \$5.6 million in savings and cost avoidance; sales of excess space accounted for \$27.1 million; and leasing and other revenues, for \$6.6 million.

Working closely with the media groups, the Real Estate Division developed revitalisation concepts for the Corporation's two largest facilities, the Canadian Broadcasting Centre in Toronto and Maison de Radio-Canada in Montréal. These concepts will improve the workplace for nearly 7,000 staff, establish a stronger connection to our local audiences and deepen our relationship with both of these urban neighbourhoods. Our goal is to self-fund revitalisation by leasing surplus space in Toronto and selling development rights on adjacent lands in Montréal.

Other operational highlights included progress on modernisation of our Vancouver facilities – this work will be completed in 2009 – and consolidation of our facilities in St. John's, Newfoundland and Labrador, which was completed in Spring 2007.

The Real Estate Division also continued its emphasis on enhancing good management practices, including environmental protection and sustainable development. In this regard, the Division's first Annual Environmental Plan included multi-year programs for energy conservation, reduction of greenhouse gases, environmental building audits, environmental site assessments, and conversion of our cooling systems to environmentally compliant refrigerant.

The Canadian Broadcasting Centre in Toronto and the Vancouver Production Centre were both awarded Go Green Plus certification by the Building Owners and Managers Association (BOMA). This unique national certification program recognises environmental leadership within the commercial real estate industry by measuring each building's energy use, indoor health and environmental performance against the best industry operation and management practices. Maison de Radio-Canada in Montréal won the 2007 Pilier d'or award from the Association des gestionnaires de parcs immobiliers (AGPI) in the environment category. And BOMA Québec named Maison de Radio-Canada in Montréal its Building of the Year in the Government Building category.

MERCHANDISING

CBC | Radio-Canada is one of the country's most widely recognised brands. The Merchandising Division, created in 2002, brings in revenue, both nationally and internationally, from content licensing, CD and DVD sales and distribution, digital downloads, books, clothing, and CBC | Radio-Canada-authorized merchandise.

In 2007–2008, the Division's revenues totalled over \$10 million. This year, CBC Records took home the Corporation's first-ever Grammy award for the album, *Barber, Korngold, Walton: Violin Concertos*, featuring Canadian violinist James Ehnes and the Vancouver Symphony Orchestra conducted by Bramwell Tovey.

Merchandise can be purchased from www.cbcsshop.ca.



BEHIND THE SCENES



TECHNOLOGY

CBCI Radio-Canada invests in state-of-the-art technology to make production and business processes more efficient, and to support overall Corporate objectives.

CBCI Radio-Canada Transmission generated \$8.3 million in revenues from transmission site sharing and co-location licence agreements and renewed shortwave transmission contracts with overseas broadcasters worth almost \$1.0 million. A new uplink agreement for the Corporation's specialty cable services will bring \$1.0 million in savings over the term of the agreement.

All English and French News production was converted to widescreen format this year. Regional News coverage was improved with projects in Vancouver and Toronto that offered audiences CBC News at any time, on any platform.

We implemented one integrated system for our Television business units that will provide process integration and information sharing between functions such as sales, programming and scheduling, among others. Télévision de Radio-Canada is fully utilising this new system and CBC Television will begin using it in the next fiscal year.

We continue to pioneer the use of new technologies that substantially reduce the cost of producing remote events, such as the Beijing 2008 Summer Olympics. And our new digital, file-based archiving system gives production staff a more efficient means of storing and gaining access to program content.

To reinforce the Corporate objective of strengthening commitment to employees, an employee portal was launched this year that is greatly helping to improve communication across the country, taking into consideration regional and language differences and our global Corporate culture.

DIGITAL AND HIGH DEFINITION TELEVISION (HDTV)

CBCI Radio-Canada has digital high definition (HD) transmitters in Montréal, Toronto, Québec City, Vancouver, and Ottawa and, this year, two Television studios were upgraded to HD production in Montréal.

In collaboration with New Media business units, CBC Technology continues to experiment with new Web content delivery methods – such as peering, edge-caching, IP multicasting, and peer-to-peer – that allow *CBC.ca* and *Radio-Canada.ca* to lower costs while attracting more visitors with richer content.

MOBILE DIVISION

The Mobile Division ensures that programs have access to mobile production equipment and also generates revenue for investing in programming by selling excess capacity.

CONTENT MANAGEMENT/ARCHIVES

Again in 2007–2008, the Corporation expanded use of programming and increased revenue from our archives, and made progress in obtaining and exploiting rights for program content.

Since 2000-2001, the Corporation has achieved one-time productivity savings and revenue increases of \$163 million and ongoing annual savings and revenues of \$82 million.

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