

APPENDIX 1  
OLMC CONSULTATION REPORT  
FRENCH SERVICES

**ANNUAL REPORT 2015–2016  
FORMAL CONSULTATIONS WITH OLMCs  
CBC/RADIO-CANADA FRENCH SERVICES  
NOVEMBER 28, 2016**

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## **Introduction**

As of September 1, 2013, CBC/Radio-Canada has been required under condition of licence to “hold a formal consultation at least once every two years with official language minority communities (OLMCs) located in each of the regions of Atlantic Canada, Ontario, Western Canada, the North and Quebec to discuss issues that affect their development and vitality. For the French-language services, the relevant regions are Atlantic Canada, Ontario, Western Canada and the North. For the English-language services, the relevant region is Quebec. Consultations shall include independent producers from OLMCs. The licensee shall report annually on consultations that took place that year and demonstrate how feedback from the consultations was taken into consideration in the Corporation’s decision making process.”

CBC/Radio-Canada French Services, comprising the radio services ICI Radio-Canada Première and ICI Musique along with the TV services ICI Radio-Canada Télé, ICI RDI and ICI ARTV, fulfilled the requirements for the initial two-year consultation cycle by consulting communities in Western Canada and the North in April 2014, Ontario in October 2014, and Atlantic Canada in April 2015, and by filing the annual reports of those consultations with the Commission.

The second two-year cycle, initiated on September 1, 2015, began with a Western Canada and North consultation meeting held on May 30, 2016, in Vancouver, which is the subject of this report. It aims to bring to light the key issues raised during the consultation and demonstrate how CBC/Radio-Canada’s decision-making process takes into consideration the feedback obtained.

It’s important to note that official consultations like these are not the only opportunities for conversations between the Corporation and OLMCs. Wishing to keep the dialogue going and strengthen its ties with the various organizations and associations representing Canada’s French-speaking communities, the Corporation had set up OLMC consultation mechanisms before the condition of licence came into effect. In addition to the many meetings held by regional management with representatives of communities, which are regularly scheduled every year, official bilateral meetings were held on October 16, 2015, with the Fédération culturelle canadienne-française (FCCF), and April 26, 2016, with the Alliance des radios communautaires du Canada (ARC). French Services also maintains regular communications with independent producers via the Alliance des producteurs francophones du Canada (APFC). Various projects are also under way.

This report contains three main sections:

1. The general context within which the consultations took place;
2. The principal concerns raised by participants and their vision of the future;
3. Flagship projects resulting from the consultation process.

We stress that the initiatives outlined in the final section are not the only facet of the Corporation's efforts in the area of services to OLMCs. CBC/Radio-Canada pays particular attention to the needs of official language minority communities, as evidenced by the fact that it complies with and even exceeds, year after year, the licence conditions relative to the specific needs of OLMCs, as summarized in the detailed annual reports by French Services submitted today to the Commission.<sup>1</sup>

Those annual reports also include the results of the audience perception surveys that the Corporation conducts each year. The results for this year are, incidentally, quite positive, with satisfaction among OLMCs ranging between 72% and 91% depending on the criteria measured.

## **1. Background**

The major development of 2015–16 has been the federal government's announcement that it plans to reinvest in Canada's public broadcaster. After years of budget cuts, the Corporation will see increased financing in the coming years, thanks to confirmed reinvestments that aim to "modernize and revitalize CBC/Radio-Canada in the digital era."

### Continuation of Strategy 2020

CBC/Radio-Canada intends to stay the course on its Strategy 2020, highlighting the essential character of its regional presence. That presence remains a priority: by building on an approach rooted in everyday life in the communities and in platform complementarity, the Corporation wishes to strengthen its bond of proximity with Canadians, right across the country.

The arrival of the first wave of funding (\$75 million earmarked for the entire Corporation) has enabled CBC/Radio-Canada to stabilize initiatives already begun and to accelerate the transition under way, notably to achieve consolidation of its offering in the regions. Radio-Canada Regional Services is currently pursuing three priority areas:

- a) The digital transformation;
- b) Restoration of non-news programming where it had been reduced as a result of the budget cuts;
- c) Talent development.

Measures have been taken, and are detailed in the following sections. The next wave of reinvestment, \$150 million in 2017–18, will allow the Corporation to do even more.

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<sup>1</sup> These reports are available on the CBC/Radio-Canada corporate website: <http://www.cbc.radio-canada.ca/en/reporting-to-canadians/reports/submissions/crtc-submissions/>

### Reasserting the importance of these consultations

Although the financial context was markedly different at the time of the consultations held before hat for Western Canada and the North on May 30, 2016, the objectives remain the same:

- Sound out OLMCs with respect to programming, validate certain initiatives and strategic choices and, as the case may be, identify new challenges;
- Reframe perceptions and ensure better understanding of the public broadcaster's intended path in the years to come; and
- Define concrete avenues of action that will enable the Corporation to strengthen its connections with the various communities.

It should be noted that, at the Western Canada and North consultation, the Corporation also took the opportunity to validate interest on the part of OLMC members in certain types of regional programming that complement news and information programming, such as culture magazine shows, so as to ensure the coherence of its regional reinvestment strategy and its match with the needs of communities.

Lastly, note that each of the various initiatives outlined in the third section of the report addresses concerns raised in the past few years. Some, like the addition of four new ICI Radio-Canada Première transmitters in Jasper, Lake Louise, Banff and Sarnia, provide concrete evidence of the direct benefits to minority language communities. Others are part of a broader approach aimed at proving that the Corporation does take feedback into account as part of its planning process.

## **2. General observations and principal issues raised**

As with the initial public consultations in the Western Canada and North regions in April 2014, this second official regional meeting benefited from a multiplatform advertising campaign designed to reach the largest possible number of Canadians. The meeting was webcast live to ensure broader citizen participation, and brought together some 200 Canadians from the Western and North regions (in person and online) eager to have their voices heard and be part of the conversation on the topic "*Radio-Canada se transforme. Avec vous*" ("Radio-Canada is changing along with you").

Note: information on attendance at these meetings can be found in the Appendices.

## 2.1 Some general observations stemming from the consultations

- Overall, participants appreciated the initiative. Proactive participation; productive discussions;
- Two-tier consultation: first a meeting with community groups, then a town hall-type public gathering of citizens, open to all and webcast.
- Two main sections: general comments on programming, and thinking about future directions.
- Varied participants: citizens (some of whom are especially engaged in the public sphere) and representatives of associations. Few representatives of the younger generation and stakeholders from cultural communities, however.
- Consultation process: a conversation is needed about the format and formula, so as to broaden the scope of the initiative and take better advantage of the process.

### Overall, on the part of participants:

- Acknowledgement of the changes in media consumption habits and, in turn, of the significance of the shift to digital at Radio-Canada. However, insistence that presence must be maintained on so-called traditional platforms.
- Too many promos on GTV in Western Canada<sup>2</sup>: for the first time since the inception of the public consultation meetings, this aspect was clearly emphasized, both by citizens and association representatives. This is a new concern that requires new courses of action.
- Perception that on the national radio and TV networks, Quebec perspectives predominate.
- Reiteration of the important role of youth and cultural communities in renewing the French language and identity across Canada.

## 2.2 Principal concerns raised during the consultation

Generally speaking, Francophone Canadians living in minority language communities share similar concerns and face similar challenges: the same broad issues raised in the public meetings in the Western Canada and North regions had been raised by participants in the Ontario and Atlantic region meetings.

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<sup>2</sup> Note that these promo capsules in Western Canada are broadcast during what are commercial blocks (media buys) elsewhere in the country.

As previously mentioned, the context for this consultation differed from that for previous ones. Though the frame of reference varies with the geographical and cultural context, however, the same basic preoccupations remain:

#### **a) Structural aspects**

- **New financial context**  
Participants had questions about how the new government funding will be used. They reiterated the importance of maintaining a firm regional footprint, and ensuring a public broadcasting presence in the various French-speaking communities across the country.
- **Maintaining quality regional news services**  
There was concern over reduced regional news resources, something that has been observed for a number of years. Some participants reminded the Corporation of the critical importance of having a solid, credible, independent news service.
- **Digital offering**  
It's difficult to strike a balance given that digital platforms are being adopted so rapidly: CBC/Radio-Canada must adjust its offering to match shifting consumption patterns, while also ensuring that it serves as many Canadians as possible.
- **Radio signal accessibility**  
Vancouver Island: a citizen wanted to know what process needs to be initiated to have a new transmitter built so residents can listen ICI Radio-Canada Première.

#### **b) Content aspects**

- **Promos**  
There is irritation regarding what is seen as an overabundance of promos on TV. Many people would like to see a return to culture and community segments on TV, which would provide a better reflection of the dynamic Francophone culture in the region.
- **Representation in national broadcasts**  
There are challenges in striking a balance between Quebec and other regions (e.g., topics covered, stakeholders/artists invited as guests, preferred cultural references). One example mentioned by some TV viewers: their region is occasionally excluded from the weather forecast on the national *Téléjournal* because of time constraints.

- **Diversity in local content**  
There was disappointment at the lack of diversity in local content on daytime regional TV programming (greater redundancy observed since the last round of budget cuts). Participants reiterated the importance of investing in quality content. There is interest in development of content other than news and information (e.g., cultural).
- **Openness to the world**  
In news and information programming, Canadian perspectives on world affairs should be maintained and even expanded.

### c) Audience aspects

- **Maintaining roots in communities / “on-the-ground” presence**  
Participants reiterated that it’s important for the public broadcaster to strengthen its presence in the various communities, for instance via the events / arts & culture sphere (live performance recordings, festivals, or a regional tour as part of special projects).
- **Youth**  
There is acknowledgement of the role of CBC/Radio-Canada French Services in providing an invaluable identity lever for passing on the French language among youth in OLMCs. The challenge is to win over those audiences and nurture their sense of shared identity in a context of fragmenting media supply and evolving consumption habits. Is there an opportunity to build more gateways with the educational milieu?
- **Cultural diversity**  
Participants reiterated the importance of reflecting the growth of new Francophone communities in Canada. They acknowledged that efforts are being made, but said that more needs to be done.
- **North**  
Some residents of Northern regions are worried about the minimal French-language coverage of this vast territory. This is a challenge for the Corporation, as there are several ways of covering the North: local presence for regional broadcasts, and special projects for topics with national scope (e.g., social, political, economic, environmental)

### d) Partner and community relations aspect

- **Partnerships**  
There is confusion regarding the new approach and expectations of the public broadcaster as concerns partnerships. Cultural and community groups are disappointed with the new policy directions and would like to see a return to the



“visibility agreements” as “practiced” in the past (note: see subsequent pages for details on this aspect).

- **Consultation process**

Some participants urged the Corporation to revisit the consultation process, in terms of format as well as duration and frequency. Might it be possible to make greater use of digital platforms to broaden the scope of the process and of citizen participation?

## **2.3 Vision of the future**

There seems to be a shared vision of the future among several participants, of a public broadcaster that:

- Has an even stronger presence in its communities:
  - physically, at various events (cultural, community, etc.);
  - through content (topics, angles, participants, etc.);
  - and via links with the various regional associations and the Corporation’s partners;
- Awakens interest in and curiosity about the French fact in Canada, in all its diversity;
- Effects large-scale mobilization of the Acadian community;
- Is stimulating for the younger generation;
- Is attractive to newcomers to this country; and
- Is open to the world.

Note that this vision corresponds with the future directions that have been shared by the Corporation, as evidenced by the various projects presented.

## **3. Flagship projects related to the consultation**

As previously mentioned, CBC/Radio-Canada’s Strategy 2020 reaffirms the public broadcaster’s desire to remain the leader in regional presence by committing to deliver relevant, engaging local programming, efficiently and at a responsible cost. The reader is reminded of the three priorities of Radio-Canada Regional Services:

1. The digital transformation;
2. Restoration of non-news programming where it had been reduced as a result of the budget cuts;
3. Talent development.

Actions taken:

- Hiring of new expert resources to strengthen the digital content offering and ensure presence 18 hours a day, 7 days a week.

- Start of preparatory work on non-news programming. Reminder: 2 episodes of *ONIVA!* (a youth TV program that gives a voice to young Francophones from schools in Ontario and Western Canada) and 4 of *Méchante soirée* (a weekly arts & culture TV program, taped in front of a live audience and featuring Acadian musicians and artists) have already been added to the current lineup.
- Thinking is under way regarding training and retention of talents. There are opportunities for collaboration with community radio stations.

In the interest of continuity, following are some updates on a number of flagship projects. These forward-looking initiatives respond to several issues raised during the consultation meetings and show that the Corporation takes into account the feedback that it receives as part of this process.

### 3.1 Accessibility

For several years the Francophone community in Jasper, Alberta, had been asking for access to a local French-language CBC/Radio-Canada station. The issue returned to the forefront at the April 2014 Western Canada consultation meeting. In the spring of 2016 the Corporation filed applications to the CRTC for authorization to install and operate three new transmitters to rebroadcast the ICI Radio-Canada Première signal in Jasper, Banff and Lake Louise.<sup>3</sup> The CRTC has approved the applications, and the Corporation plans to install the three new transmitters by June 2017 (Canada's sesquicentennial year), thereby better serving the Francophone communities of Western Canada.

CBC/Radio-Canada has also announced that it intends to add a new transmitter to rebroadcast ICI Radio-Canada Première CBEF Windsor programming in Sarnia, Ontario, and has submitted an application to that effect to the CRTC. A total of 88 interventions in support of the application by residents of OLMCs in the region were filed. Subject to CRTC's approval, the Corporation plans to install the transmitter by Summer 2018.

### 3.2 Consolidation of regional presence

As previously mentioned, maintaining a firm regional footprint is a priority for Canada's public broadcaster. Following is a recap of current CBC/Radio-Canada French Services content production and delivery in French-language OLMCs across the country:

- 7 multiplatform Radio, TV, Web and Mobile production centres:
  - Ontario: Ottawa-Gatineau, Toronto
  - Acadie: Moncton (in new premises since June 2015)
  - Western Canada: Regina, Winnipeg, Edmonton, Vancouver

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<sup>3</sup> The ACFA's letter to the CRTC in support the application is reproduced in Appendix D.

- 4 radio stations (including news teams and digital production staff)
  - Ontario: Windsor, Sudbury (in new premises since October 2015)
  - Acadie: Halifax, Charlottetown
  
- 13 news bureaus
  - Ontario: Kingston, Timmins, Hearst, Hawkesbury
  - Acadie: St. John's, Edmundston, Campbellton, Bathurst, Caraquet
  - Western Canada: Calgary, Saskatoon, Victoria, Whitehorse
  
- Local multiplatform presence with contributions from some twenty videojournalists based in the following cities:
  - Ontario: Hearst, Hawkesbury, Timmins, Kingston, Ottawa, Toronto, Sudbury
  - Atlantic: St. John's, Bathurst, Charlottetown, Halifax, Caraquet, Campbellton, Edmundston
  - Western Canada: Calgary, Victoria, Vancouver, Edmonton, Winnipeg
  - Yukon: Whitehorse

#### Regional TV lineup as of Fall 2016

- 4 one-hour weekday news programs at 6 p.m. Mon-Fri, on stations in:
  - Montreal, Quebec City, Ottawa-Gatineau, Acadie (Moncton)
  
- 9 half-hour weekday news programs at 6 p.m. Mon-Fri, on stations in:
  - Quebec regions: Estrie (Sherbrooke), Mauricie (Trois-Rivières), Saguenay, Eastern Quebec (Rimouski)
  - Ontario (Toronto)
  - Western Canada: Manitoba (Winnipeg), Saskatchewan (Regina), Alberta (Edmonton), British Columbia (Vancouver)
  
- 11 half-hour Saturday and Sunday news programs, at 6 p.m., on stations in:
  - Montreal, Quebec City, Ottawa-Gatineau, Acadie (Moncton)
  - Quebec regions: Estrie (Sherbrooke), Mauricie (Trois-Rivières), Saguenay, Eastern Quebec (Rimouski)
  - Ontario (Toronto)
  - Western Canada: Manitoba (Winnipeg) and British Columbia (Vancouver)
  
- Saturday and Sunday headline news capsules (2 x 5 min) + (3 x 3 min)
  - Western Canada: Saskatchewan (Regina) and Alberta (Edmonton)
  
- 4 half-hour Friday *TJ Extra* news broadcasts, on stations in:
  - Quebec regions: Estrie (Sherbrooke), Mauricie (Trois-Rivières), Saguenay, Eastern Quebec (Rimouski)

- Weekdays live at 8:55 a.m. (5 min) – *Radiovision* (TV broadcast of the last 5 minutes of the regional radio morning show), on:
  - All TV stations (13) in the country
- Weekdays live at 11:55 a.m. (5 min) on stations in:
  - Quebec regions: Estrie (Sherbrooke), Mauricie (Trois-Rivières), Saguenay, Eastern Quebec (Rimouski)
- 4 x 30 sec weekday capsules (originals and repeats), on stations in:
  - Acadie (Moncton)
  - Quebec City
  - Quebec regions: Estrie (Sherbrooke), Mauricie (Trois-Rivières), Saguenay, Eastern Quebec (Rimouski)
  - Ottawa-Gatineau
  - Ontario (Toronto)
- 6 x 30 sec weekday capsules (originals and repeats) ), on stations in:
  - Western Canada: Manitoba (Winnipeg), Saskatchewan (Regina), Alberta (Edmonton), British Columbia (Vancouver)
- Various original-production non-news programs, including culture magazines (*Changez d'air* / Ottawa), talk shows (*Méchante soirée* / Acadie), telethons and live performance recordings, youth programs (*ONIVA!* / Alberta), regional programs broadcast on the national network (*100 % local* / Ottawa), etc. Development of new formats currently under study. Demonstrated particular interest from OLMCs in the “culture” niche.

#### Regional Radio lineup as of Fall 2016

- 3 x 210 min weekday morning shows, 5:30 a.m. to 9 a.m., on stations in:
  - Montreal, Quebec City, Ottawa-Gatineau
- 17 x 180 min weekday morning shows, 6 a.m. to 9 a.m., on stations in:
  - Quebec regions: Sherbrooke, Trois-Rivières, Saguenay, Rimouski, Rouyn-Noranda, Matane, Sept-îles
  - Western Canada: Winnipeg, Regina, Edmonton, Vancouver
  - Ontario: Toronto, Windsor, Sudbury
  - Acadie: Moncton, Halifax, Charlottetown
- 3 x 180 min weekday drive-home shows, 3 p.m. to 6 p.m., on stations in:
  - Montreal, Quebec City, Ottawa-Gatineau

- 14 x 120 or 150 min weekday drive-home shows, 3:30 p.m. to 6 p.m. or 4 p.m. to 6 p.m., on stations in:
  - Quebec regions: Sherbrooke, Trois-Rivières, Saguenay, Rimouski, Rouyn-Noranda, Matane, Sept-îles
  - Western Canada: Winnipeg, Regina, Edmonton, Vancouver
  - Ontario: Toronto (inter-regional for Toronto-Windsor), Sudbury
  - Acadie: Moncton (inter-regional for the 4 provinces)
  
- 5 x 240 min Saturday morning shows, on stations in:
  - Montreal (inter-regional for all of Québec)
  - Sudbury (inter-regional for all of Ontario except Ottawa-Gatineau)
  - Ottawa-Gatineau
  - Western Canada (inter-regional, 4 provinces)
  - Acadie (inter-regional, 4 provinces)
  
- 1 x 60 min Saturday morning show, on the station in:
  - Moncton (inter-regional for the 4 provinces)
  
- Interregional public affairs programs, on stations in:
  - Ontario: 30 min at 3:30 p.m., weekdays (except Ottawa-Gatineau)
  - Acadie: 60 min at 9 a.m. + 30 min at noon, weekdays (4 provinces)
  - As needed on bank holidays / summer / Holidays
  
- Regional newscasts on every station, at various times across the Radio schedule, morning to evening, 7 days a week.

About the Western Canada noon-hour Radio program:

To better address the needs of users and their evolving media consumption habits, and with a view to optimizing resources, the regional program (a 30-minute time slot, actual run time 22 minutes not counting the national newscast) was withdrawn in June 2016. Statistics and the results of research revealed that users were more likely to rely on digital platforms to get their news at that time of day.

It is notable that no participant mentioned any particular attachment to this radio time slot at the various consultation meetings, including that held in Vancouver.

The Corporation is currently in discussions with the regional associations, including the FCFA and FCCF, to clearly explain this change. It is important to emphasize that it in no way translates into a decrease in Radio-Canada's global offering to Canadians: the resources previously invested in the production of this program have been channelled into other projects likely to resonate more with audiences, including enhancements to digital coverage.

The Corporation believes that in the digital era, the contribution of public broadcasters can no longer be measured solely in terms of local programming minutes within a linear radio and TV broadcast schedule. It is important, moving forward, to take into consideration the full spectrum of content produced and made available to audiences for consumption at the time and place of their choosing.

Lastly, this programming decision for Western Canada also enables a better fit with the media strategy for the entire country (except for the Acadie region, which retains a 30-minute noon-hour slot because of the challenges relating to the time lag stemming from its geographical situation and to the linkage with national broadcasts).

### Regional digital offering

The consultation exercise confirmed the necessity of strengthening the link between our various platforms, while boosting our digital presence. This approach, which is in keeping with evolving media consumption habits, inevitably implies some restructuring of operations and staff, as we have noted in the case of the Western Canada region.

French Services now provides Canadians with 21 regional websites, continuously updated from morning to evening, 18 hours a day, 7 days a week. Each site includes editorial selections, a continuous news feed, a package of customizable services (e.g., weather, road conditions, school closings, live local radio and TV, access to fact sheets on programs and other documentation, and access to social media). The sites feature responsive design (i.e., they adapt to device screen dimensions), geolocation, and customization options. The [ici.radio-canada.ca](http://ici.radio-canada.ca) home page is currently being revamped for better usability. More than half of Radio-Canada's regional sites are aimed at regions with high concentrations of French-language OLMCs.

- 12 regional sites outside Quebec:
  - Ontario: Toronto, Northern Ontario, Ottawa (grouped with Gatineau), Windsor
  - Western Canada: Manitoba, Alberta, British Columbia, Saskatchewan
  - Acadie: New Brunswick, Nova Scotia, Newfoundland & Labrador, Prince Edward Island

Lastly, each of these regional stations' Facebook pages is now an indispensable component of the digital strategy. This allows the CBC/Radio-Canada not only to maintain strong ties with Canadians and nurture ongoing dialogue, but also to enhance the reach of radio and TV content produced within the Corporation's conditions of licence.

### 3.3 Presence in the communities

#### Programs

The various communities consulted have spoken: they want improved reflections of Francophone realities outside the major centres. To address this need, teams have set up various initiatives to promote travel by newsgathering staff.

These include the creation in Western Canada of the “Fureteurs” and “Caravane” projects. Two different versions of the latter were rolled out last year: one in Alberta (extended travel by the morning show team, roadshow in Francophone communities outside the major centres) and the other in British Columbia (extended travel by a journalist to scout for topics/news in communities outside the major centres). The Fureteurs, meanwhile, are 4 videojournalists (one per province) who are tasked with travelling throughout their region looking for interesting people and stories. Audience members can track their travels using an interactive mapping tool.

#### Partnerships

From “traditional visibility agreements” to custom-tailored creative approaches to shared benefits: while the Corporation is favouring a new attitude to partnerships, namely, a “win-win” approach that allows both parties to work together, it will still be guided by the desire to create “experiences” that engagement with the public broadcaster, but also, and especially in minority communities, engagement with the Francophonie. With the focus on this approach, the partnerships become levers for strengthening identity in official language minority communities (and thus are no longer merely “visibility exchanges”<sup>4</sup>), no matter which industry segment is involved.

As such, each year Radio-Canada partners with some 170 organizations across the country, just over 140 of which are from the arts & culture sector (music, literature, theatre, film, etc.). As an active surveyor of the arts scene in Canada, the public broadcaster supports homegrown talent. Examples include its coverage of the Soirée des Éloizes awards gala, a flagship industry event acknowledging the vitality, quality and originality of work by professional artists in Acadie, and contributions by individuals and organizations to development of the arts in their region. For the 2016 edition, in addition to providing live TV coverage of the gala, Radio-Canada developed Web material including special content, profiles of the nominees and winners, and the ability to watch the gala in catch-up viewing mode.

Radio-Canada’s regional stations have also been committed for the past several years to boosting awareness of a number of charity events that are very important to Canadians. These partnerships take various forms and are a way to produce original content while strengthening bonds of proximity with communities and community organizations.

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<sup>4</sup> Note that a reframing of the associations’ perception occurs when the two parties take the time to identify their respective expectations and, in turn, show creativity in identifying common, shared initiatives.

Following are some examples of events with which Radio-Canada has partnered recently:

Radiothon L'arbre de l'espoir – ICI Acadie – November 27, 2015

- Partnership with the Fondation du CHU-Dumont
- Amount raised: \$1,804,116
- Funds raised to improve oncology care services

Le Grand partage de Windsor – ICI Ontario – November 28, 2015

- Collection of food items especially, and donations as well
- Benefiting the Société St-Vincent-de-Paul, for distribution to disadvantaged families

Francothon Alberta – ICI Alberta – October 16, 2015

- Partnership with the Fondation franco-albertaine
- Amount raised: \$215,000
- To fund cultural and economic development projects in Alberta

Francothon Saskatchewan - ICI Saskatchewan – May 28, 2016

- Partnership with the Fondation fransaskoise
- Amount raised: \$49,000
- Redistributed to the Francophone communities of Saskatchewan in the form of grants and scholarships

All of these events speak to the public broadcaster's commitment to being a "driver of citizen engagement," with strong roots in the communities that it serves and a desire to enliven the public sphere while building ties among Canadians.

Lastly, to address citizens' concerns about the overabundance of promos during broadcasts on regional stations in Western Canada, various initiatives have been adopted to reduce their number and substitute relevant content in those programming slots.

Examples include: increased use of short (30 sec) socio-cultural programs (profiles, emblematic events in the community, etc.), development of partnership promos and production of video vignettes with the Fureteurs, reflecting the vitality of the French fact in Canada in urban areas as well as outside the major centres.

### **3.4 National programming: sustained efforts**

As has been mentioned in previous reports, the challenge when it comes to Canada's French-speaking population is a formidable one—deliver a national lineup that speaks to all French Canadians in a context where the vast majority of the population is concentrated in a single province, and a minority is spread out in the other provinces, across five time zones. While the Corporation meets all of its conditions of licence each year, it is well aware that French Canadians living outside Quebec would like to see



themselves better reflected in network programming, as was evident in a number of comments.

The public broadcaster therefore takes an inclusive approach, one more likely to resonate more powerfully with the largest possible number of people. This approach is applied in the various areas of French Services as follows:

**a) News and Current Affairs: value-added coverage**

Radio-Canada intends to continue rolling out its news, information and public affairs programming strategy, in the process consolidating its *Révéler le pays* approach, which has been under way since last year and now applies across all of its platforms.

A review of the context is useful: with the advent of social media, YouTube and mass user-generated content on various platforms, the major media organizations are no longer the sole players in production and dissemination of news and information. Media consumption habits are changing: people want to be informed on the platform and screen of their choice, at the time and in the setting that suit them. Linear, scheduled programming is giving way to time shifting and multiplatform content. The knock-on effect is that citizens expect greater participation, transparency and accountability from institutions like CBC/Radio-Canada. Thinking is therefore under way to find more ways to include Canadians in the choice of news and information content delivered.

The *Révéler le pays* approach, meanwhile, means that so-called regional stories are treated in such a way that they gain national resonance, enabling a different perspective and speaking to Canadians from coast to coast to coast. The recent appointment of two new national reporters, based in Edmonton and Moncton, will help in implementing that vision. These journalists will also be assigned to contribute to major stories.

Senior management intends, now more than ever, to focus on impact journalism, investing more in investigative journalism, fact checking and debate/analysis of major issues so as to broaden the public broadcaster's reach and influence in the public arena.

It also intends to place greater emphasis on solutions journalism. This emergent form, also known as constructive journalism, applies both nationally and locally. It urges the public to explore the diverse options around topics like climate change or school curricula. This democratic approach will enable the public broadcaster to deepen its relation with its citizen audience—all across the country.

Openness to the world

Furthermore, on the subject of openness to the world (a hope also expressed by various participants at the most recent meetings), News and Current Affairs

management is pleased and proud to announce the creation of foreign micro-bureaus in the wake of the new investments, which will enabling us to broaden and refine the Canadian perspective on world affairs—for the benefit of all citizens across the country.

## **b) Radio**

The mandates of several ICI Radio-Canada Première programs have been reviewed so as to incorporate specific new dimensions to their regional components (addition of new segments, new correspondents, etc.). Besides the daily news programs *Midi Info*, which features at least two regional news roundups (topics, interviews, reports), and *L'heure du monde*, which since its inception has relied on Radio-Canada journalism staff across the country, several national-network programs have seen new contributors from various regions added.

Examples include the consumer magazine *Les éclaireurs*, which reflects the various regions of the country in its diversity of specialist guests, and new offering *On n'est pas sorti de l'auberge*, which includes contributions by Acadian and food enthusiast Gabriel Malenfant. In addition, that program's host, Francis Reddy, regularly chats with Canadians of diverse origins about typical dishes from their home cultures.

On the arts and culture front, the recent initiative *Les Incontournables* celebrates French-language literature in Canada, and features contributions from regional teams and listeners from across the country. The Holiday season saw the broadcast of the second iteration of *24 heures*, a series of eight profiles delving into different Canadian cities. Featured municipalities included Dawson City, Yukon; Hawkesbury, Ontario; Saint Laurent, Manitoba; Edmundston, New Brunswick; and Moose Jaw, Saskatchewan. Each episode is produced by local teams in collaboration with network staff. The program is part of a talent-development approach to radio production.

Travel by national-program teams is also on the increase, allowing for direct touchpoints with listeners. For example, Rebecca Makonnen travelled to Toronto in September to cover TIFF for her new culture program *On dira ce qu'on voudra*, while various on-location tapings are scheduled for the *À la semaine prochaine*, *La soirée est encore jeune* and *Plus on est fous plus on lit* teams, among others.

Lastly, February 2016 saw the launch of the digital platform Première Plus, which is home to a broadly diverse selection of audio content exemplifying the wealth and diversity of Francophone communities right across the country: in addition to catch-up listening of ICI Première programs, audiences can choose from original programs, themed playlists, news sorties, documentary series, audiobooks, and archived content. Lectures are also available, providing valuable access to currents of thought and philosophy. Examples include the recording *Une*

*conversation avec Joséphine Bacon à Sudbury*, an audiobook of *La Sagouine*, and themed playlists such as *Fort McMurray, les différents visages du boom économique*; *Herménégilde Chiasson, l'Acadie en mots et en images*; *Le règlement 17: des francophones bâillonnés*; and *À la découverte des dinosaures de l'Ouest*. This unifying and inclusive initiative stimulates curiosity, for the benefit of all Canadians.

**c) General-interest television**

Radio-Canada is committed to producing TV content designed to attract the interest of Francophones all across the country. Following are some examples of programs in various formats (lifestyle magazine, special events, drama series, variety, etc.) that exemplify this commitment to inclusion:

- **Entrée principale:** This daily lifestyle magazine, produced on a modest budget, leverages multiple tools (e.g., Skype, Twitter, Facebook, fax) to stay in contact with audiences across the country. Its Friday arts-only editions showcase activity across Canada. The show's researchers are in regular contact with arts and culture communities in Western Canada, Atlantic, Prairies, Ontario and North regions.
- **100 % local:** This magazine produced in Ottawa has returned for a second season. Host Nicolas Ouellet and his three contributors (each representing their respective region, Western Canada, Ontario, Quebec and Atlantic) join forces in providing fun, colourful ways to explore the country.
- **La petite séduction:** Since its inception, this concept has had mass appeal for its host communities, with locals pulling together en masse to "seduce" the host and celebrity guest who come to visit their town. Two Acadian communities, Maissonette and Petit Rocher, were part of the roadshow in 2016. In 2017, viewers will have a chance to discover the Franco communities of Kingston, Ontario, and Charlottetown, Prince Edward Island. Special approaches are in progress.
- **Le clan (drama series; Atlantic-Quebec co-production):** Shot in Quebec City and in New Brunswick, with a cast that includes several Acadian actors. The first season was broadcast in fall 2015; the second and concluding season, in spring 2016.
- **2016 Rio Olympics:** From August 5 to 21, 2016, more than 32 million Canadians tuned in at some point to watch TV coverage of the Rio Games on CBC/Radio-Canada and partner platforms. These were record numbers for the public broadcaster, which provided unmatched multiplatform coverage ranging from the competitions themselves to exclusive interviews, special series, documentaries, and portraits of the

many Canadian athletes from various regions of the country who competed.

**d) ARTV**

ICI ARTV is proud to provide exceptional support as a specialty service focused on showcasing the Canadian arts scene. In addition to devoting at least 20% of its production budgets to content made outside Quebec, ICI ARTV boasts general programming that reflects Canada's vibrant arts scene, through coverage of a wide range of events like the Gala des Prix Trille Or, Soirée des Éloizes, etc. It also profiles French-Canadian creators.

**e) RDI**

As stated in its condition of licence, which is complied with each year, ICI RDI must "ensure that at least one-third of original programs and program segments broadcast [...] each year come from the regions of the Atlantic, Ontario, the West, the North, and Quebec (excluding Montreal)." The news network therefore places special emphasis on reflecting all regions of the country, not only through programs and segments originating in the regions, but also those produced in Montreal. For example, in 2015, the political panel *Le Club des Ex* included former MPs Yvon Godin, Sheila Copps and Jean-Pierre Blackburn, commenting on various events relating to political affairs.

f) **ICI Musique** also pays special attention to enhancing the French-Canadian presence. In addition to reflecting the vitality and vibrancy of the Canadian French-language music scene, ICI Musique provides an exceptional showcase for Canada's Francophone artists, who enjoy exposure across the country. Initiatives include the following:

- A special event each year spotlighting French music in the regions: after Moncton, Winnipeg and Sudbury, the team from the program *Vraiment Top* travelled to Ottawa in February 2016 for a skating party with listeners on Rideau Canal and recording of the show with a live audience in the Ottawa studio. The special explored the concept of waterways, with their historical connection to settlement of various parts of the country by Francophones.
- Capsules produced to highlight the nominations in the Prix de la chanson Radio-Canada category at the Trille Or awards. The next edition of the awards gala will include broadcast of videos featuring three singers from outside Quebec, produced by the Radio-Canada Ottawa team. Three Révélations Radio-Canada concerts will also be presented in Ottawa as part of the partnership agreement with the National Arts Centre.

- Themed web radio stations including *Acadie*, *100% Franco-Canadienne*, etc. Review of First Nations content for creation of a themed Radio-Canada portal. Spring 2016 presentation of the major multiplatform (Radio/TV/Web) series created by Philippe Fehmiu, *Ce que nous sommes*, exploring issues around land, multiple identities and transmission of knowledge in Native communities from coast to coast to coast.
- In development: two national initiatives showcasing the vitality of Francophone songwriting in minority communities: a) a songwriting contest project that will see the 10 winning songs performed by various Canadian performers; b) a choral competition featuring choirs from various regions performing classics from the Canadian French-language repertoire.

### 3.5 Youth Initiatives

French Services management paid close attention to participants' concerns about the importance of the public broadcaster getting closer to young audiences in OLMCs. Here are some major projects that show promise in terms of establishing special relationships with those audiences:

- **#1er vote: Stimulating the civic duty of young Canadians**  
The October 2015 election was the first opportunity to vote federally for more than a million young Canadians. #1er vote, an initiative of the regional team in collaboration with the News department, provided the means for youth aged 19 to 22 from across the country to address leaders and candidates from all parties via social media on issues of concern to them. Besides stimulating civic duty and curiosity about public life among the younger generation, the initiative recruited dozens of young people, who were given support to be part of this great conversation; some became temporary editors-in-chief, while others took part in local programs and debates, or were in-studio guests on election day.
- **Prochaine Génération:** A new space for exploration and creation, created and managed by millennials. Initiated by News and Digital Services. The idea is to develop new ways of enriching and sharing news and current affairs content for the digital generation. Increased mobility, greater personalization, new ways of telling stories. Project in development, to include fifteen or so young people who will help build the public broadcaster of tomorrow. Coming in 2017.
- **Jeune Reporter Acadie: first edition, 2015–16**  
Drawing on the success in recent years of the Jeun'Info project, now expanded to include all Western provinces, French-speaking students in Atlantic Canada now

have their own journalism competition. Six young people in grades 11 and 12 from the four Atlantic Provinces received a week of journalism training in the summer of 2015 at the Radio-Canada broadcast centre in Moncton. They produced one video per month over a seven-month period, with supervision from a professional team. The participants received post-secondary scholarships in the amount of \$7,500 provided by the partner institutions.

Canada 150: Lumière sur les leaders de demain (“spotlighting leaders of tomorrow”)  
(Radio | TV | Web)

The concept: in the run-up to Canada’s 150th birthday celebrations, give voice to young leaders in various areas from all over the country. Listeners and viewers will learn more about them, their values, their dreams and ambitions, their visions of society, of Canada, etc. Here are details of two projects in development:

- **La route des 20: sur les traces d’une génération:** A two-stage project of ICI Radio-Canada Première (Radio and Web). First, in fall 2016, a documentary series hosted by Patrick Masbourian profiling young Canadians in their twenties. Eight location shoots are scheduled in various regions of the country. Followed in late October by an in-studio panel, and then by a vast audio and online mosaic bringing together 150 young people from all across the country, from diverse backgrounds (cities, suburbs, regions, major centres, etc.). Coming in winter 2017.
- **À nous le monde:** A TV documentary series about ten inspiring young Francophone Canadians who are deeply involved in their communities. In development; a project to watch for in 2017.

### **3.6 Initiatives linked to Canada’s new French-speaking communities and First Nations**

In keeping with its commitment to representing the vitality and vibrancy of the various regional communities in this country, the Corporation intends to foster better reflections of the dynamic nature of Canada’s new French-speaking communities and of First Nations. In addition to focussing on experts and other guest stakeholders as part of regular programming and via its youth initiatives, it intends to adopt promising initiatives including:

- **Western Canada: Le monde chez nous:** Building on the success of the first two seasons of this radio series on international Francophone communities in Western Canada, this program has been renewed for a third season. Coming in summer 2017.

- **Ontario: Qui prend hiver prend pays:** Documentary. Meetings with newcomers to the National Capital Region, examining their relationships to the Canadian winter. Multiplatform project with online distribution as well as TV broadcasts. Was also the subject of a March 2016 presentation by Radio-Canada as part of the *Journée et la nuit du documentaire* at the Festival des films de l'Outaouais.
- **Forum sur l'immigration francophone en Acadie:** March 2106 presentation by Radio-Canada Acadie of a forum dedicated to challenges and new issues in relation to Francophone immigration to the Acadie region, live from the farmers' market in Moncton. Challenges, issues, and potential solutions. Special program hosted by Karine Godin.
- **Reconnaissance de la nation Métis:** In the week following the important Supreme Court decision of April 14, 2016, which ruled that Métis and non-status Indians are "Indians" in the legal sense, back-to-back broadcasts of the independent production *Je suis Michif* all across the Western provinces (5 x 30 min). Hosted by Aimée Craft, a young Franco-Manitoban Métis who is a specialist in Indigenous Law.
- **Portail Espaces autochtones:** Radio-Canada is currently working on development of a Web portal to highlight the full spectrum of its media content covering First Nations people.

### 3.7 The North

CBC/Radio-Canada French Services is currently analyzing its media offering to Francophone communities in the North: during the most recent round of consultation meetings, the broadcaster has heard the concerns of French-speaking Canadians living in Yukon and the Northwest Territories. Thinking is under way on how best to serve these communities while simultaneously reporting on Northern issues important to all Canadians and contributing to a better understanding, in French, of the realities of this region.

### 3.8 The consultation process

Thinking is also under way about the consultation process itself, with an eye to consolidating the current format while exploring new alternatives that would further capitalize on digital platforms so as to reach out to more Canadians, including young people.

Note also that the management of CBC/Radio-Canada French Services and that of Unis TV wish to increase cooperative efforts from now on, especially as regards the specific needs of Francophone OLMCs, to ensure that their respective actions properly complement one another. To this end, the Radio-Canada Regional Services executive team will take part in one component of the meeting of Unis TV advisory committee in October 2016.

## **Conclusion**

Generally, these public meetings were welcomed both by the individual Canadians and the community groups who were given the opportunity to express their opinions on the public broadcaster via an official consultation process. The comments received are being used by all members of the management team to better guide their decisions regarding implementation of CBC/Radio-Canada's *Strategy 2020*, as evidenced by the various initiatives outlined in this document.

That said, the Corporation remains mindful of the fact that thinking about the consultation process itself may well be a promising avenue for the organization. The idea of reaching out to the largest possible number of Canadians, in particular those from groups that are under-represented in the meetings, namely, young people and representatives of cultural communities, is one such avenue to consider.

While the Corporation wants to maintain these official gatherings and continue providing its senior managers with the opportunity to meet Canadians and hear their concerns in person, it remains open to rethinking their format, so as to broaden their scope.

The Corporation is therefore maintaining its keen interest in pursuing this invaluable conversation with Canadians living in official language minority communities, and with the groups representing their interests, to ensure that CBC/Radio-Canada remains as relevant as ever—to all Canadians and to the generations to come.



## **Appendix A**

### **Public Consultation Meeting: Western Canada and the North**

Vancouver, May 30, 2016

Studio 700, CBC/Radio-Canada Vancouver

Monday, May 30, 2016

6 p.m. to 8 p.m.

**Moderator:** Marie Villeneuve (Far West, Radio-Canada Vancouver)

#### **CBC/Radio-Canada managers in attendance**

- Louis Lalande, Executive Vice-President, French Services
- Marco Dubé, Executive Director, Regional Services
- Patricia Pleszczynska, Executive Director, Radio & Audio
- Michel Cormier, Executive Director, French Services News
- Pierre Guérin, Director, Regional Services, Western Region
- Marie-Claude Dupont, Program Director, Regional Services

#### **Number of participants**

- On site: 40
- Online: approximately 200

#### **Meeting with associations**

CBC/Radio-Canada Vancouver

May 30, 2016

Noon to 1:30 p.m.

#### **CBC/Radio-Canada participants**

- Louis Lalande, Executive Vice-President, French Services
- Marco Dubé, Executive Director, Regional Services
- Pierre Guérin, Director, Regional Services, Western Region

#### **Participants from associations**

- France Vachon, Executive Director, Association francophone de Surrey
- Jean-François Packwood, Executive Director, Conseil culturel et artistique francophone de CB
- *(Absent: Damien Hubert, Executive Director, Alliance française de Vancouver)*

## **Appendix B**

### **WESTERN CANADA AND NORTH PCM – May 30, 2016**

#### **MEANS USED TO PROMOTE THE CONSULTATIONS AND SCOPE**

##### **Promotional campaign**

Francophones and Francophiles were invited to join the conversation on May 30 in Vancouver, either in person or by following the webcast, at various times depending on time zone.

A multimedia advertising campaign conducted from May 3 to 30, 2016, including the following:

- Invitations sent by email with telephone follow-up in all target markets (YT, NT, NU, BC, AB, SK and MB)
- Web banner ads on French-language sites in the target markets (YT, NU, BC, AB, SK and MB)
- Sustained radio promos (BC/YU, AB, SK, MB, NT) on ICI Radio-Canada Première and ICI Musique
- Sustained TV promos (BC/YT, AB, SK, MB)
- Web and mobile promos (BC/YT, AB, SK, MB)
- Promotion and sponsored buys on Facebook and Instagram – poster and promo video (BC/YT, AB, SK, MB, NU, NT)
- Promotion on Twitter (BC/YT, AB, SK, MB)
- Ad campaign on Google Display (BC/YT, AB, SK, MB, NU, NT)
- Interviews with Pierre Guérin (AB, SK, MB)
- Mentions by radio hosts (BC/YT, AB, SK, MB)
- Print ads in French-language weeklies (BC, YT, AB, SK, MB, NT)
- Radio ad buys on Radio Taïga (NT) and CFRT (NU)

##### **Scope of the campaign**

Note: all invitations sent by email were destined for associations and partners in the various regions.

\*URL: [ICI.Radio-Canada.ca/APC](http://ICI.Radio-Canada.ca/APC)

\*Hashtag: #apcrc

## Appendix C

News release

### WESTERN CANADA AND NORTH PUBLIC CONSULTATION MEETING

#### Several ideas put forward as part of gathering

Tuesday, May 31, 2016 – The CBC/Radio-Canada French Services public consultation meeting for the Western Provinces and Northern Territories was held yesterday evening in Vancouver. This event allowed the French Services executive team to exchange ideas with members of the public who attended in person and via the Web.

The meeting, structured around the topic *Radio-Canada se transforme. Avec vous* (“Radio-Canada is changing along with you”) enabled a conversation with Canadians about CBC/Radio-Canada French Services, the future of the public broadcaster in the digital era, and changing media consumption habits.

Audience members were invited to ask questions and express their opinions. Ideas put forward during the evening covered such topics as investment in news and information content as well as arts and culture programming, the service offering for young people, coverage of the Northern regions, and reflecting diversity in programming. They will management in its thinking and planning aimed at ensuring that CBC/Radio-Canada remains relevant in the communities. “We have taken a lot of notes this evening, and we’ll be attacking these issues,” said Louis Lalande, Executive Vice-President, French Services.

Besides Lalande, members of management in attendance were: Marco Dubé, Executive Director, Regional Services; Patricia Pleszczynska, Executive Director, Radio & Audio; Michel Cormier, Executive Director, French Services News; Pierre Guérin, Director, Regional Services, Western Region; and Marie-Claude Dupont, Program Director, Regional Services.

CBC/Radio-Canada holds consultations every two years with Francophone official language minority communities (OLMCs) in the Atlantic Canada, Ontario, Western Canada, and North regions.

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778-840-6165

## Appendix D

### Letter from ACFA in support of CBC/Radio-Canada's request to add three new radio transmitters in Western Canada



La Cité francophone  
8627 rue Marie-Anne-Gaboury (91<sup>e</sup> Rue)  
Pavillon II, Bureau 303  
Edmonton, Alberta T6C 3N1  
[www.acfa.ab.ca](http://www.acfa.ab.ca)

Edmonton, le 22 juin 2016

Monsieur John Traversy  
Secrétaire général  
Conseil de la radiodiffusion et des  
télécommunications canadiennes (CRTC)  
Ottawa (Ontario) K1A 0N2

Objet : Observations de l'ACFA relativement aux avis 2016-0495-0 et 2016-0641-9- Ajout de trois nouveaux émetteurs d'ICI Radio-Canada Première à Jasper, Banff et Lake Louise

Monsieur le Secrétaire général,

C'est avec grand enthousiasme, qu'au nom de l'ACFA, l'organisme porte-parole de la francophonie albertaine, je désire apporter notre appui à la demande de licences de diffusion de la Société Radio-Canada pour permettre l'installation de trois nouveaux émetteurs d'ICI Radio-Canada Première à Jasper, Banff et Lake Louise.

J'aimerais vous rappeler que depuis près de trente ans, la communauté francophone de Jasper se mobilise pour accéder à la radio française de Radio-Canada, sans succès.

En 2007, la frustration s'était fait sentir de façon aiguë lorsque la Fête franco-albertaine, l'un des plus grands rassemblements culturels de la francophonie albertaine, avait eu lieu à Jasper. Radio-Canada était un partenaire important de l'événement et la radio française de Radio-Canada était présente sur place afin de diffuser des émissions. Ironiquement, les festivaliers et les intéressés potentiels localement ne pouvaient pas écouter les émissions locales présentées.

Suite à cette situation, les résidents de Jasper ont acheminé une pétition signée par plusieurs centaines de personnes à la Société Radio-Canada et l'ACFA a saisi toutes les tribunes possibles pour faire avancer ce dossier : lettres, mémoires, allocutions, rencontres auprès de divers intervenants et participation à de nombreux comités et assemblées publiques.

La densité topographique a souvent été citée comme raison empêchant l'obtention des ondes radiophoniques. Pourtant, la diffusion de la radio anglaise de CBC réussit à être captée. Il est à noter que la ville de Jasper est située à l'intérieur du Parc national de Jasper, qui doit offrir des services dans les deux langues officielles, et qui est visité par environ 2 millions de visiteurs annuellement (Rapport annuel de 2010 – Parc national du Canada Jasper). Par ailleurs, la ville de Jasper compte une école francophone, l'école Desrochers comptant environ 50 élèves, et

une école d'immersion française. En mai 2011, le gouvernement de l'Alberta annonçait la construction d'une école francophone à Jasper qui a, depuis, été inaugurée. La vitalité francophone à Jasper, autant de ses visiteurs que de la communauté locale, ne laisse pas de doutes.

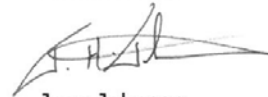
Les représentants de Radio-Canada ont longtemps suggéré aux résidents de Jasper d'accéder à la radio française de Radio-Canada par Sirius ou le Web. Il est à noter que Sirius est une radio payante et qu'elle diffuse la programmation montréalaise de Radio-Canada, et non la programmation locale. Par ailleurs, le Web n'est pas une solution pour des visiteurs qui sont souvent des automobilistes plus que des internautes.

Le 18 mai dernier, c'est donc avec beaucoup d'enthousiasme que nous avons pris connaissance de la décision de Radio-Canada de déposer une demande de licences de diffusion auprès du CRTC et que cette demande s'étendrait aussi aux communautés de Banff et Lake Louise.

Je vous remercie de l'attention que vous porterez à cette demande. Nous espérons que le CRTC, qui a été sensibilisé à de nombreuses reprises à cette situation, accordera rapidement les licences demandées par Radio-Canada afin que ce projet se réalise tel que prévu en juin 2017, à temps pour les célébrations entourant le 150<sup>e</sup> anniversaire du Canada.

Veillez recevoir, monsieur Blais, mes plus sincères salutations,

Le président,

A handwritten signature in black ink, appearing to read 'J. Johnson', written over a horizontal line.

Jean Johnson